

# Office of the Executive Council

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**Annual Report  
2012-13**



## Message from the Premier

I am pleased to present the Annual Report of the Office of the Executive Council (OEC) for the fiscal year ending March 31, 2013.

This report summarizes OEC's achievements in meeting its 2012-13 objectives, as outlined in the 2011-14 Activity Plan, by comparing actual results to planned results. The report also provides financial information for OEC for the 2012-13 fiscal year.

OEC made notable progress in meeting its Activity Plan targets in the priority areas of public service excellence, program and policy evaluation, cross-government planning and coordination, and policy capacity development. I thank everyone in OEC for their contributions both to the achievements laid out in this Annual Report and for their hard work and dedication to public service more broadly.

2012-13 marked a year of innovation and evaluation, as our provincial public service examined ways to ensure the effective and efficient delivery of high-quality services to the citizens of our province, contributing to a strong fiscal foundation for years to come.

I look forward to building on these successes with a productive year in 2013-14.

This Annual 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**

In keeping with the requirements of the *Transparency and Accountability Act*, OEC tabled an Activity Plan in June 2011 outlining its priorities for the fiscal years 2011-12 to 2013-14. This Annual Report details OEC's success in meeting the objectives for 2012-13, the second year of the present planning cycle.

For the purpose of annual reporting, OEC includes the Office of the Clerk of the Executive Council, Cabinet Secretariat, the Lieutenant Governor's Establishment, the Protocol Office, the Policy Innovation and Accountability Office (formerly the Transparency and Accountability Office), the Communications Branch and the Financial Administration Division.

Other agencies of Executive Council have been categorized as separate departments or public bodies under the Act and so have prepared separate annual reports. These agencies include: the Women's Policy Office; Intergovernmental and Aboriginal Affairs Secretariat; Labrador Affairs Office; Office of Public Engagement; Office of the Chief Information Officer; Human Resource Secretariat; Office of Climate Change, Energy Efficiency and Emissions Trading; and the Research and Development Corporation.

### **VISION**

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

## OVERVIEW

### Mandate

The mandate of OEC is derived from Government direction and legislation (see Appendix A), and includes:

- supporting the Premier, and the work of Cabinet and its committees:
  - facilitating, coordinating and supporting the Cabinet decision-making process, formulating orders, and communicating decisions of Cabinet;
  - facilitating and coordinating advice and initiatives on matters related to economic policy, social policy, and Government operations,
  - facilitating and coordinating strategic/business/activity and operational planning within Government,
  - facilitating and coordinating the evaluation of policy and program effectiveness;
- supporting the Lieutenant Governor;
- advising on protocol matters;
- providing strategic communications, communications advice and support, and Government-wide communications support to the Premier and Cabinet; and,
- leading 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 together serve OEC's primary clients: the Premier, Cabinet, Cabinet committees, 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 supports the Premier and Cabinet in setting overall Government policy and coordinating initiatives brought forward by ministers. OEC also enables the effective and efficient operation of Cabinet and its committees by providing policy analysis, preparing briefing materials, coordinating and facilitating Cabinet meetings, coordinating the legislative agenda, and maintaining Cabinet records.

#### 2. Leadership of the Public Service

##### *Coordination*

OEC leads broad policy development and coordination; ensures consistency in the application of Government policies and procedures; responds to Government-wide issues; and coordinates and provides focus for evaluation and regulatory reform activities.

##### *Planning and Reporting*

OEC supports departmental/public body preparation of multi-year performance-based plans and reports in compliance with the *Transparency and Accountability Act*; and also supports ministers and deputy ministers in the development and monitoring of deputy ministers' performance contracts.

##### *Organizational Development*

OEC builds policy capacity and supports and recognizes excellence within the executive and the core public service more broadly to ensure sufficient capacity and readiness to implement the strategic directions of Government.

### *Communications*

OEC leads Government's corporate communications and coordinates communications activities across Government, including development of communications and consultation policy and procedures, advice on communications and consultation planning, provision of multimedia communications support, management of information distribution services, and establishment and maintenance of 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; advises Government members and departments on official matters of provincial, national and international protocol, and organizes state and ceremonial events; 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**

OEC's Strategic Human Resource Management (SHRM) Division provides human resource management advisory and consultative services (including employee relations, human resource planning, integrated disability management and organizational development). The SHRM Division was integrated into the Human Resource Secretariat in 2012-13 but continues to support OEC.

The Financial Administration Division is located within OEC, but also provides financial management and advisory services to a number of entities within the larger corporate structure of Executive Council, as well as the Department of Finance and the Public Service Commission. Responsibilities include the provision of all financial, accounting, purchasing, financial reporting, budgeting, budget monitoring and general operations servicing designated departments, as well as ensuring that all employees are informed of departmental and general Government guidelines and procedures relating to these responsibilities. The Financial Administration Division services over 1100 employees, with a total budget responsibility in excess of \$658.6 million.

### **Staff and Expenditures**

OEC has a staff complement of 86 (32.6 per cent male and 67.4 per cent female) and expended approximately \$8.0 million for the fiscal year ending March 31, 2013. The details are as follows:

<b>Office of the Executive Council</b>	<b>Staff Complement</b>	<b>2012-13 Expenditures</b>
The Office of the Clerk of the Executive Council and Cabinet Secretariat <sup>1</sup>	47	\$5,153,590
Lieutenant Governor's Establishment	16	\$674,266
Communications Branch	11	\$1,294,095
Financial Administration	12	\$888,419
<b>TOTAL</b>	<b>86</b>	<b>\$8,010,370</b>

Source for 2012-13 Expenditures: *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2013* (un-audited).

<sup>1</sup> Cabinet Secretariat includes the Policy Innovation and Accountability Office and the Protocol Office.

## **Values**

Innovation	Each individual actively supports continuous learning, responds to changing priorities and identifies opportunities to address challenges in new ways.
Respect	Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.
Accountability	Each individual takes responsibility for their actions while adhering to deadlines, schedules, and timeframes.
Leadership	Each individual initiates opportunities to advance priorities and is exemplary in that role to others.
Integrity	Each individual ensures the provision of complete, accurate, unbiased advice.

## SHARED COMMITMENTS

Partnerships contribute significantly to OEC's ability to achieve its planned goals and annual objectives for each of the following strategic issues: public service excellence, evaluation, planning and coordination, and capacity enhancement.

In January 2012, the Premier appointed a Senior Advisor for Aboriginal Issues and Arctic Economic Opportunities within OEC. The role of Senior Advisor is to provide strategic advice to Government departments on issues and initiatives related to Aboriginal people and the Arctic. This work commenced in 2012-13 and will continue into 2013-14.

During 2012-13, OEC supported departments in undertaking analysis of their core mandates to ensure all Government personnel and resources are focused first and foremost on delivering programs and services in the most efficient and effective way possible. This process required each department to undertake a structured analysis of core mandates to ensure a focus on essential functions and to identify innovative opportunities to deliver programs and services more effectively.

Also in support of continuing efforts to advance the strategic direction of Government to improve its effectiveness and efficiency, OEC launched PolicyNL, a networking and development initiative to connect policy professionals, mainly in the Provincial Government but with additional members from the federal and municipal governments and the academic, community and consulting sectors. In 2012-13, working closely with the Office of Public Engagement, OEC organized a series of policy workshops designed to explore common policy development challenges and ways to address them. In addition, many Provincial public servants also contributed their time and expertise to contribute to OEC's NL Policy Model, a comprehensive policy standard for policy professionals in the Provincial public service that will be made available online in 2013-14.

These efforts were bolstered in 2012-13 by collaboration with the Centre for Learning and Development and Memorial University of Newfoundland's political science department and Gardiner Centre to explore advanced policy training course offerings to complement Provincial in-house training. OEC also continued to lead departmental program evaluation capacity building initiatives by supporting departments in the preparation of departmental evaluation plans and facilitating departmental performance monitoring activities.

In support of further efforts to advance the strategic direction of Government to continue to improve transparency and accountability, OEC worked with departmental and public body partners to ensure their planning and reporting obligations under the *Transparency and Accountability Act* were met. OEC worked with departments and public bodies during the preparation and tabling of their second annual reports for 2011-14 performance plans, and OEC supported the preparation by ministers and deputy ministers of annual performance contracts and performance contract reports.

### 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.



## REPORT ON PERFORMANCE

### Issue 1: Public Sector Excellence

As the Government office tasked with providing leadership to the Provincial public service, OEC committed in its 2011-14 Activity Plan to devise and implement a benchmarking framework that would measure Government's achievements in public sector management against other jurisdictions. OEC could then use evidence collected under this framework to guide efforts to ensure that the Provincial public service delivers high quality services and engages in policy development processes that contribute to the social and economic advancement of the province.

Building on work done in the previous fiscal year to research existing public sector management benchmarking initiatives in other provinces and identify potential indicators for use in the framework, OEC developed a general performance framework to guide a comparative evaluation of public sector excellence in the Provincial public service.

**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, 2013, the Office of the Executive Council will have developed a framework for evaluation.

**Measure:** Developed a framework for evaluation

INDICATORS	ACCOMPLISHMENTS
Identified remaining indicators	In 2012-13, OEC staff completed the identification of a comprehensive set of indicators for use in the framework focussing on governance/ corporate components of public sector management. This work built on efforts undertaken in 2011-12 to compile indicators drawn from human resources and workforce opinion surveying for use in the public sector excellence benchmarking framework.
Conducted consultation with select government partners	OEC staff consulted all departmental policy directors during the development of remaining framework indicators to determine the consistency of the framework with existing departmental benchmarking practices. OEC also consulted the NL Statistics Agency (NLSA) to determine the feasibility of using the Department of Finance's Community Accounts database as a resource for the development of remaining indicators. OEC will continue to consult the NLSA as the framework is implemented in 2013-14.
Advanced the development of policy standards	<p>In 2012-13, OEC completed a draft NL Policy Model. The Model will be an online resource for policy professionals in the Provincial Government that sets out expectations for high-quality policy work. The Model includes best practices for all policy professionals, as well as customized information relevant to Newfoundland and Labrador, including key contacts, processes, guides and templates.</p> <p>The process used to draft the Model was collaborative, with a series of interdepartmental working groups contributing specific pieces of policy development advice for inclusion in the Model. This approach ensured that the policy expertise that exists throughout the Provincial Government was captured and can be widely shared.</p>

	<p>The Policy Model will be finalized, published online, and promoted using a targeted training plan in 2013-14.</p> <p>The Model will provide a means through which lessons emerging from the benchmarking framework, once implemented, may be spread throughout Government.</p>
Constructed a general performance framework to evaluate public sector excellence	A general public sector excellence framework highlighting the governance/corporate indicators identified in 2012-13 was developed and presented to senior executive. In 2013-14, feedback from executive will be incorporated into the framework prior to finalization and implementation.

**Discussion of Results:**

In 2012-13, OEC achieved its objective to develop a general public sector benchmarking framework that will be supported by a policy standard. The framework and the standard will be implemented in 2013-14. Work done in 2012-13 ensures that OEC is on track to complete its first planned goal of implementing a framework for managing public sector excellence through performance benchmarking. Once implemented, OEC will work to advance excellence in public sector management by working with departments and agencies to share and adopt best practices to contribute to the social and economic advancement of the province.

**Objective 2013-14:** By March 31, 2014, the Office of the Executive Council will have implemented the evaluation framework.

**Measure:** Implemented the evaluation framework

- Indicators:**
- Prepared framework for final approval
  - Prepared implementation plan for framework
  - Implemented framework

**Issue 2: Evaluation**

In 2009, OEC developed a Policy on Evaluation to guide departments in assessing and improving efficiency and effectiveness of Government policy, programs and services. In its 2011-14 Activity Plan OEC committed to fully implementing the policy, which requires a consistent approach to evaluation across Government that will supply a reliable base of evaluation evidence needed to support policy and program improvements, expenditure management, and sound decision-making processes.

During 2012-13, OEC continued its activities related to implementing the Policy on Evaluation both by analyzing the Government-wide evaluation-related activities planned for the fiscal year, and also by evaluating the effectiveness of the guides and templates through which OEC supports the implementation of the policy.

**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, 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	ACCOMPLISHMENTS
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	<p>In 2012-13, OEC reviewed, analyzed and recommended for Organizational Resources Committee approval a total of 29 single and multi-year Departmental Evaluation Plans. This was the first set of plans developed as per requirements in the Policy on Evaluation.</p> <p>The 29 plans contained a total of 172 evaluation-related activities, including 57 evaluations, 34 accountability frameworks, 17 evaluation frameworks and 64 other evaluation-related activities such as program monitoring or capacity building.</p>
Monitored evaluation-related activities	<p>OEC monitored the progress of all evaluation-related activities included in the above-noted plans, including how departments expect to use the results.</p> <p>As of December 2012, departmental updates indicated that of the 172 evaluation related activities, 147 commitments were on target for completion in 2012-13. The majority of these activities were intended to improve existing initiatives or establish performance measurement and monitoring frameworks, while the remaining activities supported a number of other initiatives including new initiative development, budgeting, legislative improvements and capacity building.</p>
Completed a formative evaluation of the Accountability Framework and Departmental Evaluation Plan guides and templates (including the	<p>To inform the evaluation of these guides and templates, OEC held focus groups to solicit departmental input on their effectiveness. OEC also reviewed the material and assessed departmental compliance based on an assessment of products submitted in keeping with the guides. Overall, the feedback on the guides/templates and monitoring to date was positive and departments are generally compliant.</p>

INDICATORS	ACCOMPLISHMENTS
web-based Risk Assessment Tool)	<p>As a result of the evaluation OEC revised the online Risk Assessment Tool, which forms part of the Guide to Developing a Risk Based Departmental Evaluation Plan, to ensure that a program's budget was given sufficient consideration in the overall risk assessment.</p> <p>Focus groups did recommend that the guidelines and templates supporting the Policy on Evaluation be better aligned with other corporate planning, monitoring and review requirements and OEC will explore and analyze the alignment of corporate requirements in 2013-14.</p>
Identified any additional performance monitoring and evaluation tools or training that may be required	<p>As part of the review of the Accountability Framework and Departmental Evaluation Plan guides and templates, departments requested that OEC develop more tailored advice to guide the execution of a formal evaluation.</p> <p>A draft guide on how to plan and conduct an evaluation was created by OEC in 2012-13 and distributed for input. OEC will examine this input and conclude final advice to departments in 2013-14.</p>
Drafted the 2013-14 Government-wide evaluation plan, including a status update on the evaluation-related activities planned for 2012-13	<p>OEC analyzed the status of departmental evaluation-related activities planned for 2012-13, but no stand-alone Government-wide evaluation was prepared. After conducting a review of progress made on departmental evaluation activities, a number of potential commitments were identified as having Government-wide relevance and application. These commitments were captured as part of the OEC Evaluation Plan for 2012-13, rather than presented as a separate evaluation plan.</p>

**Discussion of Results:**

During 2012-13, OEC focused its activities related to the establishment of Government-wide evaluation practices on the review of departmental evaluation plans and the monitoring of evaluation-related activities contained in these plans. In addition, OEC also examined the existing tools to support departments in the preparation of departmental evaluation plans and accountability frameworks, and began the development of new tools such as a guide on how to plan for and conduct a formal evaluation. Overall, the work over the course of 2012-13 focused on processes and tools to support evaluation and evaluation activities across Government.

**Objective 2013-14:** By March 31, 2014, the Office of the Executive Council will have finalized implementation of the evaluation policy.

**Measure:** Finalized implementation of the evaluation policy

- Indicators:**
- Reviewed 2013-14 departmental evaluation plans
  - Reviewed formal evaluations occurring across Government
  - Identified ongoing departmental evaluation capacity needs

**Issue 3: Planning and Coordination**

OEC provides leadership in advancing Government-wide initiatives and promotes cross-departmental and cross-functional approaches to planning and policy development. In its Activity Plan OEC committed to investigating ways to enhance integration and alignment of corporate planning processes. In 2012-13, OEC was able to identify and implement opportunities for enhancing planning and coordination, with particular focus on supporting the reduction of administrative burden and elimination of redundancies.

**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, 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	ACCOMPLISHMENTS
Facilitated and coordinated a core mandate analysis of government departments and their affiliated agencies, boards and commissions and completed several cross-departmental studies	<p>During 2012-13, OEC facilitated and coordinated a Core Mandate Analysis across Government to ensure all personnel and resources are focussed first and foremost on delivering those services for which departments were established in the most efficient and effective way possible.</p> <p>As the lead entity in this process OEC developed and distributed guidelines and templates to assist departments in carrying out Core Mandate Analyses. OEC reviewed Core Mandate Analysis submissions and provided feedback as necessary.</p> <p>During 2012-13, several cross-departmental studies were completed, examining ways to achieve efficiencies and service sharing.</p>
Implemented approved recommendations of the examination of internal procedures and processes towards reducing internal red tape burden and improving efficiency	<p>Recommendations arising from the review undertaken in 2010-11 are still under consideration, and so were not implemented in 2012-13. Decisions on implementation were deferred pending the Core Mandate Analysis exercise.</p> <p>As a result of the comprehensive analysis of its core mandate, and building on the structured review of internal procedures and processes undertaken in 2011-12, OEC recommended that several of its lines of business be integrated into a single office to reduce administrative burden and increase operational efficiency. This recommendation was approved for implementation.</p> <p>In 2013-14, OEC will lead and support departmental planning and reporting (including deputy minister performance contracts), evaluation, and policy capacity, along with the Government-wide Regulatory Reform</p>

INDICATORS	ACCOMPLISHMENTS
	Initiative (formerly housed in the Department of Service NL), by combining these lines of business into a single Policy Innovation and Accountability Office.
<p>Implemented priority projects from the three-year Information Management Action Plan</p> <ul style="list-style-type: none"> <li>• Refined IM governance model within OEC</li> <li>• Formalized classification plans</li> <li>• Developed records retention and disposal schedules</li> </ul>	<p>In 2012-13, OEC designed and validated an information management (IM) governance model, defining the IM governance relationships within OEC, relationships with external IM bodies and identifying formal roles and responsibilities.</p> <p>OEC also formalized classification plans as part of its TRIM records management system review project. Records classification plans were prepared for all divisions within OEC not already within the Cabinet Secretariat TRIM dataset.</p> <p>Meetings and presentations were held with all divisions within OEC to assist in developing records inventories – the first step in developing retention and disposal schedules – but the development of formal schedules by all divisions was not completed in 2012-13, due to the unexpected resource demands of the first two priority projects from the IM Action Plan.</p>
Implemented approved recommendations for the examination of centralized processes for lessons learned in change management	In 2012-13 a committee of deputy ministers responsible for corporate services across Government—the Organizational Resources Committee—approved recommendations for centralization of processes/ services for consideration by departments. OEC itself was not assigned a lead role in implementing the recommendations, and so did not implement approved recommendations for the examination of centralized processes for lessons learned in change management in 2012-13.
Prepared proposals for any enhancements to performance-based legislation and policy that may arise from the ongoing review of the <i>Transparency and Accountability Act</i> and related policies.	<p>OEC completed a comprehensive review of the <i>Transparency and Accountability Act</i> and related policies in 2012-13. No legislative amendments were proposed as a result of this review as the Act was deemed to be working effectively; however, improvements to planning and reporting operational policies were proposed and accepted for implementation in 2013-14.</p> <p>Changes to be implemented by OEC in 2013-14 include providing more planning and reporting flexibility to small category 3 entities, which are not legislatively required to identify three-year goals and yearly objectives; and simplifying administrative processes for supporting departmental and agency preparation of plans and reports, and reviewing plans and reports for compliance with the Act.</p>

## **Discussion of Results:**

2012-13 saw Government undertake a comprehensive Core Mandate Analysis exercise. OEC's leadership role in coordinating and supporting this significant Government-wide initiative contributed to the achievement of OEC's goal of enhancing cross-functional planning processes and coordinating Government-wide initiatives. OEC also contributed to its 2012-13 objective by preparing several studies considering various means of deepening cross-departmental coordination and service sharing. Further cross-departmental collaboration can be expected in 2013-14, as Government implements its 10-Year Sustainability Plan.

With the integration of a number of central corporate planning and coordination functions into the Policy Innovation and Accountability Office in 2013-14, OEC will be well positioned to complete the enhancement of cross-functional planning processes and the coordination of Government-wide initiatives that were committed to in OEC's 2011-14 Activity Plan.

**Objective 2013-14:** By March 31, 2014 the Office of the Executive Council will have enhanced planning and coordination efforts for effective and efficient implementation of government's agenda.

**Measure:** Enhanced planning and coordination efforts

**Indicators:**

- Developed records retention and disposal schedules
- Completed review of OEC support for evaluation, regulatory reform, policy capacity, and planning and reporting to ensure alignment
- Completed review of process for ensuring strategic/business/activity plans are aligned with Government priorities

**Issue 4: Capacity Enhancement**

OEC plays a leadership role in ensuring that Government’s policy development capacity is optimized to facilitate effective decision-making. In 2012-13, the enhancement of policy capacity focused primarily on the development of PolicyNL, a networking initiative to connect policy professionals and profile and share news, events and resources. Furthermore, OEC continued efforts to connect staff to organizational objectives by focussing on alignment of individual competencies with OEC’s mission, vision and goals; and introducing a performance management system for senior management.

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

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

**Measure:** Implemented opportunities for capacity enhancement

INDICATORS	ACCOMPLISHMENTS
<p>Implemented COM 3 at the director and manager levels across government</p>	<p>The COM 3 program, which was developed last fiscal year, is designed to be a convergence of three areas of focus for OEC: <b>Commitment to Excellence</b>, <b>Communication</b> and <b>Competency Development</b>. COM 3 will assist employees to identify their individual contributions to organizational goals and objectives, and provide an opportunity to match goals with required competency/skill development.</p> <p>An information session was provided during a senior management meeting in October of 2012. This session introduced COM 3 and provided a general overview of the program. Follow-up meetings and correspondence took place and all participating employees received official correspondence during the month of January. During 2012-13, almost all employees within OEC at the director and manager level had a COM 3 plan in place.</p>
<p>Initiated the development of NL Policy Network</p>	<p>In August 2012 OEC launched PolicyNL. Members are mainly from the Provincial Government, but OEC has also reached out to federal and municipal policy professionals, and practitioners in the non-profit, consulting and academic sectors, to join the network.</p> <p>PolicyNL, including its online presence at <a href="http://www.policynl.ca">www.policynl.ca</a>, were first profiled at the Institute of Public Administration of Canada’s annual conference in St. John’s in August 2012. After it was launched, a series of 10 inaugural workshops was held during the fall and winter. These workshops, held in partnership with the Office of Public Engagement, were formatted to promote active dialogue among participants in order to collectively work through common policy development challenges. 283 participants, including 80 facilitators and note takers across the PolicyNL network, attended the event.</p> <p>The outcomes of the workshops will inform a plenary event, which is scheduled for May 2013. OEC undertook planning for the event in 2012-13, including further work with the Office of Public Engagement to design a participatory format, and the identification of officials through the PolicyNL network to make presentations and support</p>



INDICATORS	ACCOMPLISHMENTS
	<p>workshop dialogue.</p> <p>The OEC also held an information session at the Harris Centre in December 2012 to promote PolicyNL to the academic and student communities.</p> <p>OEC also undertook preparatory work in 2012-13 to enhance the online presence of PolicyNL, particularly virtual networking capabilities. OEC worked in partnership with the Office of the Chief Information Officer on the development of an online platform that will allow policy professionals to share resources, promote upcoming events, ask questions, and share their skills and experiences with peers. A demo networking website was launched in 2012-13, along with a series of test accounts. This initiative will be finalized and launched in 2013-14.</p>
Finalized a performance measurement system for all government executive and senior management	OEC finalized a performance measurement system for Government executive and senior management based on identification, measurement and tracking of substantive priorities and professional development requirements; and regular supervisor-employee communication and provision of feedback. The performance management system will be implemented early in 2013-14.

**Discussion of Results:**

OEC continued to undertake initiatives to enhance policy capacity in 2012-13, in keeping with its objective of implementing opportunities for capacity enhancement. Policy capacity enhancements were driven by the launch of PolicyNL in August 2012 and the inauguration of a series of policy workshops (complementing the drafting of the NL Policy Model). These enhancement initiatives were also supported by performance management initiatives including OEC’s own COM-3, as well as development of a Government-wide performance management system for senior executive and management.

**Objective 2013-14:** By March 31, 2014, the Office of the Executive Council will have facilitated improved organizational capacity for effective public sector management and implementation of government’s agenda.

**Measure:** Facilitated improved organizational capacity

- Indicators:**
- Launched the NL Policy Model
  - Prepared a strategy and evaluation framework for PolicyNL
  - Finalized an online networking platform for PolicyNL
  - Implemented performance measurement system for all Government executive and senior management
  - Reviewed organizational development initiatives for alignment with ongoing efforts to develop policy capacity

## **ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS**

### ***Protocol Office***

In 2012-13 the Protocol Office coordinated a number of diplomatic and consular visits, including visits from:

- H.E. Leslie B. Gatan, Ambassador of the Republic of the Philippines;
- H.E. Risto Piipponen, Ambassador of Finland;
- H.E. Andrew Needs, High Commissioner of New Zealand;
- H.E. Simon Nabukwesi, High Commissioner of the Republic of Kenya and First Secretary Ms. Salome Kagosha,
- First Secretary; Mr. Eugene Ngoga, First Councilor with the High Commission of the Republic of Rwanda;
- H.E. Alex Massinda, High Commissioner and Mr. Paul Makelele, First Secretary with the High Commission of the United Republic of Tanzania;
- Governor Koftun of Russia/Murmansk on the occasion of the visit of the Russian Tall Ship Kruzenshtern;
- Mr. Richard Riley IV, Consul General of the United States;
- H.E. Kaoru Ishikawa, Ambassador of Japan;
- Mr. Roman Sobolev, Chargé d' Affaires of the Republic of Belarus; and
- H.E. Dienne Moehario on the occasion of the visit of the Indonesian Tall Ship Dewaruci.

The Protocol Office co-facilitated the Heads of Mission Economic Mission to Newfoundland and Labrador with the Department of Innovation, Business and Rural Development and Canada's Department of Foreign Affairs and International Trade. A total of 46 Heads of Mission or their representatives participated in a very successful two day program, including an evening event hosted by the Premier.

Further accomplishments in 2012-13 include: coordination of the installation ceremonies for his Honour the Honourable Lieutenant Governor Frank F. Fagan CM, ONL, MBA; preparation of non-diplomatic programs, including the visit of five European Union Parliamentarians and six officials and a Trinidad and Tobago Executive Council Study Tour; co-ordination of the tenth call for nominations for The Order of Newfoundland and Labrador and the installation of new inductees; preparation of the nominations for the Newfoundland and Labrador Award for Bravery for the Review Committee; receiving, acknowledging and forwarding the Newfoundland Volunteer War Service Medal; completing a draft Ceremonial and Protocol Handbook; hosting for the first time the Federal/Provincial/Territorial Chiefs of Protocol Conference in St. John's; coordinating events for Her Majesty Queen Elizabeth II Diamond Jubilee Celebrations including the medal ceremonies hosted by the Premier in Corner Brook and St. John's; and conducting 178 tours of the House of Assembly.

### ***Establishment of the Lieutenant Governor***

In 2012-13, up to the end of His Honour's term as Lieutenant Governor on March 19, 2013, His Honour the Honourable John Crosbie, PC, OC, ONL, QC and Her Honour Jane Furneaux Crosbie participated in over 265 ceremonies and events, the majority of which were hosted at Government House.

These include over 30 events to celebrate Her Majesty Queen Elizabeth II's Diamond Jubilee and present Queen Elizabeth II Diamond Jubilee Medals to over 300 worthy recipients; The Order of Newfoundland and Labrador Medal induction ceremony; the speech from the Throne to open the second session of the 47th General Assembly of the House of Assembly; presentation of numerous awards and service recognition certificates to members of the community and public service organizations, including awards to serving members of the Royal Newfoundland Constabulary and

the Royal Canadian Mounted Police; hosting of official visits by various Ambassadors and High Commissioners to Canada; and finally the transition of Lieutenant Governors from His Honour the Honourable John Crosbie, PC, OC, ONL, QC to His Honour the Honourable Frank F. Fagan, CM, ONL, MBA. Further details on the activities of The Lieutenant Governor and Government House may be found online at [www.govhouse.nl.ca](http://www.govhouse.nl.ca).

## **OPORTUNITIES AND CHALLENGES AHEAD**

In 2012-13, OEC continued its broad focus on advancing public sector excellence, high quality evaluation activities, more integrated planning and coordination, and greater policy capacity among policy professionals. As Provincial departments and agencies focus their attention on implementing approved recommendations arising from this year's Core Mandate Analysis exercise, OEC leadership will work in 2013-14 to ensure that Government activities are well coordinated and that Provincial public servants remain focussed on cross-Government initiatives.

The Core Mandate Analysis exercise cultivated the beginnings of a renewed culture of innovation and improvement in departments and agencies; nurturing and sustaining this culture will depend on success in OEC's ongoing efforts to enhance the policy capacity of the Provincial public service, thus ensuring that policy professionals have and retain the skills, tools and networks to support high quality delivery of programs and services.

In 2013-14, OEC will take steps to further a culture of innovation and improvement by considering how departments and agencies may be supported by an innovation system within Government.

During 2013-14, the Government of Newfoundland and Labrador will engage the people of Newfoundland and Labrador on a discussion regarding the demographic challenges facing the province in the medium to long term to inform the development of a Provincial Population Growth Strategy. Officials within the Office of the Executive Council, under the leadership of the Minister of Advanced Education and Skills, will facilitate consultations and meetings across the province, giving residents, businesses and organizations the opportunity to participate in the dialogue and provide input. The strategy will be developed in collaboration with other Government entities and is complementary to other initiatives such as the creation of a Workforce Development Strategy being led by the Department of Advanced Education and Skills. It is anticipated that the Population Growth Strategy will be finalized in 2014-15.

In conjunction with the creation of the Policy Innovation and Accountability Office in 2013-14, responsibility for the Regulatory Improvement Initiative has moved from Service NL to OEC.

OEC will play a leadership role in 2013-14 in advancing regulatory reform across Government, with a particular focus on working collaboratively with departments to ensure the objectives of the initiative continue to be met. This work is expected to include reviewing regulatory improvement plans and Regulatory Impact Analyses, as well as working with departments to determine ongoing regulatory reform capacity requirements. OEC will report on these activities in its 2013-14 Annual Report.

## 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 2013 (unaudited); and the Estimates 2013.

	Estimates		
	Actual (1)	Revised (2)	Original (2)
	\$	\$	\$
<b>The Lieutenant Governor's Establishment</b>			
<b>Government House</b>	674,266	689,900	706,100
<b>Cabinet Secretariat</b>			
Executive Support	2,075,859	2,012,400	1,832,400
Planning and Coordination	347,921	371,600	513,900
Provincial Government Programs Office	1,865,064	1,936,600	685,400
Economic and Social Policy Analysis	625,048	681,600	854,300
Protocol	215,683	234,000	347,600
Public Service Development	24,015	29,100	29,100
<b>Total</b>	5,153,590	5,265,300	4,262,700
<b>Communications Branch</b>	1,294,095	1,735,900	2,548,200
<b>Financial Administration</b>	888,419	904,000	993,300
<b>Total: Office of the Executive Council</b>	<b>8,010,370</b>	<b>8,595,100</b>	<b>8,510,300</b>

(1) provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended March 31 2013* (unaudited)

(2) provided in the 2013 Estimates.

## **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*