



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

REPORT TO
CANADIANS

20
18

The *Report to Canadians* presents highlights of the work undertaken by Canada's Members of Parliament and the efforts of the House of Commons Administration in supporting Members' daily activities.

By opening a window into the workings of the House of Commons and increasing the public understanding of Canada's parliamentary system, the *Report to Canadians* contributes to the transparent public governance expected by Canadians from coast to coast to coast.

Period of this report: April 1, 2017–March 31, 2018

Parliamentary session covered in this period: 1st session, 42nd Parliament
(December 3, 2015–March 31, 2018)

Total number of sitting days during this period: 121

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Message from the Speaker



As Speaker of the House of Commons and head of the House of Commons Administration, I am pleased to present the *Report to Canadians 2018*, covering the 2017–2018 fiscal year.

This annual, non-partisan report provides a window to the work of your Members of Parliament—in the Chamber, in committees, in caucus, in constituencies across Canada, and on the international stage as they represent Canadians. It also offers a behind-the-scenes look at the work of the House of Commons Administration, which supports Members and the institution.

The past year was historic. While Canadians gathered to celebrate our country's 150th birthday, the House of Commons also marked the occasion. There were special statements in the House, an event to commemorate the first meeting of the Parliament of Canada in 1867, and legacy projects that included the creation of a stained glass window in the Hall of Honour as well as the commissioning of a new permanent sculpture for the Parliament buildings under the Indigenous Peoples Sculpture Program, which will be unveiled in 2019, all to be enjoyed by future generations.

We also welcomed back hundreds of former Pages to commemorate the 40th anniversary of the House of Commons Page Program. For several of them, who as students worked in the Chamber to provide just-in-time services to Members, the program would represent the start of lifetime careers at the House. This speaks volumes about how special the institution of Parliament is, and how privileged we all are to serve Canadians.

Another historic milestone was the first public meeting of the Board of Internal Economy, which I chair. Made up of Members from all recognized parties, the Board is responsible for matters of financial and administrative policy for the House, and its open meetings are closely followed by many who care deeply about the business of Parliament and the institution itself.

As I write this, Members—with the support of the House Administration—are preparing for yet another historic event: the move of the House of Commons to its interim location in West Block. This is in preparation for the massive restoration project that will require the temporary closure of Centre Block. While the actual move will no doubt be featured in next year's report, much of the groundwork for it was made possible by the hard work that has been taking place over the past years, including this most recent one—another reason to marvel at the quiet complexity of all that takes place at the House.

I invite you to consult the “Members’ Snapshot” section to see what Members have accomplished in the Chamber, in committees and on the world stage this past year. The “Highlights from the Hill” section covers important official events that have taken place. The “House Administration” section details how the Administration supports the work of Members and, finally, the “Reporting on Results” section provides information on expenditures.

On behalf of all Members and the House Administration, I encourage you to read the *Report to Canadians 2018* and to learn about the work that is accomplished every day in support of the House of Commons and its Members and in the advancement of parliamentary institutions. I hope that it continues to engage you in the important work that is at the heart of your parliamentary democracy.

A handwritten signature in black ink that reads "Geoff Regan". The signature is fluid and cursive, with the first name "Geoff" written in a larger, more prominent script than the last name "Regan".

Hon. Geoff Regan, P.C., M.P.
Speaker of the House of Commons

Message from the Clerk



It is my privilege as Clerk of the House of Commons to ensure the proper management of the House Administration in support of the work of Members of Parliament. It is also my pleasure to highlight our activities and accomplishments of the past year through this report.

2017–2018 marks my first year as Clerk, and it has been a remarkable 12 months. In addition to the House Administration's role in helping to mark Canada's 150th anniversary on the Hill as well as the 40th anniversary of the Page Program, we proudly published the third edition of *House of Commons Procedure and Practice*, the authoritative source of procedural information for Members, their staff and other interested parties. Also important was the selection of the House of Commons Administration as one of the National Capital Region's top employers and a top employer for young Canadians for the second consecutive year.

The Clerk's Management Group and I were equally impressed by the House Administration's employees—shuttle bus drivers, food services workers, payroll and staffing officers, legal experts, procedural and committee clerks, among many others—who effectively contributed to the Administration's ability to deliver core services to Members and meet new demands.

Delivering these services with excellence is our *raison d'être*. But this service performance is not static; employees must be ready to adapt to meet new challenges. They can never be satisfied with the status quo. This fact in large part drove my decision to modify the House Administration's organizational structure in 2017 to better coordinate efforts across service areas and ultimately provide more seamless and enhanced services to Members. The early fruits of that change are reflected, in part, in this report. And the work continues.

I encourage you to explore the *Report to Canadians 2018*, highlighting our work and our ongoing commitment to providing Canada's Members of Parliament with the services, infrastructure and advice they need to carry out their work as legislators and representatives.

Charles Robert
Clerk of the House of Commons

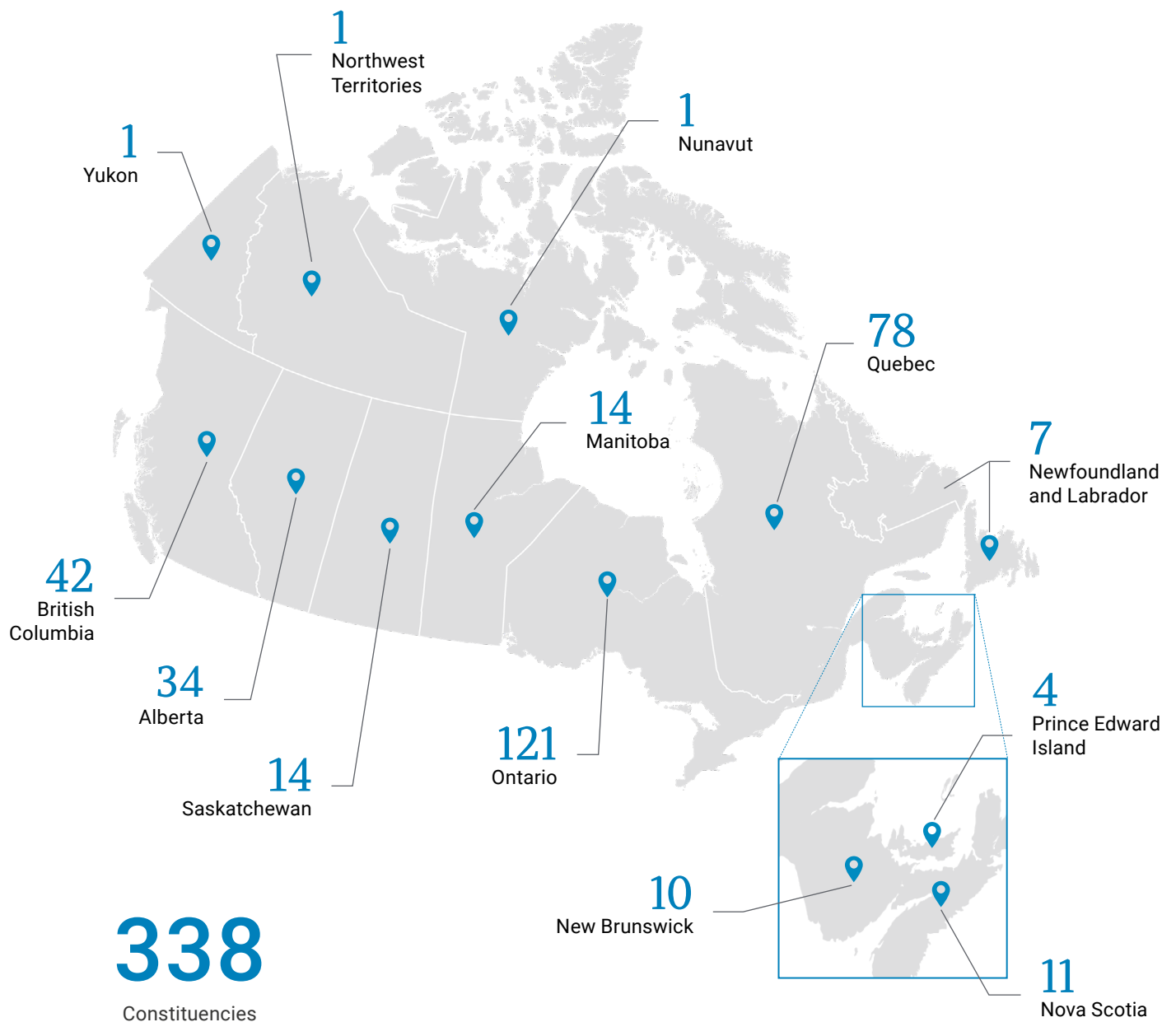


Constituencies by Province

Each of Canada's 338 constituencies (also called ridings or electoral districts) has a representative in the House of Commons. Each of these representatives—called Members of Parliament—keeps an office and employs staff in the constituency to connect with the people there at any time to discuss issues of concern, attend important community events, and help their constituents access federal programs and services.

[Look up the address of your Member's constituency office](#)

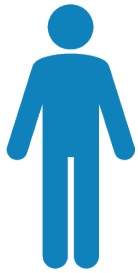
[Learn about current constituencies](#)



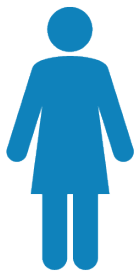
What Members of Parliament Do

For 150 years, Members of Parliament have upheld the principles and practices of Canadian democracy by representing the regional and local views of the citizens who elect them.

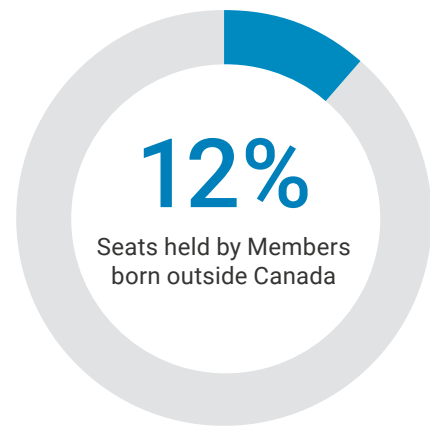
Members debate and vote on legislation in the Chamber, attend committee and caucus meetings, and perform a wide range of duties in their constituencies across the country. They also represent Canada when travelling abroad on official business or when hosting foreign counterparts.



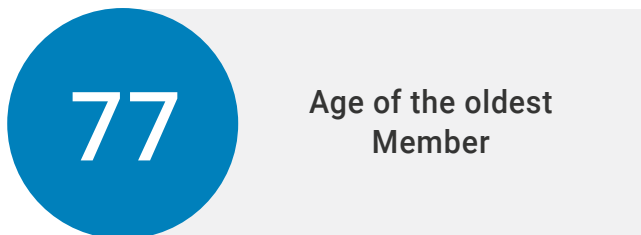
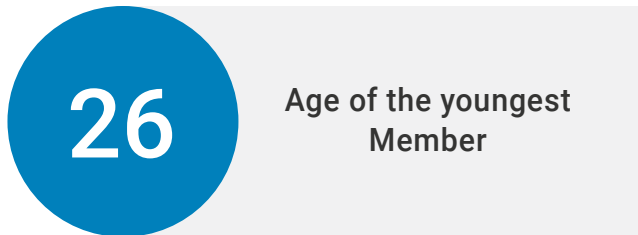
73% Seats held by men



27% Seats held by women



Age of Members



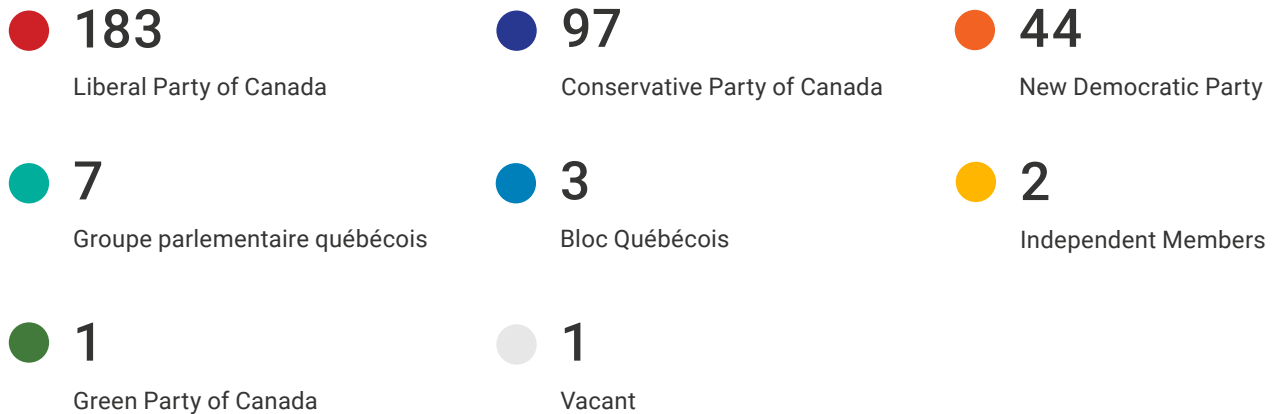
Caucuses

Most Members of Parliament belong to a political party and are members of their party's caucus. Each caucus meets weekly when Parliament is in session to discuss policies and parliamentary strategy as well as to establish party positions on issues being debated in the House of Commons. Held in private, caucus meetings allow Members to express their views and opinions freely.

[Learn more about the role of political parties in Canada's Parliament](#)

[View list of party leaders and House Officers](#)

Seats held per political party in the House of Commons (as of March 31, 2018)



A party must have at least 12 seats to be recognized as an official party in the House of Commons. Recognition means that the party has representation on committees as well as funding for research and staff.





In the Chamber

The Chamber is where Members come together to debate issues of local, regional and national importance, receive official documents prepared by government departments and agencies, and debate and vote on potential laws. All of these activities are presided over by the Speaker of the House (or one of the Chair occupants).

[Watch the video tour of the Chamber](#)

[Learn more about the history, arts and architecture of the Chamber](#)

[A typical week in the House](#)

[Watch Chamber proceedings online at ParlVU](#)

From April 1, 2017 to March 31, 2018, a total of 89 bills were introduced, covering a wide range of topics.

Government bills are bills introduced by a Minister of the Crown and drafted by the Department of Justice on the instructions of the cabinet. Private Member's bills follow the same legislative process (although their consideration is more restricted) and are introduced by individual Members who are not cabinet ministers or parliamentary secretaries.

32

Government bills introduced

TOPICS INCLUDED:

- Cree Nation governance
- Political financing
- Harassment in the workplace
- Environmental assessments
- Budget implementation
- Marine protected areas
- Arms trade treaty
- Legalization and regulation of cannabis
- National security
- Transportation modernization
- Access to information

57

Private Member's bills introduced

TOPICS INCLUDED:

- Compensation, pensions and employment insurance
- Official languages and human rights
- *Criminal Code*
- Federal tax and fiscal transfer legislation
- First Nations
- Immigration and citizenship
- International and internal trade and competition
- Labour law
- Transportation and navigation

Statistics about the House of Commons



121

Sitting days



684

Written questions submitted



29

Rulings by the Speaker



2,180

Documents tabled

Tabling a document is a formal way of providing information to Members and putting it on the official public record.

Certain documents must be tabled in the House by the government. Among these are reports on studies conducted by government task forces and commissions, annual reports for a number of federal institutions, corporate plans, performance reports, and other papers concerning matters related to the administrative responsibilities of the government.

Committees present study reports to the House and can request that the government respond to those reports. Collectively, these documents are referred to as “sessional papers.”



Petitions

The purpose of a petition is to draw attention to an issue of public interest or concern and to request that action be taken. A public petition, signed by Canadian residents and addressed to the House of Commons, the government, a minister of the Crown or a Member of the House of Commons is one of the most direct means for people to communicate with Parliament. Two forms of public petitions are accepted: paper petitions and electronic petitions.

As only a Member of Parliament can present a petition to the House, petitioners must send their petition to a Member with a request to present it.

Before a petition can be presented by a Member, it must be examined to confirm that it meets the requirements established in the rules and practices of the House.

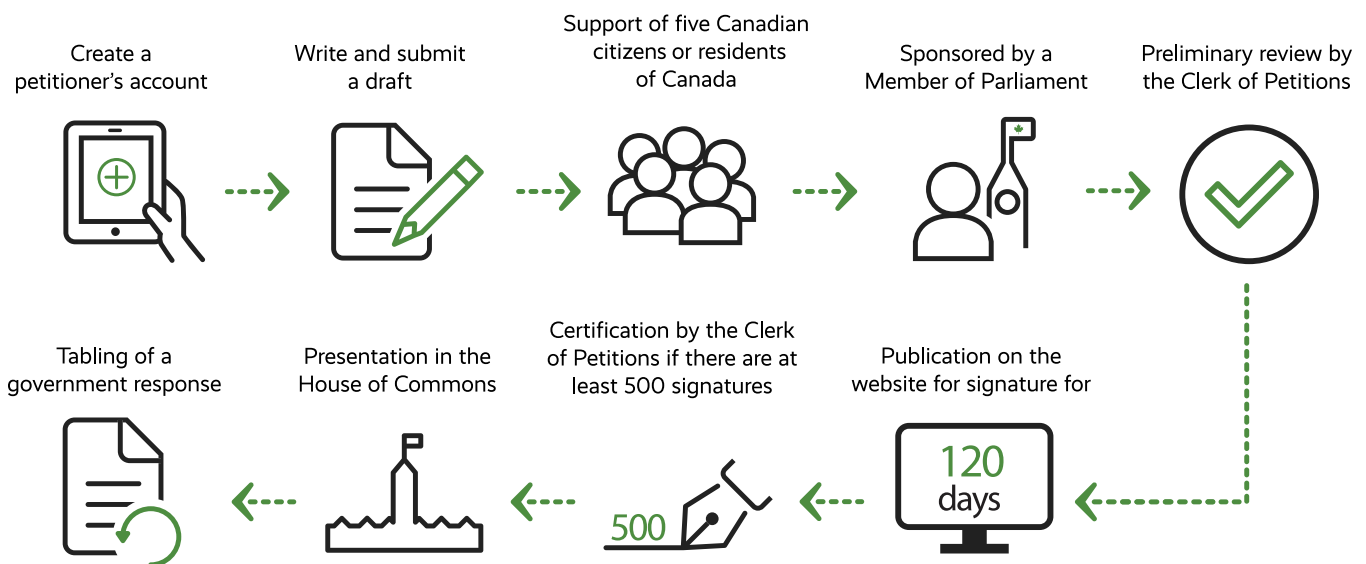
A Member can present a petition in the Chamber during routine proceedings or file it with the Clerk of the House during a sitting.

The government is obliged to reply to petitions within 45 days of their presentation. If a response is not issued within the prescribed time, a committee designated by the Member who presented the petition will look into the government's failure to respond.

[Learn more about petitions](#)

[E-petitions](#)

The Path of an E-petition



In Committees

In committees, Members conduct in-depth studies of public policies. They amend proposed legislation, examine government spending, conduct inquiries and receive input from experts and citizens.

[View list of studies, activities and reports](#)

[Learn more about committees](#)

[Watch committee meetings online at ParIVU](#)

Standing committees are permanent committees that, unlike other types of committees, exist for the whole session. Standing joint committees are established pursuant to the *Standing Orders* of the House of Commons and the *Rules of the Senate* and are composed of members of both Houses.

24

Standing committees

- Access to Information, Privacy and Ethics
- Agriculture and Agri-Food
- Canadian Heritage
- Citizenship and Immigration
- Environment and Sustainable Development
- Finance
- Fisheries and Oceans
- Foreign Affairs and International Development
- Government Operations and Estimates
- Health
- Human Resources, Skills and Social Development and the Status of Persons with Disabilities
- Indigenous and Northern Affairs
- Industry, Science and Technology
- International Trade
- Justice and Human Rights
- National Defence
- Natural Resources
- Official Languages
- Procedure and House Affairs
- Public Accounts
- Public Safety and National Security
- Status of Women
- Transport, Infrastructure and Communities
- Veterans Affairs

2

Standing joint committees

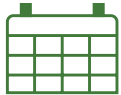
- Library of Parliament
- Scrutiny of Regulations

Topics Addressed by Committees



10

Members on each standing committee



1,240

Total number of committee meetings



2,146

Total hours of committee meetings



4,847

Witness appearances



196

Reports presented

Committees provide an excellent opportunity for in-depth discussions on a variety of topics. In 2017–2018, these included:

- Advancing inclusion and quality of life for Canadian seniors
- Barriers to transition and measurable outcomes of a successful transition
- Counselling and other mental health supports for jurors
- Development of a National Pharmacare Program
- Economic security of women in Canada
- Food policy for Canada
- Heritage preservation and protection in Canada
- *Personal Information Protection and Electronic Documents Act* (PIPEDA)
- Pre-budget consultations in advance of the 2018 Budget
- Priorities of Canadian stakeholders in bilateral and trilateral trade in North America
- Review of the Code of Conduct for Members of the House of Commons: Sexual Harassment
- Specific claims and comprehensive land claims agreements
- Statutory review of Canada's anti-spam legislation
- Systemic racism and religious discrimination
- The *Oceans Act's* marine protected areas

WHO ARE THE WITNESSES?

Committees regularly invite citizens, experts, representatives of organizations, public servants and ministers to appear before them to elicit information (receive evidence) relevant to a study under consideration. These interactions allow witnesses to express and explain their points of view, often presented as a written brief, and give Members of Parliament the opportunity to ask questions.

International and Interparliamentary Activities

Whether welcoming visiting parliamentarians and dignitaries to the House of Commons or participating in delegations to foreign legislatures and international conferences, Members of Parliament play an active role in parliamentary diplomacy.

As part of their respective roles, the Speakers of the Senate and the House also meet with foreign dignitaries and the diplomatic community, for example by receiving courtesy calls from arriving and departing ambassadors.

[Learn more about how Members represent Canada to the world](#)



Malala Yousafzai Youngest Nobel Prize laureate

Malala Yousafzai addressed the Canadian Parliament on April 12, 2017, and officially received honorary Canadian citizenship.

Opportunities for parliamentary diplomacy can take various forms:

- Visits by heads of state or heads of government
- Visits by parliamentary delegations
- Official delegations led by the Speaker
- Participation in conferences as either hosts or attendees
- Activities here and abroad in which members of various associations take part



Global Conference of Young Parliamentarians

In November, Parliament hosted 191 participants from 43 countries over two days at the 4th Global Conference of Young Parliamentarians. The conference focused on issues related to how parliamentarians from around the world can work together to advance inclusion.

AMERICAS

Snapshot of parliamentary
diplomacy activities



30
Activities

Members' Activities



MIDDLE EAST AND AFRICA

Meeting of the Parliamentary Network on HIV/AIDS, Tuberculosis and Malaria
Canadian Branch of the Assemblée parlementaire de la Francophonie
Rabat, Morocco

Bilateral Mission to Sudan
Canada-Africa Parliamentary Association
Khartoum and El Fasher, Sudan

Meeting of the APF Education, Communication and Cultural Affairs Committee
Canadian Branch of the Assemblée parlementaire de la Francophonie
Cotonou, Benin

Bilateral Visit to Africa
Canadian Branch of the Commonwealth Parliamentary Association
Dar es Salaam, Tanzania, and Lusaka, Zambia

10
Activities

Members' Activities



13
Activities



Celebration of Canada's 150th



UNVEILING OF THE DECORATIVE WINDOW

A stained glass window designed by Dominion Sculptor Phil White, in collaboration with House of Commons Curator Johanna Mizgala, was created to commemorate the 150th anniversary of Confederation.

The window, which features an image of the Canadian flag, was installed in the Hall of Honour near the entrance to the Library of Parliament. It was unveiled on November 6, 2017, to coincide with the 150th anniversary of the first meeting of the first Parliament of Canada.

In addition, to celebrate this historical moment, statements were made in the Chamber. A group of former prime ministers and Speakers gathered in the House of Commons gallery for the occasion.



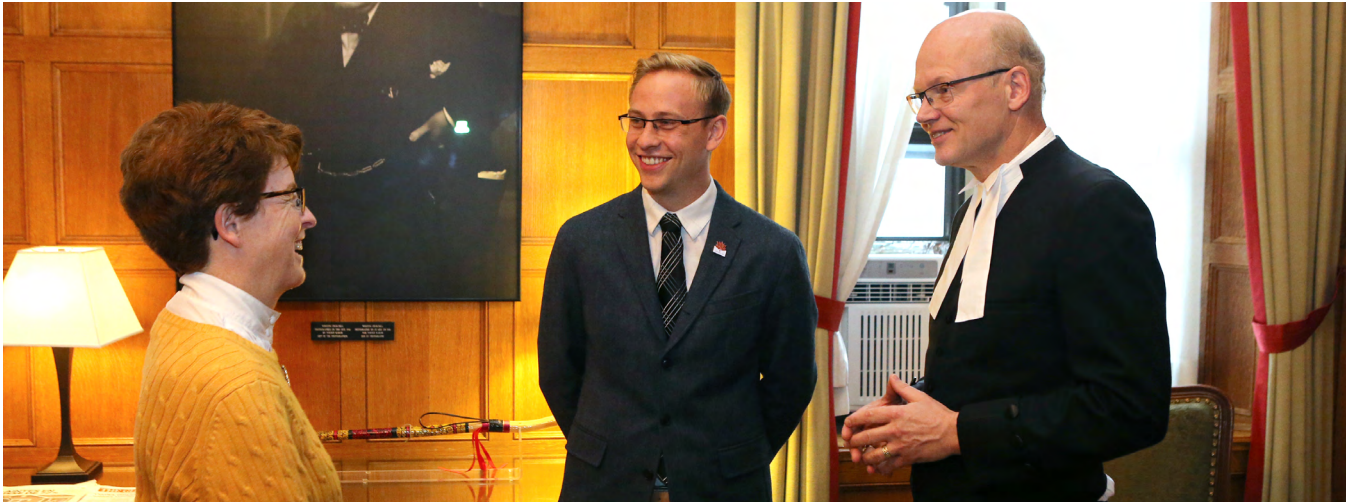
The Chamber in 1916



The Chamber today

SESQUICENTENNIAL COMPOSITION COMPETITION

In 2017, the Hill hosted the nationwide carillon composition competition *Chime In, Canada!* as part of the 150th anniversary of Confederation and the 90th anniversary of the Peace Tower. The winning composer in the open category is Scott Allan Orr. His piece, "Festive rondo," was premiered by the Dominion Carillonneur on the Peace Tower Carillon on July 1, 2017. The winning composer in the youth category is Lucas Oickle. His composition, "Fifteen Decades," was premiered by the University of Toronto Carillonneur at Soldiers' Tower on July 1, 2017, and was subsequently performed on the Peace Tower Carillon during the Percival Price Symposium in October 2017.



Dominion Carillonneur Dr. Andrea McCrady and Speaker Regan welcoming Mr. Scott Orr (centre), winner of the *Chime In, Canada!* carillon composition contest.

CENTENARY OF THE DEDICATION OF CENTRE BLOCK

In 1917, a simple but poignant ceremony marked the dedication of the new Parliament Building, under construction at the time, to the Fathers of Confederation and to the soldiers still fighting in the First World War. Prime Minister Sir Robert Borden declared that the new building would symbolize "the splendid achievement of the past and the still more glorious hope of the future."

One hundred years later, Members not only marked the centenary of the dedication of Centre Block, but also honoured the 150th anniversary of Confederation, even as the rehabilitation of this building is about to begin. Members of all political parties and representatives of the House of Commons, the Senate and the Library of Parliament all came together to mark this significant milestone in our Parliament's history.



Board of Internal Economy, Open to the Public

As the governing body of the House of Commons Administration (House Administration), the Board of Internal Economy (BOIE) is responsible for all matters of financial and administrative policy affecting the organization. The BOIE is chaired by the Speaker and is made up of Members from all recognized political parties. The Clerk of the House of Commons serves as Secretary to the BOIE.

Following the adoption of legislation amending the *Parliament of Canada Act* on June 22, 2017, BOIE meetings are open to the public and can also be viewed through ParlVU, our webcasting service, live and on demand. This decision aims to increase public understanding of the BOIE's role and the expenditures incurred by the House Administration and its Members.

[Learn more about the Board of Internal Economy](#)

[Watch Board of Internal Economy meetings on ParlVU](#)



Board of Internal Economy meeting

40th Anniversary of the Page Program

40 YEARS ANS PAGE PROGRAM

Established in 1978, the Page Program celebrated its 40th anniversary this year. To mark this occasion, a reunion was held in 2018. Three hundred and thirty past and present Pages as well as several former coordinators and supervisors gathered for a day of festivities. Among them were many former Pages who went on to pursue a career at the House of Commons.



The celebration was an opportunity to reconnect with former colleagues and to visit certain rooms in Centre Block once again. Because Centre Block will soon close for major renovations, participants were invited to rediscover the building in which they spent a year working and learning about Parliament.

Greeting them along the way to tell them about the various rooms were interpreters, House of Commons Curator Johanna Mizgala, current Pages, various employees and even the Speaker of the House of Commons, the Hon. Geoff Regan, and the Clerk, Charles Robert.

Participants also took a seat in the House of Commons Chamber, where Speaker Regan and Mr. Robert each addressed the guests, along with representatives from two universities that have been indispensable partners in the program from the very beginning, the University of Ottawa and Carleton University.



House of Commons Procedure and Practice, Third Edition

Another important initiative undertaken by the House Administration is the publication of the third edition of *House of Commons Procedure and Practice*, tabled by Speaker Regan on January 31, 2018.

This manual is the most consulted and comprehensive source on procedural information available to Members, their staff and the broader procedural community, and all others who share an interest in the workings of the House of Commons.

The third edition can be consulted in multiple formats—in print, online at ourcommons.ca, and for the first time as an e-book with added functionalities, expanding the book's reach, accessibility and usefulness. It represents an outstanding collaborative effort that took eight years and involved over 160 employees from numerous service areas of the House Administration.

“When it was first published in 2000, *House of Commons Procedure and Practice* quickly became an indispensable resource on Parliament Hill. Seventeen years later, it is still one of the most widely consulted books on procedure and an invaluable tool for Members and their staff, House of Commons employees, and many Canadians.”

- André Gagnon, House of Commons
Deputy Clerk, Procedure

All of the major phases of the project—from project planning and content development to publishing, electronic version preparation and launch and distribution—called on the expertise of many collaborators from within the House. It is a publication of which the House Administration can be proud.



André Gagnon, Deputy Clerk, Procedure

Honours for the House Administration



Two employees of the HoC received the award recognizing the House Administration as one of the National Capital Region's Top Employers for 2018.

For the second year in a row, the House Administration has been recognized as one of the National Capital Region's Top Employers as well as one of Canada's Top Employers for Young People. This recognition reflects our ongoing commitment to recruiting and retaining a highly engaged, qualified and productive workforce and highlights the progress we have made on the Strategic Plan 2016–2019.

Several of our employees represented the House Administration at the award ceremony for the National Capital Region's Top Employers for 2018, held in Ottawa in January, and at the ceremony for Canada's Top Employers for Young People for 2018, held in Toronto in February.

WHAT MAKES US DIFFERENT

Something that makes our work environment unique is the diversity of functions carried out by employees and the wide range of services those employees provide.

The House Administration is probably one of the most interesting employers in Canada, as it is similar to a small town, with its own transportation system, food services, tenant operations, printing and mailing, and so on.

Most of the House Administration's employees work in buildings within the Parliamentary Precinct, in the heart of downtown Ottawa, but the House Administration also maintains several satellite offices in the National Capital Region.

With a view to delivering on its mandate, the House Administration sets out its strategic priorities in the Strategic Plan 2016–2019, provided in the "Results Highlights" section below.



How the House of Commons Administration Supports Members of Parliament

The House of Commons Administration proudly supports the House of Commons, its Members and the organization's advancement as a parliamentary institution. It strives to provide the services, infrastructure and advice that the Members of the House need 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 constituencies.

Our Values

The House Administration is guided by a set of core values. It always strives to provide impartial advice, services and support and act as a responsible steward of the institution.

RESPECT FOR THE DEMOCRATIC PROCESS

The House Administration believes in the importance of parliamentary institutions and the democratic process, and works to foster and strengthen respect for them.

BALANCING CONTINUITY AND CHANGE

The House Administration preserves the collective memory of the House of Commons and its traditions while adapting work processes to ensure effective support for Members as their needs evolve.

PROFESSIONAL EXCELLENCE

The House Administration works to provide effective, accountable and non-partisan support by acting ethically, responsibly and with integrity.

INCLUSIVENESS

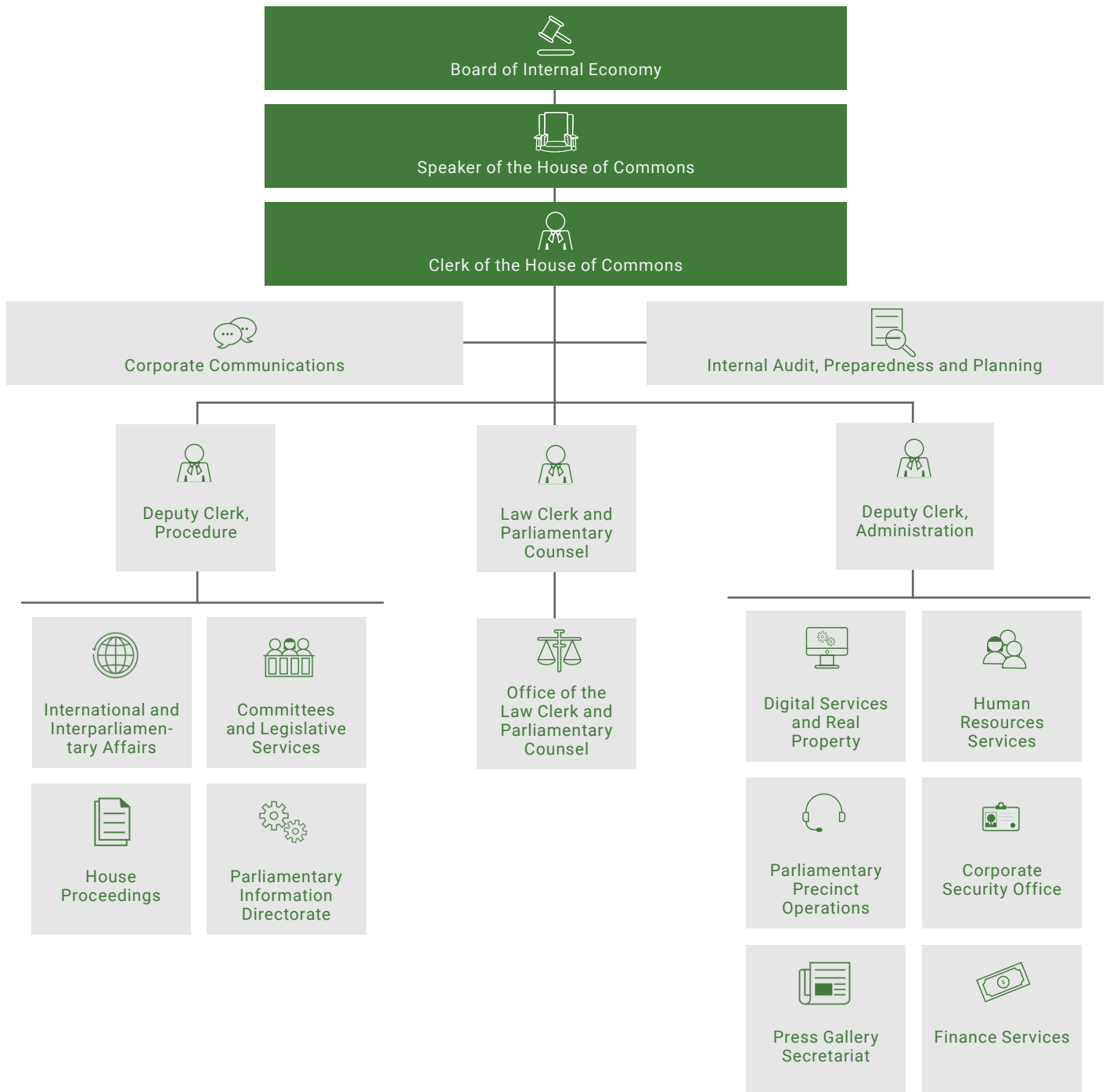
The House Administration creates a workplace that is inclusive, where employees feel valued and respected.



Our Organization

Reporting to the Board of Internal Economy, the Speaker and the Clerk, the House Administration is composed of various service areas (as depicted below).

In August 2017, the Clerk announced the creation of a new executive position (Deputy Clerk, Administration) and the appointment of a Deputy Clerk, Procedure.





BOARD OF INTERNAL ECONOMY

Composed of Members from all recognized political parties, the Board of Internal Economy (BOIE) is responsible for all matters relating to financial and administrative policy and has the legal authority to make by-laws and to regulate the use of resources available to the House of Commons.



SPEAKER OF THE HOUSE OF COMMONS

As Chair of the BOIE and head of the House Administration, the Speaker is responsible for the overall direction and management of the House Administration. The Speaker maintains order in Chamber proceedings and protects the rights and privileges of the House.



CLERK OF THE HOUSE OF COMMONS

The Clerk of the House of Commons is Secretary to the BOIE and, as chief executive of the House Administration, is responsible for the day-to-day management of House staff. The Clerk also authenticates all decisions made by the House, maintains records of the proceedings, and advises on the interpretation of parliamentary rules, precedents and practices.



CORPORATE COMMUNICATIONS

Corporate Communications provides tools and support related to communications, branding, crisis communications and public outreach. It also provides advice and analysis to the BOIE and the Office of the Clerk, and is the lead in the House of Commons' corporate branding.



PREPAREDNESS AND PLANNING

Provides technical expertise working closely with service area partners to facilitate planning processes that support decision making and ensure business resilience. Also aids with quality assurance and continuous improvement activities.



INTERNAL AUDIT

Closely supports the House Administration's mandate by providing independent, objective and value-added assurance, risk management and advisory services on all strategic and management practices.



DEPUTY CLERK, PROCEDURE

Procedural Services is led by the Deputy Clerk, Procedure, and provides a broad range of procedural and legislative advice to the Speaker, Members of Parliament and House Officers to help them carry out their parliamentary function on the Hill and in their constituencies. Procedural Services is also responsible for the Heritage Collection and the Carillon Program.



HOUSE PROCEEDINGS DIRECTORATE

The House Proceedings Directorate is responsible for supporting the business of the Chamber, including producing parliamentary publications, managing the Page Program and coordinating Private Members' Business. It provides research, advice and information regarding parliamentary procedure, and is responsible for the care and custody of the Heritage Collection, which contains objects and works of art that reflect the history and traditions of Canada's Parliament.



COMMITTEES AND LEGISLATIVE SERVICES

The Committees and Legislative Services Directorate provides procedural and administrative support to all standing, special, legislative and joint committees of the House of Commons. It is also responsible for providing procedural advice to the Speaker and Members with respect to legislation.



INTERNATIONAL AND INTERPARLIAMENTARY AFFAIRS

The International and Interparliamentary Affairs Directorate (IIA), a joint directorate of the Senate and the House of Commons, coordinates the Parliament of Canada's external relations and activities. IIA supports both Speakers' exchanges with their counterparts, the activities of parliamentary associations and recognized interparliamentary groups in Canada and abroad, official visits by dignitaries and heads of state, and conferences hosted by the Parliament of Canada.



PARLIAMENTARY INFORMATION DIRECTORATE

The Parliamentary Information Directorate is responsible for coordinating and supporting the Procedural Services' information technology activities, implementing strategies to effectively manage information assets, ensuring the analytical indexing of key House Administration and committee publications, and overseeing the strategic direction for the dissemination of House of Commons digital content.



LAW CLERK

The Law Clerk provides assistance to Members in drafting Private Member's bills and motions to amend government bills. He ensures that bills are correctly printed or reprinted with amendments as approved by the House Administration or its committees and when ultimately adopted as acts of Parliament. The Law Clerk is also a Table Officer.



OFFICE OF THE LAW CLERK AND PARLIAMENTARY COUNSEL

The Office of the Law Clerk and Parliamentary Counsel provides comprehensive legal and legislative services to the Speaker, the BOIE, Members, committees, the Clerk and the House Administration. It also drafts legislation and amendments for Members and may represent Members or the House Administration in proceedings involving their parliamentary privileges and immunities.



OFFICE OF THE DEPUTY CLERK, ADMINISTRATION

The Office of the Deputy Clerk, Administration, provides Members with a broad range of administrative services, infrastructure, support and advice to help them carry out their parliamentary functions on the Hill and in constituencies.



HUMAN RESOURCES SERVICES

Human Resources Services provides integrated and value-added support in the areas of talent management, employee relations, pay and benefits, occupational health and safety, and organizational effectiveness. It also plays a key role in the recruitment, selection and retention of House Administration employees.



FINANCE SERVICES

Finance Services provides 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. It also provides services relating to resource management, analysis, costing and reporting.



DIGITAL SERVICES AND REAL PROPERTY

Digital Services and Real Property plans, implements and maintains information technology (IT) and information management (IM) services for Members and the House Administration, and is responsible for long-term IM/IT and accommodation planning related to facility renovations.



PARLIAMENTARY PRECINCT OPERATIONS

Parliamentary Precinct Operations provides efficient and modern operational support including trades, tenant operations, room allocations, catering and restaurants, postal and messenger services, transportation, printing and mailing, maintenance, and material handling.



CORPORATE SECURITY OFFICE

The Corporate Security Office is responsible for security in the House of Commons Chamber. To this end, it implements House-wide administrative security policies, standards and processes aimed at preventing, detecting and responding to security risks.



PRESS GALLERY SECRETARIAT

Press Gallery Secretariat responsibilities include the provision of technical and administrative infrastructure for the Canadian Parliamentary Press Gallery. The Secretariat manages the activities of a wide variety of specialized services, such as the management of press conferences, media accreditation, audio-technical set-ups for scrums, access control to media lock-ups and the distribution of press releases.



Our Vision | Strategic Plan 2016–2019

In 2015, the Board of Internal Economy approved the House of Commons priorities for 2016–2019. These priorities are based on the House Administration’s vision and mandate.

Operational Excellence

- Execute operational plans to maintain a high level of service delivery excellence to Members, their staff and House Administration employees
-

Modern Technology & Information Infrastructure

- Replace enterprise-wide systems: Human Resources Management System and Financial Management System
 - Implement a mobile work environment for Members and the Administration
 - Develop and implement digital information systems, tools and processes
-

Renewal of Physical Spaces & Associated Services

- Execute the Long Term Vision and Plan for the Parliamentary Precinct, taking into account new strategic priorities
 - Devise new and innovative ways to deliver services to Members and optimize resource usage
-

Enhanced Emergency Management & Security Approach

- Establish working partnerships with the Parliamentary Protective Service and law enforcement agencies
 - Build communication and awareness with all stakeholders around new physical and IT security approaches
 - Reinforce the ability to prevent, respond to and manage disruptive events
 - Strengthen the IT security posture of the organization
 - Finalize the deployment of the Emergency Notification System
-

Engaged, Qualified & Productive Workforce

- Further engage employees in performance expectations, communication effectiveness and collaboration
- Develop an organization-wide, flexible approach to succession management
- Adopt an organization-wide, contemporary, consistent approach to employee performance management and learning and development
- Be an employer of choice

2017–2018 Results Highlights

In 2018, significant progress was made against the House of Commons Strategic Plan 2016-2019, all the while ensuring a high level of operational excellence in the delivery of services to Members.

Modern Technology & Information Infrastructure

Sound information technology (IT) and robust information management (IM) are key enablers for any knowledge-based organization.

As part of a global modernization effort, in 2018 the House Administration continued to develop its IT and IM systems and processes to better support the needs of Members and employees.

FINANCIAL MANAGEMENT SYSTEM (FMS) ENHANCEMENTS – PHASE 3

Following the 2017 deployment of the new Financial Management System (FMS) to replace the PeopleSoft application, the final phase of the FMS implementation resulted in the addition of new reporting capabilities and improvements to the existing requisition functionality. These workflow and interface improvements made use of automation to make financial management processes more efficient and ensure data integrity.

Some of the work undertaken during the FMS implementation process also served to lay the groundwork for the renewal of the House Administration's Human Resources Management System. The goal is to ensure the integration of systems, thereby enabling the provision of modern and client-centric services and augmenting the end-user experience for Members and the House Administration.

In keeping with the global IM/IT modernization efforts, the following projects were also undertaken:

IMPLEMENTATION OF A NEW CORPORATE E-PURCHASING TOOL

Requisition, the new corporate e-purchasing tool, was launched and implemented for Members, their staff and the House Administration, allowing clients to order goods and services, obtain purchase approvals, track the progress of requests, and check available budgets in real time, all under one modern, efficient and integrated process.

STREAMLINED TRAVEL SERVICES TO MEMBERS

Working in partnership with the service provider, travel reservations for Members and their families were integrated, rendering the process simpler and more responsive, thereby enabling Members and their families to efficiently plan and adjust their travels according to their specific needs.

ACCESS TO DOCUMENTS AND APPLICATIONS FROM ANYWHERE

Today's workforce is migrating away from traditional desk jobs as operational requirements increasingly rely on employees' ability to work on the move. A mobile workforce refers to a group of employees scattered across various physical locations and connected by computers, smartphones and other devices via the global Internet. Teleworking is on the rise, and more and more work is performed on mobile devices.

Given this paradigm shift to mobility, a new "anywhere" access service was launched, allowing parliamentary staff using House-supported Windows 10 devices to access their work documents, applications and other digital business tools from anywhere with an Internet connection.

As long as Members and staff have an Internet connection, they can file reports, hold meetings, edit proposals and carry out practically all of their work tasks remotely when needed. A mobile work environment allows for greater flexibility regarding working styles and hours, increases productivity, lowers absenteeism and lessens the carbon footprint through a reduced need for office space.

FINDABILITY AND SHARING OF INFORMATION

The sound management of information is critical to any organization, especially one transitioning to a mobile workforce.

To improve the findability and sharing of information, work continued across the House Administration on migrating information from shared drives to restructured SharePoint sites and on gathering information to help services develop and document retention schedules and improve accessibility. A new tool is now being used to help employees easily save, access and share email messages and attachments on SharePoint sites.

With the growing number of baby boomers leaving for retirement, the introduction of an increasingly mobile workforce and the fact that employees are no longer looking to stay with one organization for the entirety of their career, managing corporate knowledge has become all the more critical.



LAUNCH OF OURCOMMONS.CA

One initiative supporting information sharing efforts is the launch of the ourcommons.ca website in May 2017. The new site is accessible on all mobile devices and includes an integrated parliamentary business calendar, a live view of House business, enhanced navigation, and quick access to site content.

After the launch of ourcommons.ca the project entered its second phase in September 2017, which called for the implementation of technical requirements for quality assurance and the addition of technical features. Enhancements included legacy indexes for the *Debates* and *Journals*; an improved solution for the studies, activities and reports section of the Committee website; improved analytics; and the implementation of technical requirements for data integrity and availability. The decommissioning plan for parl.gc.ca was also executed at that time.

SOCIAL MEDIA PRESENCE

In May 2017, several social media accounts were launched by the House of Commons. These accounts contain timely, factual and non-partisan information about the House of Commons and parliamentary proceedings, and facilitate the sharing and reuse of this information.

Since the House of Commons made its debut on social media, our accounts have been steadily gaining traction. From May 2017 to March 31, 2018, over **200 photos** were shared on our Instagram accounts and garnered a total of nearly **10,000 likes**. During that same period, a combined total of more than **8,000 tweets** were issued from our Twitter accounts, resulting in over **4.4 million impressions**.

FOLLOW US ON SOCIAL MEDIA!



@HoCSpeaker: The official Twitter account of the Hon. Geoff Regan, Speaker of the House of Commons, with information about the activities of the Speaker and the work of the House of Commons and Parliament.

@OurCommons: General information about the work of the House of Commons, the House Administration, arts and heritage, as well as news and media announcements.

@HoCChamber: Regular updates about proceedings in the House of Commons Chamber.

@HoCCommittees: Information about the work of House of Commons committees. Track the activities of specific committees using a hashtag and the four-letter committee acronym (e.g. #FINA for the Finance Committee).

@ParlDiplomacy: Information about the parliamentary diplomacy work of Senators and Members of Parliament.



The Speaker and the House of Commons are also on Instagram. These accounts provide an opportunity to see a variety of interesting photos related to the activities of the Speaker and of the House of Commons, respectively.

@hocspeaker

@ourcommonsca

Renewal of Physical Spaces & Associated Services

Parliament's new space requirements, the protection of heritage buildings and the need to modernize the 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 (LTVP).

LONG TERM VISION AND PLAN

This master plan is implemented in rolling five-year programs of work to address needs resulting from the deteriorating condition of the buildings and grounds, and to meet the requirements of Parliament (including those relating to the visiting public) identified by the parliamentary partners: the Senate, the House of Commons and the Library of Parliament.

The House Administration plays a significant leadership role in the planning and implementation of the overall program, and significant resources have been engaged in supporting its success.

The preparations for the opening of West Block are in the final phases, and the House Administration and Public Services and Procurement Canada are working together to ensure occupancy requirements are met so that Members of Parliament are accommodated in their functions and attendant services can be provided.

Once West Block reopens, the Chamber will be moved there so that the much-needed restoration of Centre Block can start.

Close collaboration between Members, staff and partners is critical to the success of such a large undertaking. Although the physical restoration of buildings is a major part of the LTVP, a number of key initiatives are taking place behind the scenes to ensure a seamless transition.



West Block restoration



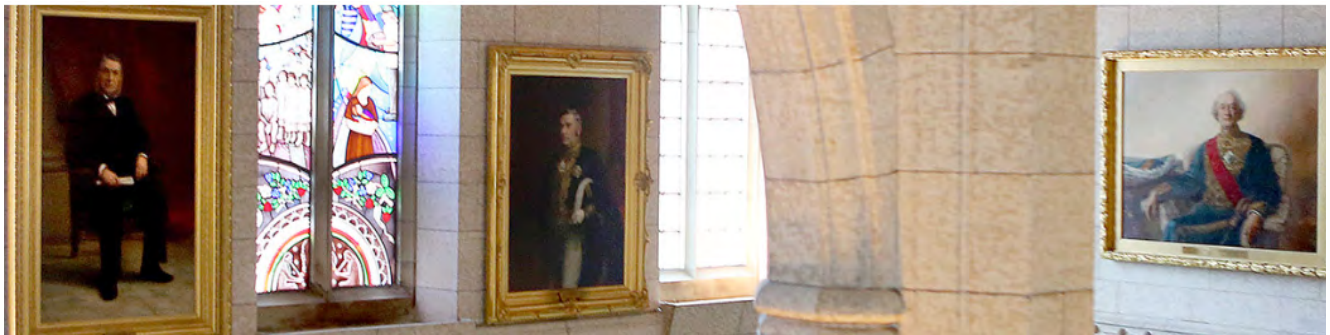
The physical environment of the Parliamentary Precinct and the needs of clients have evolved significantly over time. LTVP projects have led to new buildings being added to the inventory and others being reopened following major renovations (Sir John A. Macdonald Building, 180 Wellington, and soon West Block).

CONSERVATION

Part of the renewal of physical spaces includes the conservation of various objects of historical value. This year the House Administration proceeded with the conservation program for the portraits of prime ministers and Speakers that will be relocated to West Block.

Eleven prime ministers' portraits were cleaned, stabilized and prepared for hanging. Conservation work was completed on the entire group of Speakers' portraits.

Other conservation projects included the restoration of the Rhodes Chair, which will be the Speaker's chair in the new Chamber.



Enhanced Emergency Management & Security Approach

The changing nature of physical and IT security threats is challenging for any organization. Through awareness programs, safety risk audits, threat and risk assessments, and policy development, the House Administration continued to enhance an open and secure Parliament throughout 2018.

ENHANCED SECURITY AWARENESS

The security awareness program was enhanced with the launch of new awareness videos, online training modules, the Vigil@nce security newsletter, infographics, in-class awareness sessions, and information kiosks.

Technologies and processes were also updated and implemented to allow for the ongoing analysis and improvement of the organization's cyber security posture through all stages of the system development lifecycle.



On May 24, House Administration employees participated in a lockdown exercise to simulate the response to an active threat.

ENHANCED EMERGENCY PROCEDURES



Fire Prevention Week 2017 and the new Emergency Wardens Program were launched on October 4.

Several enhanced emergency procedures and security awareness initiatives for both Members of Parliament and House Administration employees were implemented. Live exercises based on scenarios, for example a lockdown exercise, also took place.

GENDER-SENSITIVE SAFETY RISK AUDIT

To better understand the threats and risks to women and minorities from various populations (including the LGBTQ2+ community, visible minorities and the physically disabled) in the Parliamentary Precinct, a gender-sensitive safety risk audit was conducted. The audit identified a list of risks against which specific mitigation strategies were developed.

WORKPLACE INCLUSION PROGRAM AND DIVERSITY COUNCIL

The House of Commons is committed to an inclusive workplace that ensures full and equal access to employment, development and advancement opportunities for current and future employees. This commitment is articulated through our *Policy on Workplace Inclusion*. The policy is designed to ensure that we build and support an inclusive workplace that is welcoming and reflective of Canadian society, which is diverse in origins, cultures, experiences and perspectives—all vital sources of creativity and innovation.

To achieve this, a Workplace Inclusion Program has been developed to support the policy. The program consists of progressive and ongoing awareness and education activities, as well as efforts to evaluate our current state of inclusion, including identifying opportunities for improvement.

We are continuously striving to improve our workplace by advancing the principles of access, fairness and inclusion while facilitating the attraction, engagement and retention of a qualified and suitable workforce.

Engaged, Qualified & Productive Workforce

The House Administration's greatest strength is its highly qualified workforce dedicated to supporting the House of Commons, its Members, and the organization's advancement as a parliamentary institution.

TOP 100 STATUS



The finishing touches on the green lining for the presentation box containing the House Administration's Top Employer submission

The House Administration is proud to have been designated one of Canada's Top Employers for Young People for a second year in a row in 2018. The organization was also recognized as one of the National Capital Region's Top Employers for 2018, which reflects an ongoing commitment to recruiting and retaining a qualified, engaged and productive workforce and highlights the House of Commons as an employer of choice.

THE MANY FACETS OF PARLIAMENT HILL

The Many Facets of Parliament Hill program is intended for employees of the Senate, the House of Commons, the Library of Parliament, the Office of the Conflict of Interest and Ethics Commissioner, and the Parliamentary Protective Service. The goal of this program is to promote a greater understanding among employees of how their work contributes to the work of parliamentarians and the legislative process.

The 32nd and 33rd sessions of the Many Facets of Parliament Hill program were held in the spring and fall of 2017. Many employees of the Senate, the House of Commons, the Library of Parliament, the Office of the Conflict of Interest and Ethics Commissioner, and the Parliamentary Protective Service participated in this unforgettable event.



ONBOARDING PROGRAM RENEWAL

The House Administration launched a revitalized Onboarding Program for New Employees in May 2017. The program ensures that new employees experience a seamless and informative welcome to the House of Commons and serves to build a strong foundation for an engaged workforce.

Components of the program include an Onboarding Guide; introduction to senior management; information on the organization's structure, key goals and objectives; introduction to our Hill partners; and support tools for hiring managers who will continue to lead the onboarding process at the service-delivery level.



“The House Administration is a tapestry of talented people, a rich fabric made up of professionals working together. When you take the time to think about it, you can imagine the individual strands of this tapestry, the people who provide the best possible service: advisors, cooks, architects, translators, officers, graphic designers, teachers, transeditors, specialists, analysts, technicians, managers, programmers, clerks, editors, drivers, lawyers, coordinators, and so many more. Thanks to their dedication and efforts, parliamentarians can move their ideas and initiatives forward.”

- Charles Robert, Clerk of the House of Commons

TAKE OUR KIDS TO WORK

On Wednesday, November 1, 2017, grade 9 and secondary III (Quebec) students were invited to experience a day in our workplace and to learn about the working world. Activities were organized for all registered students to ensure this day was a fun and enriching experience.

In 2018, Take Our Kids to Work day will take place on Wednesday, November 14.

[Learn more about Take Our Kids to Work](#)



PERFORMANCE MANAGEMENT PROGRAM

In response to the Employee Engagement Survey results, a revitalized Performance Management Program was initiated in 2017. It now includes new and improved tools and was implemented through a series of training sessions offered to all leaders and covering topics such as:

- Having difficult conversations
- Managing high performers
- Managing low and poor performance
- Giving feedback

The Performance Management Program directly supports the House of Administration's strategic priority of further engaging employees in performance expectations, communications effectiveness and collaboration.



THE CANADIAN ASSOCIATION OF PARLIAMENTARY ADMINISTRATION

From August 20 to 25, 2017, Ottawa had the pleasure of hosting the Canadian Association of Parliamentary Administration's annual conference, welcoming human resources, finance and information technology representatives from various parliaments to exchange on best practices. This year's event, organized by a House Administration committee, was a great success!

International Day of Persons with Disabilities Event

The House Administration's Workplace Inclusion Program and Diversity Council hosted a special event as part of International Day of Persons with Disabilities. The event featured an address by the Clerk of the House of Commons, a panel discussion and an artistic presentation by Dandelion Dance.



OPEN HOUSE 2017

Open House 2017 took place on Thursday, May 25, in Centre Block under the theme "Embracing Diversity and Fostering an Inclusive Workplace". Over 500 employees took part in various activities related to the launch of the Workplace Inclusion Program.

Optimization of Resource Usage

WORKSTATION INVENTORY MANAGEMENT

Given the significant number of moves that are required during the restoration process, changes were made to transform workstation inventory management processes. Through lean process reviews and other forms of analysis, the delivery time for workstations was cut in half and the warehousing process was made more efficient.



MOVEMENT OF GOODS

Work was also undertaken to review business processes and streamline services around the movement of goods throughout the Parliamentary Precinct.

This work included the renewal of a delivery services system, the review and modernization of the supporting parcel and mail service, and the identification of efficiencies to better respond to the needs of the clients.

The reengineered services will improve services to Members through modernized tools, simplified access to information and readily available delivery tracking.

STREAMLINING COMMUNICATIONS

House News, an online intranet news page, was launched in 2018 to reduce the volume of messages that the House Administration sends to Members by email. It is estimated that *House News*—and the complementary *House News Bulletin*—will reduce the number of emails sent to Members by nearly 75%.

House News is also part of the Administration's commitment to improving communications with its employees, who also benefit from receiving fewer email messages. It responds directly to recommendations from House Administration employees who participated in communication effectiveness workshops.

NEW CLIENT SERVICE CENTRE FOR PAY AND BENEFITS

In November 2017, a new Client Service Centre made up of a team of experts was established to improve the response time to inquiries relating to pay and benefits. Numerous enhancements were made to the Members of Parliament Staffing System to simplify and improve the staffing process used by Members. As such, new roles were introduced and team structures and assignments were modified in a way that would help further streamline processes.

Financial Information

Planned Versus Actual Spending (In Thousands of Dollars) 2017–2018

	Main Estimates	Supplementary Estimates and Adjustments	Total Authorities	Actual Spending	Variance
Members and House Officers	297,613	13,051	310,664	296,646	14,018
Committees, parliamentary associations and parliamentary exchanges	6,614	1,716	8,330	6,004	2,326
House Administration	171,847	22,255	194,102	187,733	6,369
TOTAL	476,074	37,022	513,096	490,383	22,713

House Administration Actual Spending 2017–2018

	\$ (In Thousands of Dollars)	%	FTE * Budget
Office of the Clerk	5,421	3	42
Office of the Law Clerk and Parliamentary Counsel	4,993	3	31
Procedural Services	31,021	16	345
Office of the Deputy Clerk, Administration	362	0	5
Parliamentary Precinct Operations	27,427	15	476
Corporate Security Office	6,034	3	54
Digital Services and Real Property	73,764	39	423
Human Resources Services	18,077	10	134
Finance Services	20,634	11	195
TOTAL	187,733	100	1,705

* Budgeted number of permanent full-time equivalents



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