



ASSEMBLÉE
NATIONALE
DU QUÉBEC

>>>> 2019_2023

STRATEGIC PLAN

NATIONAL ASSEMBLY
ADMINISTRATION



>>>> 2019_2023

STRATEGIC PLAN

NATIONAL ASSEMBLY
ADMINISTRATION

A message from the President

More than 200 years old, the National Assembly maintains parliamentary traditions while renewing itself to reflect the aspirations of Québec society and meet the challenges of its day. This role is played first and foremost by the Members of the National Assembly (MNAs), who count on and work together with the parliamentary administration to drive change within our institution. The National Assembly administration's *2019–2023 Strategic Plan* sets the course we want to take over the next four years to innovate and move forward into the future.

This document will guide us as we carry out our mission into 2023. It will help us stay true to our shared values and vision of excellence. To achieve this goal, we need the commitment of all members of the personnel and the collaboration of all MNAs. In our day-to-day business, it is through our communicative and creative actions that the full potential of this strategic plan will unfold.



François Paradis
President of the National Assembly

A message from the Secretary General

I am proud to present the Québec National Assembly administration's *2019–2023 Strategic Plan*. The plan is framed by four broad strategic directions inspired by our ambition to make the Parliament an open environment and a true community. These directions also confirm our stated intention to belong to a high-performing institution whose prime goal is to support MNAs in their work. Like the President, I believe that the success of our strategic plan depends on the commitment of all the personnel in our parliamentary community. The program we are promoting for the next four years is the outcome of broad reflection within our institution and of a real desire to adopt a vision for the future that embodies our values and mission. It is up to us now to translate our aims into real action to make Québec's fundamental democratic institution accessible, exemplary and dynamic.



Michel Bonsaint
Secretary General of the National Assembly

Preamble

The outcome of broad consultation, the National Assembly administration's *2019–2023 Strategic Plan* presents the vision and main strategic directions that will guide the administration's actions over the next four years.

Direction



01 | An open Parliament

Direction



02 | A Parliament that supports the people's representatives

Direction




03 | A Parliament as a community

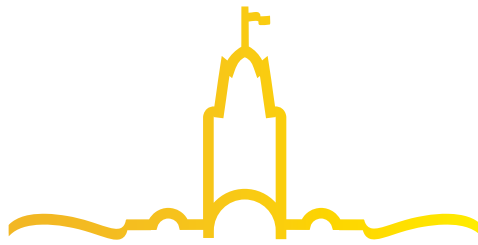
Direction



04 | A high-performing Parliament

This strategic plan is for the National Assembly administration, whose first role is to support MNAs in their work. The administration is poised and ready at all times to meet the priority needs of MNAs and their staff over the course of a legislature.

As the foremost institution of the Québec state, the National Assembly is committed to promoting and contributing to sustainable development. Many actions set out in this strategic plan have been inspired by sustainable development principles and are identified by this symbol: 



The National Assembly's mission

The National Assembly legislates in its areas of jurisdiction, oversees the Government's and the public administration's actions, and debates issues of public interest. It is made up of 125 MNAs elected in as many ridings.

The Assembly administration's mission

The National Assembly administration ensures MNAs work under the best possible conditions and have the services they need to carry out their responsibilities to the fullest. It promotes democracy and raises the Assembly's profile by making the institution better known to the people of Québec.

Vision

Well known for the high quality of its services, the National Assembly administration employs state-of-the-art parliamentary and administrative practices, and assists elected representatives in their dialogue with the people.

Values

The National Assembly administration adheres to the Québec public administration's statement of values, which is based on competence, impartiality, integrity, loyalty and respect.

In the parliamentary context, it embraces the following values as well:

Neutrality: it supports all MNAs, no matter what their political affiliation

Openness: it is accessible and inclusive, and seeks the participation of all

Excellence: it is innovative, on the lookout for best practices and quick to adapt

Sustainability: it guards our heritage and collective memory

Direction
01

An open Parliament



The National Assembly, Québec's foremost institution, plays a fundamental role in Québec society. It adopts laws that govern many spheres of activity and have an impact on everyone in Québec. It is the forum for debates that reflect today's concerns and contribute to shaping tomorrow's society. It is where the democratically elected government states its main priorities and is held accountable for its actions.

In order to carry out its mission effectively, the National Assembly, a true "people's house", must continue to open its doors and to use multiple channels of communication, both to reach the greatest possible number of people and to hear their concerns. It must keep up its efforts to provide ever-increasing access to information. It must also offer innovative initiatives and means to encourage Quebecers to join in the public debate and take advantage of the participatory tools made available to them.

In order to maintain their interest and trust in their democratic institutions, people need to identify with them and understand how they work. This is essential for people to feel involved in the debates and grasp the full relevance and legitimacy of the National Assembly.

AT STAKE: QUEBECERS' INTEREST AND TRUST IN THEIR DEMOCRATIC INSTITUTIONS

Aim 1 » A “people’s house” that is welcoming



Priority 1 > Become a must-see destination

The National Assembly wants to get more Quebecers interested in their Parliament and in the democratic process. To achieve this, it is trying to increase the number of visitors who come through its doors each year. The new visitor centre, along with longer opening hours, will make the National Assembly more attractive to various audiences, including young people and school groups. The new modern facilities include an educational circuit focusing on democracy, MNAs’ roles and the institution. They also highlight the architectural heritage, furnishings and historical documents of the Parliament Building and the Library. Like other parliaments around the world, the National Assembly is aspiring to become a must-see destination in the national capital.

Priority 2 > Partner with the community

The National Assembly wants to play an even more active role in Québec’s parliament hill community. Through its facilities, in particular the visitor centre agora, the National Assembly offers a venue for exhibitions, conferences, artistic activities and various events for the general public. It also intends to continue its existing collaborations and partnerships and initiate new ones in its various spheres of activity. One example of this is the ongoing project with the Institut de tourisme et d’hôtellerie du Québec (Québec tourism and hospitality institute) to continue to upgrade the Assembly’s restaurant offerings. Lastly, the National Assembly is also seeking to strengthen its ties with City Hall and the Commission de la capitale nationale du Québec (Québec national capital commission) to contribute to the development of the parliament hill area.

Priorities

- 1 Become a must-see destination
- 2 Partner with the community

Indicator

Number of visitors to the Parliament Building

Target

35% increase by 2023

Aim 2 » A “people’s house” that communicates

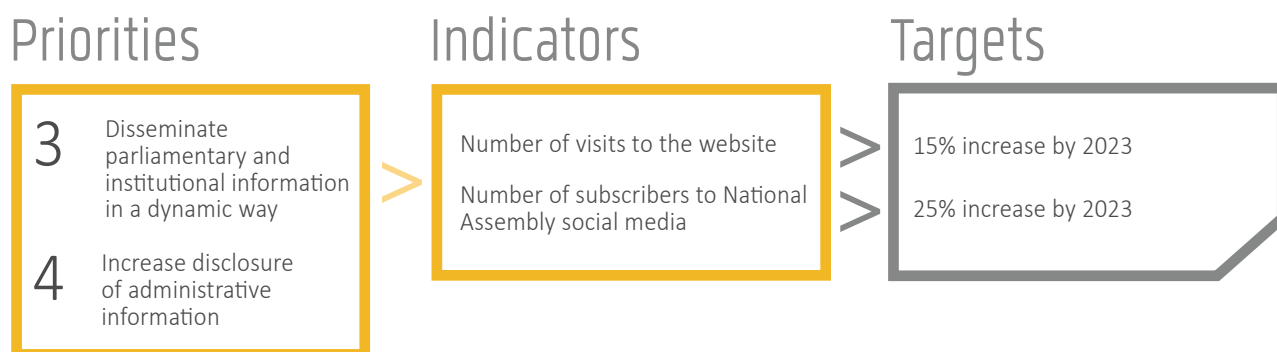


Priority 3 > Disseminate parliamentary and institutional information in a dynamic way

Parliamentary proceedings and the National Assembly’s activities generate a large amount of information of interest to MNAs, their staff, journalists and the general public. To facilitate understanding of the parliamentary process and raise awareness of legislative work and institutional events, the National Assembly is making this information more accessible and especially more user-friendly by expanding its use of social media and tapping the full potential of various communications platforms. The planned modernization of the National Assembly Chamber includes redesigning the technological infrastructure to provide more effective reporting on the work done by MNAs, both individually and collectively.

Priority 4 > Increase disclosure of administrative information

To maintain people’s trust, the National Assembly must meet their expectations in terms of transparency and accountability. The new regulation respecting interparliamentary and international activities adopted by the Office of the National Assembly is a first step toward addressing this concern. The National Assembly administration will support the MNAs as they continue to reflect on this issue and will draft a plan to disclose more administrative information.



Aim 3 >> A “people’s house” that encourages participation



Priority 5 > Promote and encourage citizen participation

A legislative assembly has a duty to listen to the society it represents. To do so, it must give itself tools to hear the different voices within that society. The 2009 parliamentary reform established various mechanisms to facilitate citizen participation in parliamentary proceedings: online consultations, comments and petitions, a governmental obligation to respond to petitions, and use of video conferencing. To further expand the public debate, the National Assembly wishes to boost the use of these tools by improving them and raising their visibility. It also wants to broaden and promote additional channels of citizen participation by inviting members of the public to get involved and give their opinions on various institutional initiatives.



Priority 6 > Educate for democratic life

People are more likely to be responsible citizens, better informed, more involved and more attached to their democratic institutions if their interest in democracy and how it works is sparked when they are young. The National Assembly therefore plans to improve its educational services: in addition to the activities it has been offering for children and youth since 1992, it is planning to set up new initiatives to reach out to them more effectively and provide school staff with more tools for citizenship education. The new facilities will also allow the National Assembly to raise public awareness of the importance of taking part in democracy.

Priorities

5 Promote and encourage citizen participation

6 Educate for democratic life

Indicators

Percentage of participatory tools updated

Total number of participants in educational activities

Targets

100% of the tools updated by 2023

25% increase by 2023

Direction
02

A Parliament that supports the people's representatives



As the people's elected representatives, MNAs have a demanding job to do in a constantly changing environment that requires rapid decision making and action. Supporting MNAs in their duties is at the heart of the National Assembly administration's mission. The administration must put all the conditions in place to allow MNAs to concentrate on the essential aspects of their work and fully play their role.

The administration's contribution includes the gamut of services provided to elected representatives and their staff as well as the tools made available, assistance offered and information communicated to them so they can perform their functions as effectively as possible. The administration must maintain its level of excellence by consolidating its culture of agility to continue delivering high-quality services and efficient, appropriate and timely support. As part of a continuous improvement approach, the administration is constantly reviewing its practices so that they remain aligned with MNAs' needs and priorities.

AT STAKE: ADAPTING SERVICES TO MNAS' EVOLVING NEEDS

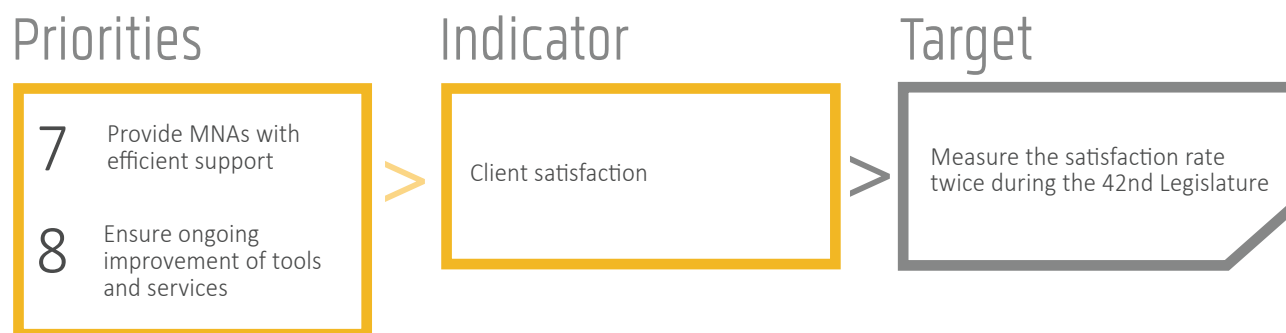
Aim 4 » Efficient, high-quality services

Priority 7 > Provide MNAs with efficient support

The administration offers all the technical, operational and professional services required to enable MNAs to fully assume the mandate they have been given. Its diligence in doing so means MNAs can count on the necessary expertise for parliamentary and institutional activities to be carried out under the best possible conditions. The administration is committed to ensuring that the many services and tools it makes available to MNAs and their staff meet their expectations. To that end, it has established various feedback mechanisms to assess the level of satisfaction of MNAs and their staff, and to pinpoint their needs. This information is used to fine-tune service delivery so that it is more efficient.

Priority 8 > Ensure ongoing improvement of tools and services

Along the same line, the administration identifies the aspects of its services it wants to improve to support the MNAs. Planned improvements in coming years include upgrading the technological infrastructure, strengthening assistance services to support the elected representatives in their constituency work, updating parliamentary rules and making new tools available.



Aim 5 » Support for knowledge development



Priority 9 > Seek out best practices to fuel reflection on parliamentary work

The parliamentary and institutional processes that govern the National Assembly's operations are improved when inspired by best practices. The administration plans to expand its monitoring of other parliaments' and deliberative assemblies' practices in order to spot emerging trends as regards the organization of parliamentary business, parliamentary procedure, citizen participation and e-parliament. This enables it to keep MNAs attuned to those trends and to suggest new practices to improve parliamentary proceedings and shape future parliamentary reforms.

Priority 10 > Put knowledge gained from exchanges with partner parliaments to work in the Assembly

The National Assembly maintains a broad network of interparliamentary and international relations. This expands Québec's influence and keeps MNAs abreast of advances made in other parliaments. Major changes are under way to take full advantage of these exchanges. The new mechanisms are geared to ensuring that the topics examined as part of interparliamentary activities better reflect the themes likely to be addressed in parliamentary proceedings. They are also aimed at making the information brought back from such missions more readily available to MNAs. The administration is working on implementing these new measures.



Priority 11 > Enhance training for MNAs and their staff

Training is key to supporting and assisting MNAs in their legislative, oversight and representational functions. At the beginning of each legislature, the National Assembly administration offers MNAs and their staff a number of training and information sessions. By both banking on the expertise of its resources and working with outside partners, the administration is developing an array of training options aligned with needs as they evolve over the course of a legislature. The National Assembly administration also uses flexible solutions, such as web publishing and self-training modules, to reach out to staff based in constituency offices.

Priorities

- 9 Seek out best practices to fuel reflection on parliamentary work
- 10 Put knowledge gained from exchanges with partner parliaments to work in the Assembly
- 11 Enhance training for MNAs and their staff

Indicators

- Number of benchmarking activities
- Creation of a training directory

Targets

- 2 per year
- 2020

Direction
03

A Parliament as a community



The National Assembly is the “people’s house” and the seat of legislative power, but it is also a community where MNAs, ministers, political and administrative staff and journalists rub shoulders. These are the people who work within or gravitate around the Parliament and who, together, bring the institution to life. As an employer, the National Assembly relies on the women and men who make up its administration and constitute its strength and primary capital. It must look after its personnel’s well-being, ensure they have a healthy work environment and provide them with appropriate support and tools to reach their full potential.

The labour shortage is now affecting everyone, and employers need to stand out to attract and retain the best talent. The National Assembly needs to be a more magnetic employer in order to be able to count on competent, diverse, motivated employees. The administration firmly intends to stand out from the competition owing to its inclusive practices and to take action to improve quality of life at work for all its personnel.

AT STAKE: EMPLOYEE MOTIVATION AND LIVING TOGETHER AS A COMMUNITY

Aim 6 >> A culture of respect and inclusiveness

Priority 12 > Promote respectful, civil relations

It is primordial for all members of the National Assembly community to maintain respectful, civil relations. The National Assembly has a duty to set an example. The commitment of the MNAs and the administration to maintaining a healthy, harmonious work environment reflects this vision. Treating one another with courtesy and civility under all circumstances is the baseline for avoiding inappropriate behaviour at work. In the wake of the adoption, in 2015, of the *Policy on Preventing and Managing Situations Involving Harassment in the Workplace*, the National Assembly is planning to continue raising awareness among and providing training to MNAs, their staff and administrative personnel in order to prevent incivility and harassment and equip all members of the community with tools for dealing with such situations effectively.

Priority 13 > Value diversity and difference in all forms

The 125 Members of the National Assembly represent all quarters of Québec society. It is important for that society, which is becoming more diverse, to be well represented and integrated in the parliamentary administration. By seeing potential in differences, the National Assembly can achieve its goal of setting an example in terms of the diversity of its personnel and the inclusiveness of its practices. The institution intends to establish various measures to ensure that its workforce increasingly reflects the diversity of Québec society. It also considers it fundamental to work with all its employees to facilitate the successful workplace integration of people from various groups.

Priorities

- 12

Promote respectful, civil relations
- >
- 13

Value diversity and difference in all forms

Indicators

- Percentage of administrative employees trained (incivility, conflict and harassment management)
- >
- Representation rates of target groups among personnel

Targets

- Ensure 80% of administrative employees have had the training at all times
- >
- 12% of personnel by 2023

Aim 7 >> Motivated, highly qualified personnel



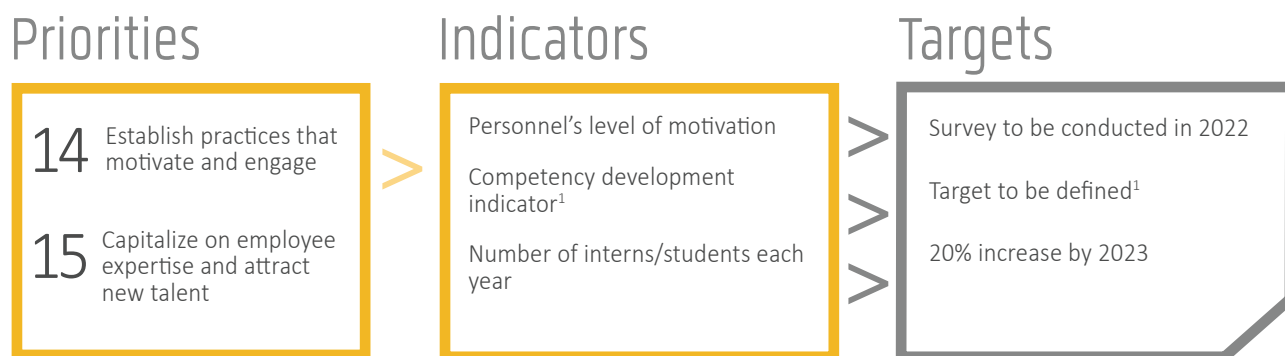
Priority 14 > Establish practices that motivate and engage

The National Assembly is committed to providing its personnel with an environment conducive to professional growth and well-being at work. The 2018 survey on employee engagement and quality of life at work showed strengths to build on, but also revealed other aspects the National Assembly will work to improve so that it can count on an ever more engaged team. Better communicating collective objectives, clarifying the contribution expected from each team member and stepping up day-to-day employee recognition are among the priorities for action it intends to implement. Within each administrative unit, management and employees have worked together to establish specific actions for strengthening the feeling of belonging to the institution and commitment to achieving shared goals.



Priority 15 > Capitalize on employee expertise and attract new talent

Like other public and private organizations, the National Assembly is facing recruiting challenges in many job categories. To carry out its mission successfully, it needs to be able to count on highly qualified, talented resources at all times, so it is planning to establish various strategies to retain employees and attract new high-calibre candidates. It will develop and cultivate its personnel's expertise by enhancing competency development, encouraging versatility and promoting internal mobility. It also wants to improve forward-looking management of the workforce and heighten expertise transfer.



¹ Owing to the implementation of new management information software in 2020, the indicator and target will be defined at a later time.

Aim 8 » A contemporary work environment



Priority 16 > Encourage employee versatility and mobility

To be an employer of choice, the National Assembly aims to offer a work environment that meets the expectations of its current and prospective employees. It wants to count on work practices that integrate more flexibility without compromising service quality. For this, the institution will look into reviewing work schedules, take a stance on teleworking and consider establishing other measures to facilitate work-life balance. The National Assembly is planning to move toward a higher percentage of laptops in its installed base of computer systems, which would gradually make a paperless workplace possible while supporting greater employee mobility.



Priority 17 > Continue modernizing the work environment

The National Assembly has conducted major work in recent years to update its security infrastructure to modern requirements. It has also created more suitable reception areas and new multifunctional spaces, in addition to upgrading facilities to meet standards. The administration now wants to continue modernizing certain shared spaces, in particular the Library, the Le Parlementaire restaurant and the rooms where deliberations are held. In addition, the administration is beginning work to develop an overall design vision for the National Assembly's facilities, including employee workspaces, with a view to planning and carrying out renovations.

Priorities

16 Encourage employee versatility and mobility

17 Continue modernizing the work environment

Indicators

Number of measures taken with respect to the work environment

Development of an overall design vision for the National Assembly's facilities

Percentage of completion of the planned renovations

Targets

6 measures by 2023

2020

Target to be defined²

² The target will be defined after work on the overall design vision is completed in 2020.

Direction
04

A high-performing Parliament



The National Assembly administration is well known for its efficiency in managing routine activities and delivering services to elected representatives. Its work environment promotes a culture of responsiveness to the parliamentary context through quick and appropriate action. While maintaining this efficiency, the administration wishes to improve its long-term planning mechanisms by drawing on best management practices.

It hopes to encourage the development of an organizational culture conducive to learning and innovation, with an emphasis on collaboration among the directorates, efficient information sharing, strategic monitoring and dialogue with university and professional circles. The administration is also continuing its efforts of recent years to implement better risk analysis and attenuation, especially with respect to the security of people, property and information.

AT STAKE: ABILITY TO RECONFIGURE AND INNOVATE

Aim 9 » Enhanced governance

Priority 18 > Improve management planning and tools

The National Assembly administration is strengthening its governance framework to support senior management in its decision making toward achieving the organization’s strategic goals. A master plan setting out the organization’s vision with respect to IT is in process. Special attention is being given to improving management information. A software application that helps define organizational and strategic indicators is being put in place to that end. The administration’s priorities for action also include optimizing certain processes and improving the framework for project management.



Priority 19 > Factor sustainable development into practices

The National Assembly administration remains committed to sustainable development. It is extending sustainable development principles to internal management practices and has adopted a sustainable development action plan covering the same period as this strategic plan: some of the planned measures contribute directly to the achievement of strategic plan priorities. The National Assembly is also following through on getting the new reception pavilion LEED-certified. To protect its valuable historical legacy, the institution is consolidating its practices by setting up decision-making processes that include heritage considerations in its various measures and actions.

Priorities

- 18 Improve management planning and tools
- 19 Factor sustainable development into practices

Indicators

- Degree of implementation of the management information software application
- Percentage of IT master plan carried out
- Percentage of sustainable development action plan carried out
- LEED silver certification

Targets

- 2020: Implementation of software
- 2023: 100% of priority indicators applied
- 100% of master plan carried out by 2023
- 100% of action plan carried out by 2023
- In 2020

Aim 10 >> A culture of communication and learning



Priority 20 > Improve internal communications and collaboration among directorates

The consultations to prepare the strategic plan revealed a need to improve the flow of information within the organization and a need to convey the positions and decisions of the political and administrative authorities more effectively. The National Assembly administration plans to deploy an internal communications strategy to address these issues. For efficiency and to maintain motivation, the administration also wants to increase collaborative ties among the directorates. This will foster greater synergy among work teams. Means such as employee committees and inter-directorate activities are encouraged.



Priority 21 > Encourage strategic monitoring and partnerships to spur innovation

To foster the development of a culture of learning and stay on the lookout for new trends and good practices in its various spheres of activity, the administration wants to intensify its strategic monitoring and structure it in relation to the organization's priorities so that findings can be put to greater use in decision making. In all its sectors, the National Assembly also intends to encourage partnering and collaboration with the academic and professional communities in connection with research, training and internships. The administration will benefit from such outside expertise, the National Assembly will gain visibility, and the recruitment of specialized personnel will be facilitated.

Priorities

- 20 Improve internal communications and collaboration among directorates
- 21 Encourage strategic monitoring and partnerships to spur innovation

Indicators

- Percentage of deployment of the internal communications strategy
- Number of new partnerships or collaborations with the academic and professional communities

Targets

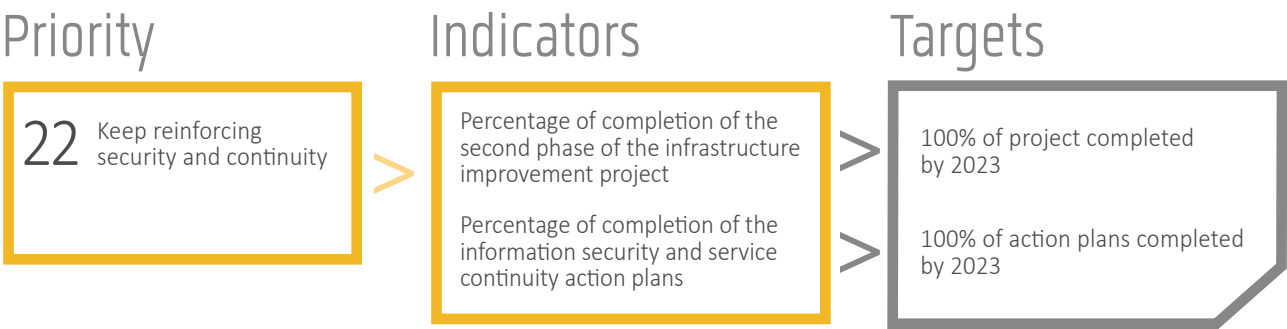
- 2020: Strategy submitted
100% of the strategy deployed by 2023
- 7 partnerships/collaborations by 2023

Aim 11 » A resilient organization






















Priority 22 > Keep reinforcing security and continuity

In recent years, much effort has been put into reinforcing physical security as part of the infrastructure improvement project. The administration is now entering the second phase of the project, which includes focusing on improving the outer security perimeter of the National Assembly buildings and the adjoining street, rue des Parlementaires.

Information technology is constantly playing an increasingly important role in organizations, and the number of incidents related to information security and cybercrime is growing around the world. As the guardian of parliamentary information, the National Assembly is pursuing its efforts to provide its users with a secure environment. Special attention is given to raising security awareness among and providing training to MNAs and personnel. A risk management approach is gradually being introduced into decision-making processes and the administration aims to finalize plans to ensure the continuity of essential services in the event of disasters and disruptive events.



2019_2023 STRATEGIC PLAN

Mission		Vision		Values	
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Direction 01 An open Parliament 	Aim 1 / A "people's house" that is welcoming	Aim 2 / A "people's house" that communicates	Aim 3 / A "people's house" that encourages participation		
	/ 1 /  Become a must-see destination	/ 3 /  Disseminate parliamentary and institutional information in a dynamic way	/ 5 /  Promote and encourage citizen participation	/ 6 /  Educate for democratic life	
	Aim 4 / Efficient, high-quality services	Aim 5 / Support for knowledge development			
	/ 7 /  Provide MNAs with efficient support	/ 9 /  Seek out best practices to fuel reflection on parliamentary work	/ 10 /  Put knowledge gained from exchanges with partner parliaments to work in the Assembly	/ 11 /  Enhance training for MNAs and their staff	
Direction 02 A Parliament that supports the people's representatives 	Aim 6 / A culture of respect and inclusiveness	Aim 7 / Motivated, highly qualified personnel			
	/ 12 /  Promote respectful, civil relations	/ 14 /  Establish practices that motivate and engage	/ 15 /  Capitalize on employee expertise and attract new talent	/ 16 /  Encourage employee versatility and mobility	/ 17 /  Continue modernizing the work environment
	Aim 9 / Enhanced governance	Aim 10 / A culture of communication and learning			
	/ 18 /  Improve management planning and tools	/ 20 /  Improve internal communications and collaboration among directorates	/ 21 /  Encourage strategic monitoring and partnerships to spur innovation	/ 22 /  Keep reinforcing security and continuity	
Direction 03 A Parliament as a community 					
Direction 04 A high-performing Parliament 					

 = sustainable development-related priority

