

Office of the Executive Council

**Annual Report
2011-12**



Message from the Premier

I am pleased to present the Annual Report of the Office of the Executive Council for the fiscal year ending March 31, 2012.

This report includes a summary of achievements of the Office of the Executive Council (OEC) in meeting its 2011-12 objectives, as outlined in the 2011-14 Activity Plan. A comparison of actual to planned results is provided, as well as 2011-12 financial information.

This fiscal year marked the first year of the 2011-14 Activity Plan during which OEC has moved forward in a number of priority areas. Significant accomplishments have been made in the areas of public service excellence, evaluation, planning and coordination and capacity enhancement. Work in all of these areas contributes to government's ability to make sound decisions that benefit the residents of our province.

The Provincial Government is comprised of many departments and agencies with the collective responsibility for the development and delivery of public programs and services. In such a large organization, coordination and the continued enhancement of organizational capacity is essential for its successful operation. Initiatives undertaken in these areas during 2011-12 have assisted, and will continue to assist, government in furthering its economic and social policy agenda, and ensure our ability to make decisions that benefit Newfoundlanders and Labradorians. Initiatives undertaken in the area of evaluation and public service excellence will support policy and program improvements and ensure that we are measuring our performance against high standards of excellence.

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.



HONOURABLE KATHY DUNDERDALE
PREMIER



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INTRODUCTION

Under the *Transparency and Accountability Act* (the Act) the Office of the Executive Council (OEC) must table an Activity Plan every three years and report on the relevant year of that plan no later than six months after fiscal year end. In June 2011 OEC tabled an Activity Plan outlining its priorities for fiscal years 2011-12 to 2013-14. This annual report marks the first year of that planning cycle and details OEC's success in meeting the measures and associated indicators for 2011-12 objectives.

For the purpose of this annual report, OEC 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 Branch, 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 and Aboriginal Affairs Secretariat, Labrador Affairs Office, Rural Secretariat, Office of the Chief Information Officer, the Voluntary and Non-Profit Secretariat, the Human Resource Secretariat (previously known as 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 OEC is derived from government direction and informed by numerous pieces of legislation (see Appendix A). It includes the following:

- support the Premier and the work of Cabinet and its committees:
 - facilitate, coordinate and support the Cabinet decision-making process, formulate orders, and communicate decisions of Cabinet,
 - facilitate and coordinate advice and initiatives on matters related to economic policy, social policy, and government operations,
 - facilitate and coordinate strategic/business/activity and operational planning within government,
 - facilitate and coordinate the evaluation of policy and program effectiveness;
- support the role of the Lieutenant Governor;
- advise on protocol matters;
- provide strategic communications, advice and support to the Premier and Cabinet, and coordinate government-wide communications; and,
- provide leadership of the provincial public service to ensure that Government has the policy, management and human resource capacity it needs to develop and deliver effective policies and programs.

This mandate is fulfilled through three principal lines of business which serve OEC's primary clients: the Premier, the Cabinet, Cabinet committees and Ministers, the Lieutenant Governor, departments and public bodies, public servants and the diplomatic corps.

Lines of Business

1. Support to the Premier and Cabinet:

OEC is the agency of the public service that provides support to the Premier's role of setting overall government policy and coordinating initiatives brought forward by ministers. The office is also the primary support for Cabinet and its committees, enabling the effective and efficient operation of the cabinet process. This role incorporates policy analysis, the preparation of briefing materials, the coordination and facilitation of Cabinet meetings, coordination of the legislative agenda, and the maintenance of Cabinet records.

2. On behalf of the Premier and Cabinet, OEC also provides support and leadership to the public service through the following:

Coordination

OEC is responsible for leading broad policy establishment and coordination, focus and coordination in support of evaluation activities, and the development of responses to government-level issues. Through various coordination efforts, staff also ensure consistency in the application of government policies and procedures.

Planning and Reporting

OEC leads and provides support services to 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*. OEC also provides support services to Ministers and Deputy Ministers in the development and monitoring of Deputy Ministers' performance contracts.

Organizational Development

OEC works to ensure that the public service has the capacity and readiness to implement directions of government. This is carried out by providing leadership in priority areas such as enhanced policy capacity within government, recognition of excellence, and executive development.

Communications and Consultations

OEC also leads 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 distribution services, and establishing and maintaining content and visual standards for government's web presence.

3. Support to the Lieutenant Governor and Other Dignitaries:

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. 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.

Corporate services

Within OEC, corporate services activities are provided by the Strategic Human Resource Management (SHRM) and Financial Administration Divisions. The SHRM Division, which will be integrated into the Human Resource Secretariat (formerly the Public Service Secretariat) in 2012-13, provides human resource management advisory and consultative services to OEC. The division plans, develops and delivers programs, policies and services in the areas of employee relations, human resource planning, integrated disability management and organizational development.

The Financial Administration Division provides financial management and advisory services to various entities within the corporate structure. Responsibilities include the provision of financial, budgeting, accounting, financial reporting, and general operations services to the designated agencies. The division also ensures that all employees are informed of departmental and general government guidelines and procedures relating to the above services, thereby ensuring financial stewardship, facilitating the delivery of programs and services, and enabling those entities within Executive Council to achieve their strategic and operational objectives.

Staff and Expenditures

OEC has a staff complement of 88 (28.4 per cent male and 71.6 per cent female) and expended approximately \$8.8 million for the fiscal year ending March 31, 2012. The details are as follows:

Central Agency	Staff Complement	2011-12 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat ¹	41	\$4,350,536
Lieutenant Governor's Establishment	13	\$797,681
Communications Branch	14	\$1,699,561
Financial Administration and Strategic Human Resource Management	20	\$1,988,754
TOTAL	88	\$8,836,532

Source for 2011-12 Expenditures: *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2012* (un-audited).

VISION

The vision of the Office of the Executive Council is of an accountable, innovative government committed to excellence in public service.

¹ Cabinet Secretariat includes the Transparency and Accountability Office and the Protocol Office.

SHARED COMMITMENTS

Shared commitments represent those results that could only be achieved with the participation and actions of partners. By its very nature as a central agency and through the performance of its core mandate, OEC works in partnership with government departments and entities to support the Premier and Cabinet committees in the ongoing decision making of government. These partnerships are integral to ensuring effective delivery of the Activity Plan's key objectives. In 2011-12, partnerships contributed significantly to OEC's ability to meet its annual objectives and to advance its strategic issues of public service excellence, evaluation, planning and coordination and capacity enhancement.

In addressing government's strategic directions relating to transparency and accountability and strategic communication, OEC worked with departmental and public body partners to ensure their planning and reporting obligations under the Act were met. Given that 2010-11 marked the final year of the three-year planning cycle, the Transparency and Accountability Office (TAO) worked with departments and public bodies during the development and tabling of their new 2011-14 plans (125 in total). In addition, performance reporting requirements for 2010-11 required entities to report on performance over a six year period. TAO worked with departments and public bodies to ensure both legislative and policy requirements were met, resulting in the tabling of 131 annual reports.

Informal learning opportunities (e.g., lunch and learns) continue to provide our policy community with information regarding policy analysis and new approaches to the development of public policy. In 2011-12, OEC partnered with the Rural Secretariat to develop and offer the first two modules of an information program entitled Improved Policy Advice through Collaborative Partnerships and Public Engagement. Other sessions included The Status of Women of Newfoundland and Labrador by the Provincial Advisory Council on the Status of Women and Developmental Evaluation by the McConnell Foundation. To date these offerings have been well received by the Provincial Government's policy community of practice. In addition, the Public Policy and Evaluation Forums, developed in 2010-11, continued with four forums delivered in 2011-12.

In an effort to enhance evaluation capacity among policy staff, competencies were defined to form the basis for future training in the area of evaluation. OEC worked in partnership with the Human Resource Secretariat and the Centre for Learning and Development (CLD) to define these core competencies. This was done in tandem with work the Human Resource Secretariat was already doing on policy competencies that was incorporated into the Competency Framework for Policy Professionals. Much of the evaluation work of OEC is done in partnership with other entities, both internal and external to government. During 2011-12 OEC developed documents to inform possible course development while working with the Canadian Evaluation Society to ensure learning objectives were consistent with policy tools.

MISSION

By March 31, 2017, the Office of the Executive Council will have improved the capacity of the public service to effectively manage the public sector in support of the implementation of government's agenda.¹

¹ For the full mission statement, including measures and indicators, please refer to the Office of the Executive Council Activity Plan 2011-14

Report on Performance:

Issue 1: Public Sector Excellence

OEC is the lead agency responsible for all public servants in Newfoundland and Labrador. The public service is dedicated to the social and economic advancement of the province, and continually strives for excellence.

In order to continually and effectively improve the public sector in this dynamic province, it is necessary to know what standards of performance an exceptional public service can be expected to achieve. As such, this past fiscal year OEC began to develop a framework for managing public sector excellence by reviewing benchmarking initiatives. Public sector benchmarking involves the identification of indicators of public sector performance, the collection of data on those indicators in this province and in other jurisdictions, and the comparison of these data to reveal how the performance of this public service compares to that of other jurisdictions. Benchmarking will help identify both strengths and areas for improvement, while providing opportunities to learn from other jurisdictions. In 2011-12, OEC undertook cross-jurisdictional research to identify best practices and potential indicators to help inform an evaluation framework for public sector excellence. This is in support of government's strategic direction to improve the effectiveness and efficiency of government, specifically the component *ongoing improvement of good governance, including program effectiveness and efficiency*.

Success on the 2011-12 objective in the area of Public Service Excellence is outlined and is one step towards achieving our three-year goal in this area.

Goal 1: By 2014, the Office of the Executive Council will have implemented a framework for managing public sector excellence through performance benchmarking.

Objective: By March 31, 2012, the Office of the Executive Council will have developed an approach to benchmarking public sector performance.

Measure: Developed an approach to public sector benchmarking

INDICATORS	ACCOMPLISHMENTS
Reviewed other current benchmarking initiatives	A cross-jurisdictional review of public sector benchmarking initiatives was carried out in 2011-12 and a summary report was compiled. The key finding of this research was that most jurisdictions are actively benchmarking human resources and workforce data, as well as information about employee satisfaction levels. In part, this information is used to track changes in human resource demographics, the levels to which public servants are engaged in the work that they do, and to determine the need for new or revised strategic human resource programs. The Government of Newfoundland and Labrador conducts similar data analysis and participates in cross-jurisdictional working groups to further benchmarking practices in these areas. Progressive human resource planning and management is an important measure of public sector performance and is one indicator of good governance and increased accountability.
Identified potential indicators/ Assessed indicators for relevance and measurability	In 2011-12, as outlined in the indicator above, OEC's review of benchmarking initiatives helped to identify effective indicators of public sector excellence and how they may be measured. The indicators identified are primarily human resource/workforce related and are indeed relevant and measurable. Data on these indicators is

INDICATORS	ACCOMPLISHMENTS
	<p>currently being collected by HRS (formerly the Public Service Secretariat) from entities across the provincial government and compared to other jurisdictions and OEC is monitoring this data.</p> <p>However, in order to set a path for progress toward a more comprehensive and strategic model of public sector excellence, the indicators used should not be limited to human resource/workforce indicators but rather must comparatively measure other aspects of good governance. As comprehensive public sector benchmarking is not undertaken in other jurisdictions, the Province will be required to develop its own indicators.</p> <p>OEC's work in the next year will involve the identification of a comprehensive set of indicators for the evaluation framework and a plan to collect data to measure those indicators.</p>

Discussion of Results:

The achievement of the above-noted indicators will inform the development of an evaluation framework in 2012-13 through which Government can continually monitor performance to reach high standards of measurable public service excellence.

Objective 2012-13: By March 31, 2013, the Office of the Executive Council will have developed a framework for evaluation.

Measure: Developed a framework for evaluation

- Indicators:**
- Identified remaining indicators
 - Conducted consultation with select government partners
 - Advanced the development of policy standards
 - Constructed a general performance framework to evaluate public sector excellence

Issue 2: Evaluation

In 2009, OEC formalized evaluation policies and practices that will guide departments in assessing the efficiency and effectiveness of their policies and programs. Formalizing evaluation policies and practices is important in ensuring a consistent, ongoing approach to evaluation across government. Such an approach will supply a reliable base of evaluation evidence needed to support policy and program improvements, expenditure management, and decision-making processes.

During 2011-12, OEC supported Government’s strategic direction relating to ongoing improvement in good governance, including program effectiveness and efficiency. This was achieved through implementation of the following evaluation capacity development initiatives: leading and facilitating the development of draft Departmental Evaluation Plans (to be completed in early 2012-13); developing a government-wide evaluation plan for approval; and facilitating performance monitoring activities of departments.

Goal 2: By 2014, the Office of the Executive Council will have established government-wide evaluation practices to strengthen evidence-based decision-making that improves the efficiency and effectiveness of policies and programs.

Objective: By March 31, 2012, the Office of the Executive Council will have implemented a strategic approach to enhanced evaluation practices.

Measure: Implementation of enhanced evaluation practices

INDICATORS	ACCOMPLISHMENTS
Implemented evaluation capacity development initiatives	<p>On July 1, 2011, government’s Policy on Evaluation came into effect, requiring departments to have the policy fully implemented by March 31, 2014. Knowledge and skills development is critical to ensuring a consistent approach to evaluation across government. With this in mind, in 2011-12 OEC, supported by the Director of Policy Capacity and the CLD, implemented evaluation capacity development initiatives. In particular, OEC provided Policy Forum coordination, brought in the Canadian Evaluation Society to execute its Essential Skills Course, and incorporated evaluation into the Competency Framework for Policy Professionals.</p> <p>Necessary to building capacity in any area is providing staff with the tools to carry out required work. As such OEC developed guidelines and templates to support departments in the development of Accountability Frameworks and Departmental Evaluation Plans.</p> <p>Two additional draft documents—<i>A Guide to Planning Evaluations</i> and <i>Evaluator’s General Reference Guide</i>—were developed and will form the basis for consultation in 2012-13.</p> <p>The Newfoundland and Labrador Statistics Agency developed a web-based tool for departments to utilize when assessing their evaluation priorities.</p>
Led and facilitated the development of Departmental Evaluation Plans	<p>OEC provided support to departments in the development of their Departmental Evaluation Plans by providing consultative services, and feedback on draft plans.</p> <p>In addition to Departmental Evaluation Plans, OEC also reviewed and</p>

INDICATORS	ACCOMPLISHMENTS
	provided advice on the evaluation frameworks for horizontal initiatives such as the Poverty Reduction Strategy and the Violence Prevention Initiative.
Developed a government-wide evaluation plan	In an effort to further formalize evaluation policies and practices to ensure a consistent, ongoing approach to evaluation across government, a government-wide evaluation plan for 2012-13 was developed. This plan includes significant initiatives that will be incorporated into the applicable Departmental Evaluation Plans. While the Departmental Evaluation Plans will highlight individual departments' evaluation and performance monitoring priorities, the government-wide plan ensures that ongoing monitoring and evaluation of significant horizontal initiatives occurs.
Facilitated performance monitoring activities of departments	Government's Policy on Evaluation requires that all requests for new policies or programs include an Accountability Framework. Incorporated into this framework is a performance monitoring plan. Performance monitoring is the ongoing process of tracking, analyzing and reporting program performance. It also ensures problems are identified and corrected early. In 2011-12, OEC provided individual consultations, training sessions and workshops related to the development of Accountability Frameworks including performance monitoring consistent with the requirements set out in the framework.

Discussion of Results:

By formalizing policy and process for program evaluation, OEC has provided a coordinated and consistent focus to evaluation functions across government departments. During 2011-12 OEC successfully implemented a strategic approach to enhancing evaluation practices through the achievement of the above-noted indicators. This success will provide consistency that will help create a reliable base of evaluation evidence to support ongoing policy and program development and improvement. During the next year OEC will focus on monitoring evaluation-related activities, including performance monitoring and Accountability Frameworks, in support of strengthened evidence-based decision-making.

Objective 2012-13: By March 31, 2013, the Office of the Executive Council will have initiated a process to monitor ongoing evaluation activities.

Measure: Initiated a process to monitor ongoing evaluation activities

- Indicators:**
- Recommended to the Organizational Resources Committee (a committee of Deputy Ministers responsible for the corporate resources of the Provincial Government) approval of Departmental Evaluation Plans
 - Monitored evaluation-related activities
 - Completed a formative evaluation of the Accountability Framework and Departmental Evaluation Plan guides and templates (including the web-based Risk Assessment Tool)
 - Identified any additional performance monitoring and evaluation tools or training that may be required
 - Drafted the 2013-14 Government-wide evaluation plan, including a status update on the evaluation-related activities planned for 2012-13

Issue 3: Planning and Coordination

During the past fiscal year, as a first step towards enhancing cross-functional planning processes and coordination of government-wide initiatives, OEC investigated internal planning processes and procedures directed at reducing administrative burdens and eliminating redundancies. This work was undertaken to more clearly define roles that will ensure cross-departmental and corporate work is conducted in a collaborative environment through a well-described horizontal policy model and enhanced integration and alignment of corporate planning processes.

During 2011-12 OEC was successful in meeting its 2011-12 objective in the area of planning and coordination as shown through each of the planned indicators. This success is demonstrated below.

Goal 3: By 2014, the Office of the Executive Council will have enhanced cross-functional planning processes and coordination of government-wide initiatives.

Objective: By March 31, 2012, the Office of the Executive Council will have assessed current processes towards improved efficiency and effectiveness.

Measure: Assessed current processes

INDICATORS	ACCOMPLISHMENTS
Examined inter-departmental planning processes	During fiscal year 2011-12 OEC examined inter-departmental planning processes. An inventory of current horizontal planning and decision-making processes was undertaken, as was a literature review to identify best practices.
Examined various internal procedures and processes towards reducing internal red tape burden and improving efficiency	In 2011-12, a structured review of internal procedures and processes was undertaken, coordinated by Cabinet Secretariat in consultation with departments and entities across government. A range of actions were identified and are currently under consideration with a goal of reducing red tape.
Examined current planning-related processes towards improved streamlining and reducing redundancies	OEC examined a number of inter-departmental planning processes, throughout 2011-12, towards improved streamlining and reducing redundancies. Included in the initial review were performance-based planning, annual reporting, and contracts. Descriptions of the processes were documented as well as their associated timelines.
Reviewed centralized processes for lessons learned in change management	In 2011-12, OEC undertook a review of centralized approaches to staffing, human resources management, information technology support, payroll, purchasing and accounts payable for lessons learned in change management. Various focus groups and meetings were held with a selection of clients and those who led the implementation of these centralized approaches. Most departments also provided a written brief on their experiences to date with centralized/shared services. A presentation report was prepared outlining common themes and recommendations to assist other areas considering a centralized approach to services/processes (i.e., the newly established Human Resource Secretariat) to support a successful transition and the provision of more effective and efficient services to their clients.
Assessed current OEC information management capacity	In 2011-12, OEC assessed current information management capacity within its offices using the Information Management Capacity Assessment Tool. An Information Management (IM) Action Plan, with fifteen projects identified, was submitted in 2011. This action plan

INDICATORS	ACCOMPLISHMENTS
	<p>provides a three-year roadmap for capacity improvements to meet legislative and operational information management obligations and create a sustainable IM program. Implementation of the IM Action Plan was begun in 2011-12 by enhancing the physical security of records in select locations of OEC. Implementation of the IM Action Plan will continue in 2012-13.</p>
<p>Initiate review of transparency and accountability legislation</p>	<p>The <i>Transparency and Accountability Act</i> was proclaimed in 2006 and in 2011 entities tabled their third multi-year performance based plans in compliance with this legislation. Given the maturity of the Act, OEC initiated a review, which included a formal consultation session with departmental representatives to seek feedback regarding current legislative and policy practices including suggestions for improvement.</p> <p>Also, in early 2012 a jurisdictional analysis was undertaken to review the performance-based legislation and policy practices of other provinces and territories. While our legislation remains the most far-reaching and comprehensive in the country, the review revealed practices in other jurisdictions that may inform the ongoing review of our performance-based legislation and associated policy in 2012-13 and beyond.</p>

Discussion of Results:

With the achievement of the 2011-12 objective, OEC is well positioned to move forward on key initiatives that will enhance government's cross-functional planning processes and the coordination of government-wide initiatives. Further progress will take place in 2012-13.

Objective 2012-13: By March 31, 2013 the Office of the Executive Council will have implemented options for enhanced planning and coordination.

Measure: Implemented options for enhanced planning and coordination

Indicators:

- Facilitated and coordinated a core mandate analysis of government departments and their affiliated agencies, boards and commissions and completed several cross-departmental studies
- Implemented approved recommendations of the examination of internal procedures and processes towards reducing internal red tape burden and improving efficiency
- Implemented priority projects from the three-year Information Management Action Plan
 - Refined IM governance model within OEC
 - Formalized classification plans
 - Developed records retention and disposal schedules
- Implemented approved recommendations for the examination of centralized processes for lessons learned in change management
- Prepared proposals for any enhancements to performance-based legislation and policy that may arise from the ongoing review of the *Transparency and Accountability Act* and related policies.

Issue 4: Capacity Enhancement

The core function of OEC is to provide corporate leadership to government departments and agencies. A key element of this corporate leadership role is ensuring that the public service has the knowledge, capabilities and tools for effective decision making and public sector management.

In 2011-12, the enhancement of policy capacity has focused primarily on human resource management strategies designed to retain and improve Government’s policy and analytical capabilities. This has been accomplished by addressing key aspects of integrated talent management including a Competency Framework for Policy Professionals, and further development of a structured approach to professional development including resources to assist in recruitment and succession planning.

Goal: By 2014, the Office of the Executive Council will have enhanced capacity for policy development and public sector management

Objective: By March 31, 2012, the Office of Executive Council will have undertaken initiatives towards enhanced policy capacity and strengthened organizational capacity.

Measure 1: Undertaken initiatives towards enhanced policy capacity

INDICATORS	ACCOMPLISHMENTS
Enhanced recruitment processes for policy positions	<p>In order to enhance recruitment processes for policy positions, a guide to competency-based recruitment was drafted in 2011-12. Building on the general policy competencies developed for learning and development purposes, the draft guide outlines a new model for identification of core and functional competencies related to policy positions.</p> <p>OEC has also worked closely with the HRS to expand the profiles of policy-related positions under the WE ARE campaign to include lawyers, economists and statisticians. In 2011-12 OEC drafted content to be used in the campaign material, which will add value to recruitment activities such as job fairs and onboarding initiatives.</p> <p>Finally, planning by HRS included OEC participation in the development of a café-style forum which will introduce students to a broad range of occupations in the Provincial public service. This is intended to broaden their understanding of career options in the policy field. The first session is scheduled for July 2012.</p>
Formalized a structure for professional development/skill enhancement of policy practitioners	<p>A formalized structure for learning and development has been developed based on competencies identified for policy professionals. This structured approach to learning is defined by formal classroom training and informal learning and networking opportunities coordinated through the Director of Policy Capacity. A variety of courses and learning activities have been identified that address specific competencies contained within the formalized structure.</p> <p>In addition to the continuation of the three-day Policy Forum, begun last year, formal learning activities of the past year have involved the selection and piloting of core courses in project management and program evaluation. Work has also begun on a detailed outline for a</p>

INDICATORS	ACCOMPLISHMENTS
	<p>three-tiered course in policy dynamics with the support of the CLD, and in partnership with the Gardiner Centre and the Department of Political Science at Memorial University.</p>
<p>Developed an approach to succession planning for policy practitioners</p>	<p>A flexible, competency-based succession planning strategy allows an organization to identify the human resource requirements for critical jobs, assess candidate competencies, evaluate possible job-person matches, and minimize the impact of staff turnover. An approach to succession planning for policy positions has been developed based on the five-step process outlined by HRS. By incorporating current human resource data and the competency framework described above, policy directors may be better prepared to articulate critical competencies that will need to be replaced due to retirements and other forms of attrition.</p> <p>To help enable better succession planning, OEC has prepared a draft guide to support managers' assessment of criticality and retention risk when dealing with staff departures.</p>

Measure 2: Undertaken initiatives towards strengthened organizational capacity

INDICATORS	ACCOMPLISHMENTS
<p>Learning and development plans completed for OEC staff</p>	<p>During 2011-12 OEC staff were encouraged to develop individual learning plans. To lead this commitment, Executive within OEC either revised existing or developed new learning plans to complement their current positions and learning priorities. OEC's Financial Services and Strategic Human Resource Management Divisions held facilitated sessions to ensure that staff make it a priority to develop or renew their individual learning plans.</p> <p>Furthermore, OEC exemplified its commitment to learning by developing a new program for staff during the 2011-12 reporting period. The program is designed to be a convergence of three areas of focus for OEC: Commitment to Excellence, Communication and Competency Development (COM-3). COM-3 will assist employees identify their individual contributions to organizational goals and objectives, and provide an opportunity to match goals with required competency/ skill development. As part of this program, employees will identify their commitments to the organization in an annual plan and define competency areas necessary to achieve these commitments, all with a view to bettering the organization while at the same time providing a facet for individual personal career growth and development. OEC will commence implementation of this program in 2012-13.</p>
<p>Initiated implementation of a performance measurement system for all government executive and senior management</p>	<p>Over the last several years OEC has coordinated the implementation of performance contracts between Deputy Ministers and eligible equivalents and their respective Ministers or Board Chairs in accordance with the <i>Transparency and Accountability Act</i>. OEC planned to initiate the implementation of this performance measurement system for all executive and senior management across government; however, priority was given instead to a review and refinement of the existing Deputy Minister performance measurement</p>

INDICATORS	ACCOMPLISHMENTS
	<p>system to ensure an optimal approach is utilized. As a result of this review, recommendations for improvement were introduced for the implementation of this program in 2012-13. Examination of options and the implementation of a performance system for other senior management and executive will continue in 2012-13.</p>
<p>Investigated requirements and opportunities for enhanced executive capacity development</p>	<p>During 2011-12, OEC explored opportunities to enhance executive capacity development. Given the importance of executive positions across government a proper orientation is essential to ensure individuals transition effectively into their new leadership roles. Furthermore, current executives also benefit from opportunities to share ideas and obtain differing perspectives from their colleagues as well as other leaders.</p> <p>During 2011-12, a formal mentoring program was developed and implemented to help ensure a smooth transition for new executives into these positions. This program matches a new member of the executive team with a more experienced member. The program provides a formal opportunity for new executives to have ready access to a more experienced member of the team who can provide guidance and advice. Seventeen mentors/mentees were matched in the program during the past fiscal year.</p> <p>As well, three presentations under the Executive Speaker Series were held for all executives. The speakers were Alan Doyle from Great Big Sea, Dr. Gary Kachanoski President of Memorial University, and Ms. Zoë Yujnovich President of the Iron Ore Company of Canada.</p> <p>Throughout the year regular Deputy Minister and Assistant Deputy Minister meetings were also hosted by OEC. These meetings provide fora in which Deputy Ministers and Assistant Deputy Ministers can share best practices and keep informed of key developments within Government.</p>

Discussion of Results

As evidenced above, OEC undertook initiatives to enhance policy capacity and strengthen Government's organizational capacity during 2011-12. Policy capacity enhancements were supported in the areas of recruitment, professional development and succession planning, while the organizational focus was on executive development and performance. In fiscal year 2012-13, OEC will continue to build upon the progress achieved this past year.

Objective 2012-13: By March 31, 2013, the Office of the Executive Council will have implemented opportunities for capacity enhancement.

Measure: Implemented opportunities for capacity enhancement

Indicators:

- Implemented COM 3 at the director and manager levels across government
- Initiated the development of NL Policy Network
- Finalized a performance measurement system for all government executive and senior management

ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS

Protocol Division

In 2011-12 the Protocol Office coordinated nine diplomatic and consular visits. Coordination efforts included arranging appointments, briefing sessions, tours and follow-up requirements to meet objectives to promote political and trade relations.

Official visitors this past year were:

- Mr. Chong Hoon KIM, Consul General of the Republic of South Korea;
- His Excellency Werner Brandstetter, Ambassador of The Republic of Austria;
- His Excellency Erik Vilstrup Lorenzen, Ambassador of Denmark;
- His Excellency Pedro de Almeida, Ambassador of Portugal;
- His Excellency Dr. Nevers S. Mumba, Ambassador of Zambia;
- Mr. John Sloan, Canadian Ambassador to Russia;
- His Excellency Bruno van de Pluijm, Ambassador of Belgium;
- Her Excellency Dienne Moehario, Ambassador of Indonesia; and,
- His Excellency David Jacobson, Ambassador of the United States.

Establishment of the Lieutenant Governor

In 2011-12, His Honour, the Honourable John Crosbie, PC, OC, ONL, QC, and Her Honour Jane Furneaux Crosbie, participated in over 280 ceremonies and events, the majority of which were hosted at Government House.

Among these events were:

- Hosting the 2011 Annual Conference of the Governor General, the Lieutenant Governors and Territorial Commissioners in St. John's;
- A reception at Government House to mark the 60th Anniversary of Her Majesty Queen Elizabeth II's Accession to the Throne;
- A re-launch of the Government House web-site in February, 2012;
- The launch of an exhibit at Government House commemorating the four official visits to Newfoundland and Labrador of Her Majesty Queen Elizabeth II; and,
- Supporting the Elliston Heritage Society to establish a Sealers Memorial.

Further details on the activities of the Lieutenant Governor and Government House may be found on the website www.govhouse.nl.ca.

OPPORTUNITIES AND CHALLENGES AHEAD

Core Mandate Analysis

During 2012-13, OEC will lead Government in an analysis of the core mandates of departments to ensure all government personnel and resources are focused first and foremost on delivering those services for which departments were established in the most efficient and effective way possible. This process will require each department to undertake a structured analysis of departmental core mandates to ensure departments are focused on essential functions and to identify opportunities to do things better and to find innovative approaches to deliver services more effectively. Most importantly an initiative such as the core mandate analysis provides one opportunity for government to lay a sound fiscal foundation for years to come.

Evaluation

With the new Policy on Evaluation's official implementation on July 1, 2011, government has a unique opportunity to ensure that new and, over time, many existing programs and policies have clearly defined outcomes which are measurable, defined accountabilities for Government and key stakeholders that will be measured and reported on regularly using performance indicators. Ongoing performance monitoring and periodic evaluation provide one mechanism by which information on the ongoing relevance and value for money of program spending can be used to support evidence-based decision making on policy development, expenditure management and program improvement. Working in conjunction with other key government initiatives, performance monitoring and evaluation processes provide an opportunity for Government to ensure public programs and policies are relevant, current, efficient and, most importantly, of the utmost benefit to the citizens of Newfoundland and Labrador. OEC looks forward to the continued application of this new policy in 2012-13 and will continue efforts to build performance monitoring and evaluation capacity within the public service.

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 2012** (unaudited); and the **Estimates 2012**.

	Estimates		
	<u>Actual (1)</u>	<u>Revised (2)</u>	<u>Original (2)</u>
	\$	\$	\$
The Lieutenant Governor's Establishment			
Government House	797,681	839,600	759,000
Cabinet Secretariat			
Executive Support	2,334,704	2,328,100	1,775,200
Planning and Coordination	406,038	420,400	538,100
Provincial Government Programs Office	295,762	296,000	444,500
Economic and Social Policy Analysis	782,570	789,300	855,000
Protocol	507,907	523,500	359,700
Public Service Development	23,555	23,800	30,000
Total	<u>4,350,536</u>	<u>4,381,100</u>	<u>4,002,500</u>
Communications Branch	1,699,561	1,962,800	2,703,000
Financial Administration and Human Resource Support			
Financial Administration	1,053,783	1,100,100	929,000
Strategic Human Resource Management	934,971	935,500	934,300
Total	<u>1,988,754</u>	<u>2,035,600</u>	<u>1,863,300</u>
Total: Office of the Executive Council	<u>8,836,532</u>	<u>9,219,100</u>	<u>9,327,800</u>

(1) provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended March 31 2012** (unaudited)

(2) provided in the **Estimates 2012**

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*