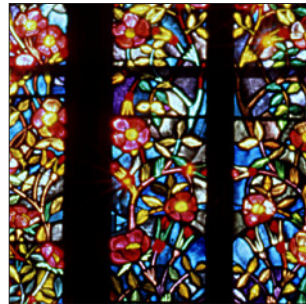




HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

STRATEGIC PLAN 2016–2019



HOUSE OF COMMONS ADMINISTRATION

A leader in legislative administration, providing modern, dynamic services in a secure environment.

MANDATE

The House Administration proudly supports the House of Commons, its Members and its advancement as a parliamentary institution. The Administration provides Members with the services, infrastructure and advice needed to carry out their work as legislators and representatives in the Chamber, in committees, in caucus and in their offices both on Parliament Hill and in their constituencies.



OUR VALUES

Respect for the democratic process

We believe in the importance of parliamentary institutions and the democratic process, and work to foster and strengthen respect for them.

Balancing continuity and change

We preserve the collective memory of the House of Commons and its traditions while facilitating its evolution to keep pace with Canadian society, and ensure institutional continuity while supporting Members as their needs evolve.

Professional excellence

We work together to provide innovative, effective, accountable and non-partisan support by acting ethically, responsibly and with integrity.

Inclusiveness

The House Administration creates a workplace that is inclusive, where employees feel valued and respected.

ABOUT THE STRATEGIC PLAN 2016–2019

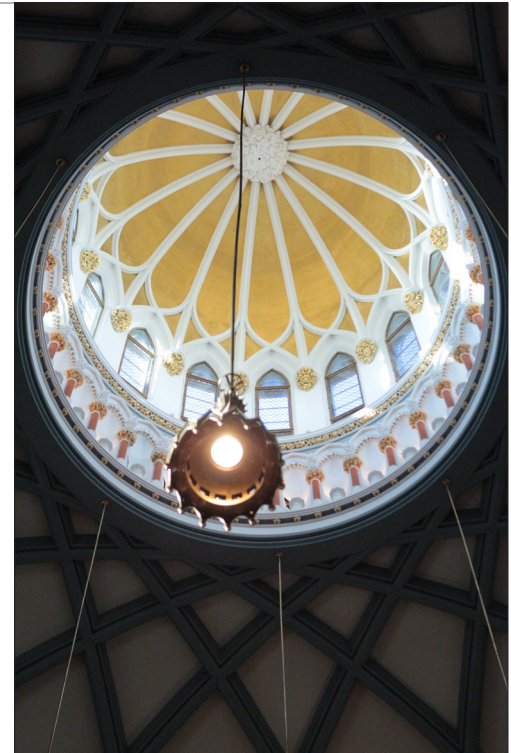
The Strategic Plan 2016–2019 (the Plan) sets the course for the next three years and beyond.

The House Administration's key priority is to maintain operational excellence. The other strategic priorities for 2016–2019 are:

- A modern technology and information infrastructure
- Renewed physical spaces and associated services
- An enhanced emergency management and security approach
- An engaged, qualified and productive workforce

The Plan is a living document and may be subject to change to allow the House Administration to respond to the evolving needs of the Members it serves.

Progress against the Plan is continuously monitored and reported on at the end of each year.



Operational
Excellence

Modern
Technology &
Information
Infrastructure

Renewal of
Physical
Spaces &
Associated
Services

Enhanced
Emergency
Management
& Security
Approach

Engaged,
Qualified &
Productive
Workforce

OPERATIONAL EXCELLENCE

*T*he House Administration's first priority is to support Members in their work as parliamentarians. As such, a strong service culture will continue to be fostered with an ongoing focus on improvement.

Services are delivered by the following service areas:

- **Procedural Services (PS)** provide a full range of procedural and legislative services to the Speaker, Members of Parliament and Officers of the House of Commons. This includes preparing the official agenda of the House, maintaining House papers and records, managing Private Members' Business and administering the Parliamentary Page Program. PS also offer core administrative and procedural guidance to committees including the provision of legislative services at committee and report stage, conducting research and offering training on parliamentary practice and procedure. In addition, PS coordinate Members' participation in international and interparliamentary activities; produce timely and accurate parliamentary information including publishing the proceedings and evidence of both the House and its committees; and preserve and document representative artefacts that chronicle the history of the Canadian Parliament. Finally, PS provide the technical and administrative infrastructure for the Canadian Parliamentary Press Gallery.
- **The Office of the Law Clerk and Parliamentary Counsel (OLCPC)** provides comprehensive legal and legislative services to the Speaker, the Board of Internal Economy, Members of the House and its committees, the Clerk and the House Administration. OLCPC also drafts legislation and amendments for Members, and may represent Members or the House in proceedings that involve their parliamentary privileges and immunities.
- **Parliamentary Precinct Operations (PPO)** provide efficient and modern operational support to ensure a functional work environment for Members and the House Administration. This includes the provision of services in such areas as trades, tenant operations, room allocations, catering and restaurants, postal and messenger services, transportation, printing and mailing, as well as maintenance and material handling.





- **Information Services (IS)** plan, implement and maintain information technology (IT) and information management (IM) services for Members and the House Administration. In addition, IS are responsible for the long-term IM/IT and accommodation planning related to facility renovations.
- **Finance Services (FS)** provide advisory and operational support in the areas of policy and financial planning, financial management, and materiel and contract management to the House Administration, Members and their staff.
- **Human Resources Services (HRS)** provide integrated and value-added support in the areas of talent management, employee relations, pay and benefits, occupational health and safety, and organizational effectiveness.
- The **Corporate Security Office (CSO)** is responsible for security in the House of Commons Chamber, conducting investigations, coordinating visitor and event access, providing security accreditation, promoting security awareness and administering parking services. The CSO also develops and implements House-wide administrative security policies, standards, and processes aimed at preventing, detecting and responding to security risks and threats.

These functions are supported by Corporate Communications, Preparedness and Planning, as well as Internal Audit under the **Office of the Clerk**.



MODERN TECHNOLOGY AND INFORMATION INFRASTRUCTURE

*S*ound information technology (IT) and robust information management (IM) are key enablers for any knowledge-based organization. As such, the House Administration will work to ensure that the evolving IT and IM needs of Members and employees continue to be met through the following initiatives.

Replace enterprise-wide systems: Human Resources Management System and Financial Management System

Several enterprise-wide systems that enable the day-to-day operations of the House Administration are scheduled for replacement. The House Administration will leverage this opportunity to better integrate its planning and resource allocation while reducing the total cost of ownership.

Implement a mobile work environment for Members and the House Administration

Increasingly, Members conduct their business in ways that reflect the growth in the use of the Internet and mobile devices both in Canada and around the world. To support this, the House Administration will expand access to all business documents and applications via corporate mobile devices, including laptops, tablets and smartphones.

Develop and implement digital information systems, tools and processes

Improving and expanding accessibility to information is a challenge in any organization and it is also a key success factor in enabling effective mobile work environments. To address corporate and parliamentary information challenges and opportunities, the House Administration will enhance how digital information is stored and improve how information can be accessed and shared.



● RENEWED PHYSICAL SPACES AND ASSOCIATED SERVICES

Parliament's new space requirements, the protection of heritage buildings and the need to modernize technical infrastructure are factors that prompted Parliament and the Government of Canada to develop a long-term rehabilitation and recapitalization plan known as the Long Term Vision and Plan.

Some key milestones that will be reached in the next three years include the reopening of the Wellington Building and of the West Block, and the closure of the Centre Block.

The House Administration oversees the implementation of rehabilitation initiatives for the Parliamentary Precinct. This provides an opportunity to find new ways to deliver support services to meet the needs of an evolving Parliament while preserving its heritage and its traditions.

Execute the Long Term Vision and Plan for the Parliamentary Precinct, taking into account new strategic priorities

Rehabilitation initiatives have been underway for some time and are having a significant impact on all parliamentary activities and processes. The House Administration will ensure that as these major construction projects continue, new requirements are considered and addressed.

Devise new and innovative ways to deliver services to Members and optimize resource usage

New ways to deliver support services to Members will be devised in light of the renewal of many parliamentary spaces, as well as changes to the House Administration's operating environment and organizational structure. As an example, the upcoming temporary relocation of the House and Senate Chambers will necessitate a review of protocol procedures. Other examples include the development and implementation of a common logistics support model for meetings and events as well as a common standard and innovative approach to designing work spaces.





ENHANCED EMERGENCY MANAGEMENT AND SECURITY APPROACHES

The changing nature of physical and IT security threats is challenging for any organization. The House Administration will seek to mitigate risk while maintaining an open and secure Parliament through collaboration, awareness and preparedness.

Establish working partnerships with the Parliamentary Protective Service and law enforcement agencies

The House Administration will formalize its relationship with the Parliamentary Protective Service by ensuring service level agreements are put in place for various areas of support. Work on further defining roles and responsibilities with regard to security on the Hill and in constituencies will also continue.

Build communication and awareness with all stakeholders around new physical and information technology (IT) security approaches

The House Administration will improve security stewardship and minimize risks through increased security awareness amongst Members and employees. Ongoing improvements to awareness programs for both physical and IT security will remain a priority.

Reinforce ability to prevent, respond to and manage disruptive events

The House Administration will continue to build its crisis management and business continuity capacity through the reinforcement of business resilience activities and training. The House Administration will be working on furthering specific security solutions for Members when outside the Parliamentary Precinct.

Strengthen the IT security posture of the organization

A stronger dependency on IT infrastructure and the Internet bring with it heightened risk to the security of networks and information. To mitigate these risks, the House Administration will further strengthen its relationship with external IT security partners and extend its security infrastructure, processes and policies to constituency offices.

Finalize the deployment of the Emergency Notification System

The ability to communicate quickly and widely during an emergency is a key component of incident response. As such, the House Administration will continue work on the full deployment of the Parliamentary Emergency Notification System (ENS) and will ensure that it effectively supports crisis management processes.



ENGAGED, QUALIFIED AND PRODUCTIVE WORKFORCE

The House Administration's greatest strength is its highly qualified workforce. To maintain it, the organization will implement initiatives aimed at engagement, succession planning and performance management.

Further engage employees in performance expectations, communication effectiveness and collaboration

The House Administration conducted its first Employee Engagement Survey in 2014. Although results were positive and demonstrated a highly committed workforce, the survey highlighted a few areas for improvement. In consultation with employees, the House Administration will develop and implement action plans in three priority areas: performance expectations, communication effectiveness, and collaboration.

Develop an organization-wide, flexible approach to succession management

In order to ensure the organization maintains a highly qualified workforce, the House Administration will implement a corporate succession management program.

Adopt an organization-wide, contemporary, consistent approach to employee performance management and learning and development

The House Administration will implement a new approach to corporate learning including redesigning programs and activities to foster a learning culture. The performance management program will also be updated to better connect employees' work and goals to those of the organization.

Be an employer of choice

The House Administration will seek formal designation as an employer of choice to reaffirm the strong satisfaction expressed by employees and continue to recruit top talent from across Canada.

