

# Executive Council

BUSINESS PLAN 2014-17

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## ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of February 12, 2014.

*original signed by*

Alison Redford, QC, Premier  
February 20, 2014

## THE MINISTRY

The ministry consists of the Department of Executive Council.

Executive Council ensures effective strategic planning and coordinated policy development across government, engagement of Albertans and the broader global community and the promotion of a vibrant and innovative public service. It ensures outcomes are achieved by:

- supporting strategic planning, coordinated policy development and informed decision-making for the Government of Alberta;
- helping ministries communicate and engage with Albertans and tell Alberta's story around the world; and
- providing strategic leadership for human resource management of the Alberta Public Service.

A more detailed description of Executive Council and its programs and initiatives can be found at [alberta.ca/executivecouncil.cfm](http://alberta.ca/executivecouncil.cfm). A more detailed description of Corporate Human Resources can be found at [www.chr.alberta.ca](http://www.chr.alberta.ca).

## RESULTS-BASED BUDGETING AND THE GOVERNMENT OF ALBERTA STRATEGIC PLAN

Programs and services delivered by the ministry are reviewed for relevance, effectiveness and efficiency in accordance with the Government of Alberta's *Results-based Budgeting Act*.

This business plan supports the three themes outlined in the *Government of Alberta Strategic Plan*:

- Investing in Families and Communities;
- Securing Alberta's Economic Future; and
- Advancing World-leading Resource Stewardship.

By providing support and leadership to government ministries, Executive Council supports the achievement of the *Government of Alberta Strategic Plan*. This executive arm of government guides the policy development process to ensure government policy decisions are informed by the best information and policy across ministries is aligned. This coordinated approach is also a priority for the Public Affairs Bureau in sharing the vision and measurable outcomes of the strategic plan with Albertans through clear and effective communication of the Building Alberta Plan. The Protocol Office further supports government's focused agenda by expanding market access for Alberta products through strategic planning as well as coordinating and executing state, official, working and private visits to Alberta. Corporate Human Resources provides leadership to ministries to ensure the Building Alberta Plan and *Government of Alberta Strategic Plan* outcomes and initiatives are supported and delivered by a skilled and engaged public service.

## STRATEGIC CONTEXT

The Government of Alberta is responsible for working in support of strong, sustainable and prosperous communities for the more than four million people who now call this province home. In guiding ministries in human resource management, strategic planning, communications and policy development, Executive Council is mindful of issues that both impact and define our growing province as well as how to best ensure we are securing our economic, social and environmental future.

Facing the future with confidence requires leadership that drives economic opportunity, energy security, investment, jobs and revenues to support the programs and services Albertans rely on. In order to present coordinated policy and communications, as well as engage with Albertans, the Building Alberta Plan is the cornerstone of government's work and will guide Executive Council and all government priorities over the next several years. This long-term vision outlines how the government is taking a coordinated approach to better support Albertans by investing in families and communities, living within our means, and opening new markets for Alberta's resources, including oil and gas, agricultural products, lumber and beef. With guidance from the Canadian Energy Strategy, work will continue to ensure that Alberta oil has access to coasts where it can be shipped to new world markets.

As our province evolves and changes, so does the Alberta Public Service (APS). Albertans expect a balance between program and service sustainability, and a drive for a leaner, less hierarchical organization that better reflects the public workforce of the future. To ensure APS employees are delivering on government's vision, it is important that our workforce is empowered, engaged, responsive and resilient. Investing in the public service through career, learning and leadership development opportunities is critical in ensuring we have a workforce that can reach its full potential.

Strong leadership capacity, at all levels, is critical for the APS to reach its full potential in order to continue delivering high quality programs and services to Albertans. Leadership and development of the APS are foundational to our organizational transformation as we continue to strengthen how we make a difference in the lives of Albertans, work with purpose and pride, achieve through innovation and collaboration, and ensure the APS is a great place to work.

In June 2013, devastating floods took place in Southern Alberta and the Regional Municipality of Wood Buffalo. The impact of the flooding varied significantly throughout the province. Affected regions are at various stages in the overall recovery and rebuilding process. This will take considerable time and require effective coordination, communication and resources from many sectors to enable Albertans to return to vibrant and resilient communities. Executive Council has and continues to provide leadership, support and coordination to the response and recovery efforts as well as identifying and building various forms of future resiliency, which includes dozens of potential flood mitigation infrastructure projects across the province.

## GOALS, PRIORITY INITIATIVES, AND PERFORMANCE MEASURES AND INDICATORS

As a result of the ministry's review of its goals, environment, opportunities and challenges, a number of priority initiatives have been identified. Government commitments to Albertans are identified with a ✓.

### **Goal One: Government outcomes are supported by effective policy, planning and decision-making**

Decision-makers need comprehensive and coordinated policy and planning advice and analysis, including input from Albertans, to make strategic decisions. Executive Council supports government decision-making by facilitating collaboration on cross-government issues, helping to build clarity and ensuring all perspectives and options on an issue have been considered. It also supports an effective Cabinet decision-making system that allows decision-makers to engage in meaningful discussions. Ministries need coordinated support and analysis to ensure their initiatives and regulations align with government direction, especially the government's focused agenda. Achieving this goal ensures that decision-makers and ministries are provided with the appropriate context and support to meet the government's overall vision and goals.

### Priority Initiatives:

- 1.1 Enhance cross-department engagement and integration to provide strategic direction, clarity and increase policy coherence.
- 1.2 Strengthen the policy capacity of the APS by increasing knowledge of effective policy development and decision-making processes to deliver quality policy advice and successful implementation.
- 1.3 Work collaboratively with ministries on regulatory reform initiatives to improve the quality of Alberta's regulatory systems and oversee the ongoing review of regulations so that policy outcomes can be achieved effectively and efficiently.

Performance Measure	Last Actual 2012-13	Target 2014-15	Target 2015-16	Target 2016-17
1.a Satisfaction of policy coordination office clients with products and services	81%	90%	90%	90%

### Goal Two: Albertans receive clear and coordinated government communications

Albertans need comprehensive, consistent and coordinated information to engage in two-way communication with their government about programs and services that matter most to them. To achieve this, government communications will be realigned to more effectively support government priorities under the Building Alberta Plan. This will drive innovative and more effective communications that better connect government's initiatives and policy direction and what they mean for Albertans.

### Priority Initiatives:

- 2.1 Ensure coordinated and effective two-way communication and engagement with Albertans by implementing strategic communications plans related to the priority themes under the Building Alberta Plan (investing in families and communities, living within our means and opening new markets) in addition to topic-specific communications strategies.
- 2.2 Promote Alberta, at home and abroad, as a great place to live, do business and visit.
- 2.3 Enhance communications with Albertans, other Canadians and the rest of the world by incorporating new technologies, based on emerging trends.
- 2.4 Deliver government information across different platforms using advertising, corporate products, media planning, research, the government web site, and social media to Albertans and facilitate their feedback.
- 2.5 Provide crisis communications coordination and support in times of emergency.

Performance Measures	Last Actual 2012-13	Target 2014-15	Target 2015-16	Target 2016-17
2.a Public satisfaction with government communications	64%	71%	71%	71%
2.b Public satisfaction with the Government of Alberta home page	86%	90%	90%	90%
2.c Government client satisfaction with communications and support services	92%	95%	95%	95%

### Goal Three: The Alberta Public Service has effective leadership and governance

Albertans require an agile, adaptable, creative and collaborative public service that effectively delivers on government priorities. Strong enterprise governance is achieved through exemplary leadership at all levels and working across boundaries to align objectives and better achieve the broader outcomes Albertans expect. Given the complexity of our environment now and into the future, it is important that the APS continues to be governed through leadership practices that ensure excellence.

**Priority Initiatives:**

- ✓ 3.1 Improve outcomes for Albertans through a public service that is empowered, responsive, lean and less hierarchical. This will also ensure staff are optimally engaged and employed at all levels and able to reach their full potential.
- 3.2 Continue to refine and implement an enterprise governance model for leadership of the APS and support departments and public agencies to understand, develop and implement the Government of Alberta's expectation on governance practices.
- 3.3 Champion and ensure integrated decision-making across the APS to provide quality and timely service for Albertans.

Performance Measure	Last Actual 2013-14	Target 2014-15	Target 2015-16	Target 2016-17
3.a Alberta Public Service leadership index <sup>1</sup>	51%	52%	53%	54%

**Note:**

1 Index consists of 10 questions that measure the quality of leadership in the Alberta Public Service.

**Goal Four: Alberta Public Service employees are skilled, engaged and able to deliver on business goals**

As an employer, the Government of Alberta operates in a rapidly changing environment and is building Alberta for present and future generations. The government delivers programs and services that matter to Albertans and needs an effective human resource system that provides strategic support and enables business areas to achieve their goals. This is achieved through collaborative partnerships between the human resource community, management and employees; attracting and retaining quality employees; and consistently applying human resource policies, practices and programs while demonstrating agility and flexibility based on business needs. Corporate Human Resources leads the evolution of human resource strategies and policies to ensure that Alberta Public Service employees are empowered, agile and able to reach their full potential.

**Priority Initiatives:**

- 4.1 Ensure the human resource system is effective in enabling the achievement of ministry and government goals with a focus on clarifying human resource governance and accountabilities and enhancing the effectiveness of the human resource system.
- 4.2 The human resource community leads the development and implementation of Strategic Workforce Planning for the Government of Alberta in order to understand and meet current and future workforce needs.
- 4.3 Ensure human resource policies and directives, classification systems and compensation strategies are modern and responsive to business objectives.
- 4.4 Encourage and support a wide range of career, learning and leadership opportunities that support our employees in reaching their full potential.

Performance Measures	Last Actual 2013-14	Target 2014-15	Target 2015-16	Target 2016-17
4.a Percentage of Alberta Public Service employees who are somewhat or highly engaged <sup>1</sup>	45%	47%	49%	51%
4.b Employee agreement that their organization supports their work related learning and development	70%	71%	72%	73%

**Note:**

1 The percentage of employees who are highly engaged, somewhat engaged, not very engaged or not engaged based on their responses to the questions included in the Employee Engagement Index.

OPERATIONAL PLAN

(thousands of dollars)	Comparable			<b>2014-15 Estimate</b>	2015-16 Target	2016-17 Target
	2012-13 Actual	2013-14 Budget	2013-14 Forecast			
<b>OPERATIONAL EXPENSE</b>						
Office of the Premier / Executive Council	15,023	14,407	14,107	<b>15,395</b>	15,638	15,738
Public Affairs	12,084	12,320	12,320	<b>13,230</b>	13,428	13,528
Corporate Human Resources	13,301	21,732	21,732	<b>22,082</b>	22,037	22,171
<b>Total</b>	<b>40,408</b>	<b>48,459</b>	<b>48,159</b>	<b>50,707</b>	51,103	51,437

CAPITAL PLAN SPENDING

Office of the Premier / Executive Council	-	-	300	-	-	-
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