

**The Role and Structure
of the
Privy Council Office**

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1.0 INTRODUCTION

The Privy Council Office (PCO) reports directly to the Prime Minister and is headed by the Clerk of the Privy Council and Secretary to the Cabinet. It is both the Cabinet secretariat and the Prime Minister's source of public service advice across the entire spectrum of policy questions and operational issues facing the Government.

PCO also provides the necessary support to the Leader of the Government in the House of Commons and Minister for Democratic Reform, the Leader of the Government in the Senate, and the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs.

PCO's primary tasks are to:

- Provide non-partisan advice to the Prime Minister, Cabinet and Cabinet committees on matters of national and international importance;
- Ensure the smooth functioning of the Cabinet decision-making process and facilitate the implementation of the Government's agenda;
- Foster a high-performing and accountable Public Service.

This document provides an overview of the roles and responsibilities of the current senior staff at PCO in carrying out these functions.

2.0 CLERK OF THE PRIVY COUNCIL AND SECRETARY TO THE CABINET

The **Clerk of the Privy Council and Secretary to the Cabinet** is Canada's most senior public servant supporting the Prime Minister. The Clerk has three main responsibilities:

- As the ***Prime Minister's Deputy Minister*** – provides professional, non-partisan advice and support to the Prime Minister in carrying out all his or her responsibilities as head of Canada's government. This includes managing the federation.
- As ***Secretary to the Cabinet*** – provides support and advice to the ministry as a whole and oversees the provision of policy and secretariat support to Cabinet and Cabinet committees.
- As ***Head of the Public Service*** – sets strategic directions for the Public Service. The Clerk ensures the Public Service delivers quality, expert, professional and non-partisan advice and service to the Prime Minister, the ministry and all Canadians.

The first Clerk of the Privy Council was appointed in 1867.

3.0 NATIONAL SECURITY ADVISOR TO THE PRIME MINISTER AND ASSOCIATE SECRETARY TO THE CABINET

The **National Security Advisor to the Prime Minister and Associate Secretary to the Cabinet** assists the Clerk and provides information, advice and recommendations to the Prime Minister as follows:

- As **Associate Secretary to the Cabinet** he or she can act on the Clerk's behalf on any of the policy and operational issues that come before the Privy Council Office.
- As **National Security Advisor to the Prime Minister** he or she ensures the effective coordination of Canada's security and intelligence community and, together with the Deputy Minister of National Defence, is responsible for the Communications Security Establishment.¹ The National Security Advisor also oversees the provision of intelligence assessments to the Prime Minister, other ministers and senior government officials.

The National Security Advisor to the Prime Minister is supported by two secretariats via the Foreign and Defence Policy Advisor to the Prime Minister:

- Security and Intelligence
- International Assessment Staff

4.0 DEPUTY MINISTER (INTERGOVERNMENTAL AFFAIRS)

The **Deputy Minister (Intergovernmental Affairs)** provides advice and support to the Prime Minister and the Minister of Intergovernmental Affairs on policies, communications and parliamentary affairs relating to federal-provincial-territorial relations. This includes fiscal federalism, the evolution of the federation and Canadian unity.

The Deputy Minister's mandate covers:

- Policy advice and strategic planning related to national unity, the broad federal-provincial-territorial agenda, constitutional and legal issues and fiscal federalism. These files require close collaboration with a number of departments, including Finance, Justice, Treasury Board, and several others;
- Liaison and advice on relations with the provinces and territories and the renewal of the federation
- Communications and parliamentary affairs support on issues and initiatives with important federal-provincial-territorial dimensions

The Deputy Minister directs and manages the Intergovernmental Affairs office. Two Assistant Deputy Ministers and a Director of Communications and Parliamentary Affairs support him or her in this work.

4.1 Assistant Deputy Minister (Intergovernmental Policy)

The **Assistant Deputy Minister (Intergovernmental Policy)** manages the development of strategic planning, integrated analysis and intergovernmental relations policy, options and advice on a variety of issues. These relate primarily to fiscal, economic, legal and constitutional matters, as well as to federalism in general.

- The **Director General, Strategic Policy and Research** supplies policy analysis and advice on fiscal and economic policy, legal and constitutional affairs and issues relating to the medium- and long-term evolution of the Canadian federation. The Strategic Policy and Research Directorate conducts research on social issues, including public opinion, that have an impact on intergovernmental relations, the management of the federation and Canadian

1. The Communications Security Establishment (www.cse-cst.gc.ca) provides the Government with foreign intelligence and guidance on the security of government telecommunications and electronic data processing.

unity. This includes public opinion research. The Directorate also monitors relevant research and information produced by academic and policy communities across Canada.

- The **Senior Director, Economic and Fiscal Policy** leads a centre of expertise that develops and implements strategies, approaches and initiatives that enhance intergovernmental policy and PCO's capacity to identify and manage priority economic and fiscal issues within the context of the Government's policy and program agenda. The centre also works to engage the PCO secretariats, federal departments and agencies, and provincial and territorial governments in policy-related efforts to manage and improve the varied instruments of fiscal federalism in Canada.

4.2 Assistant Deputy Minister (Intergovernmental Operations)

The **Assistant Deputy Minister (Intergovernmental Operations)** provides the Prime Minister and the Minister of Intergovernmental Affairs with an integrated view of relations with the provinces and territories across the Government's broad policy agenda. He or she works with other PCO branches (Operations and Plans and Consultation), federal departments/agencies and provincial/territorial governments to assess policy options and offer advice on issues related to intergovernmental relations.

- The **Director General, Provincial Analysis** prepares strategic advice to the Prime Minister and the Minister of Intergovernmental Affairs on bilateral relations with the provinces and territories and the overall management of the federation.

To achieve this, the Provincial Analysis Directorate:

- Develops and maintains working relations with provincial and territorial intergovernmental affairs officials, public institutions and private-sector interests;
- Monitors changing federal-provincial and federal-territorial relations;
- Identifies emerging issues and trends; and
- Assesses the interplay of federal, provincial and territorial positions on issues with significant implications for national unity and the management of the federation.

In addition, the directorate has the lead responsibility for developing strategies and briefing the Prime Minister on the management of bilateral and multilateral first ministers' meetings.

- The **Director General, Sectoral Analysis** provides strategic advice and assistance in several areas relating to intergovernmental affairs. These include:
 - Development of federal-provincial-territorial strategies
 - Advancement of broader government-wide priorities
 - Management of federal-provincial-territorial ministerial meetings
 - Support for the Intergovernmental Affairs Minister's participation in Cabinet committees

Responsibilities for individual departments are assigned to individual officers, who work closely with departments to ensure the nature of provincial-territorial issues is taken into account in the development of new initiatives.

4.3 Director (Communications and Parliamentary Affairs)

The **Director, Communications and Parliamentary Affairs** provides strategic advice on the intergovernmental implications of government-wide communications activities and initiatives, and on the impact that these initiatives and activities may have on Canadian unity.

The Communications and Parliamentary Affairs group provides communications advice and products to:

- IGA Policy and Operations
- The Minister of Intergovernmental Affairs
- The Prime Minister (in cooperation with PCO Communications and Consultation)

It also provides parliamentary affairs support to the Minister of Intergovernmental Affairs.

5.0 DEPUTY SECRETARY TO THE CABINET (OPERATIONS)

The **Deputy Secretary to the Cabinet (Operations)** provides policy advice to the Prime Minister, the Cabinet and the Clerk of the Privy Council and ensures interdepartmental coordination on a wide range of domestic policy and program issues of concern to the Government.

The Deputy Secretary to the Cabinet (Operations) is accountable for the effective operation of the Cabinet Committee for Operations, the Cabinet Committee for Social Affairs and the Cabinet Committee for Economic Affairs.

He or she has overall responsibility for three secretariats:

- Social Development Policy
- Economic and Regional Development Policy
- Operations

The Orders in Council Division and Cabinet Papers System Unit also fall under his or her mandate.

5.1 Assistant Secretary to the Cabinet (Social Development Policy)

The **Assistant Secretary to the Cabinet (Social Development Policy)** monitors, coordinates and provides advice on social policies. He or she is also accountable for the effective functioning of the Cabinet Committee for Social Affairs and any related ad hoc committees.

The Social Development Policy Secretariat handles policy issues relating to:

- Health
- Policing and corrections
- Justice and human rights
- Aboriginal issues
- Citizenship and immigration
- Skills development
- Post-secondary education
- Employment insurance
- Income security
- Culture
- Official languages
- Multiculturalism
- Veterans affairs
- Seniors
- Children
- Persons with disabilities

- Status of women

The Social Development Policy Secretariat works with the Department of Finance, the Treasury Board Secretariat and other government departments on key policy and related funding issues. It also participates in or coordinates interdepartmental work and provides advice on policies and programs.

5.2 Assistant Secretary to the Cabinet (Economic and Regional Development Policy)

The **Assistant Secretary to the Cabinet (Economic and Regional Development Policy)** monitors, coordinates and advises on specific issues relating to economic, regional development and trade policy and priorities. The Assistant Secretary to the Cabinet ensures the smooth functioning of the Cabinet Committee for Economic Growth and Long-term Prosperity, the Cabinet Committee for the Environment and Energy Security and related ad hoc committees.

The Economic and Regional Development Policy Secretariat manages policy issues in the following areas:

- Natural resources
- Agriculture
- Fisheries and oceans
- Environment
- Science and technology
- Regional development
- Transport
- Telecommunications
- Infrastructure and communities
- Trade
- Investment
- Competition policy

The Economic and Regional Development Policy Secretariat works with the Department of Finance, the Treasury Board Secretariat and other government departments on key policy and related funding issues. It also participates in or coordinates interdepartmental work and provides advice on policies and programs.

5.3 Assistant Secretary to the Cabinet (Operations)

The **Assistant Secretary to the Cabinet (Operations)** is responsible for the successful functioning of the Cabinet Committee for Operations and various ad hoc committees. The Cabinet Committee for Operations oversees the day-to-day coordination of the Government's agenda. This can include issues management, legislation and house planning, and communications on almost any policy matter of interest to the Government.

The Assistant Secretary works closely with other Privy Council Office secretariats and government departments to support the Operations Committee.

The Operations Secretariat provides strategic advice and coordinates departmental linkages on a wide range of priorities and issues. The secretariat also plays a policy coordination role within PCO.

5.4 Assistant Clerk of the Privy Council (Orders in Council)

The **Assistant Clerk of the Privy Council (Orders in Council)** provides secretariat services to the Treasury Board Cabinet Committee and is responsible for the approval of Orders in Council, regulations and other statutory instruments. He or she also supplies advice on the use of Orders in Council and/or Instruments of Advice.

The Orders in Council Division performs the following tasks:

- Produces and distributes Orders in Council;
- Prepares a weekly agenda for Orders in Council submissions to the Treasury Board;
- Transmits Orders in Council and Statutory Instruments to the Governor General for final approval; and
- Administers the *Statutory Instruments Act* regarding the registration and publication of regulations in Part II of the *Canada Gazette*.

The Assistant Clerk of the Privy Council is also responsible for planning swearing-in ceremonies at Rideau Hall, including Cabinet shuffles. The division maintains records of approved Orders in Council, the *Canada Gazette*, Part II, and a number of Oath Books.

The division maintains a database on the Privy Council Office website where researchers and members of the public can search for Orders in Council issued since 1990.

5.5 Chief, Cabinet Papers System

The **Chief, Cabinet Papers System Unit** provides administrative support services to Cabinet and Cabinet committees. The unit is responsible for the format, distribution and control of Cabinet papers, Cabinet committee meeting agendas, memoranda to Cabinet and other documents.

The unit's other tasks include:

- Producing the schedule for Cabinet and Cabinet committee meetings;
- Assisting in arranging Cabinet and Cabinet committee meetings; and
- Providing advice and training on the preparation of Cabinet documents.

6.0 DEPUTY SECRETARY TO THE CABINET (PLANS AND CONSULTATION)

The **Deputy Secretary to the Cabinet (Plans and Consultation)** is responsible for considering all matters of government policy from the standpoint of the Government's key priorities and plans. He or she provides direction to the following secretariats:

- Priorities and Planning
- Liaison Secretariat for Macroeconomic Policy
- Communications and Consultation

The Deputy Secretary to the Cabinet (Plans and Consultation) provides advice on strategic policy issues. He or she is also responsible for supplying secretariat support to Cabinet and offering advice on communications and consultations across government.

The Deputy Secretary and the three secretariats pay particular attention to the Budget, the Speech from the Throne and other special or priority issues that may arise from time to time.

Emphasis is placed on ensuring that ministers are informed of interrelationships between issues in the context of the Government's strategic priorities.

6.1 Assistant Secretary to the Cabinet (Priorities and Planning)

The **Assistant Secretary to the Cabinet (Priorities and Planning)** assists the Government in defining its objectives and priorities. He or she also oversees the development of policy consistent with these priorities and liaises with other parts of the Privy Council Office and government departments on these matters.

The Priorities and Planning Secretariat provides advice and support for meetings and planning retreats of both the full Cabinet and the Cabinet Committee for Plans and Priorities. The secretariat also supplies policy advice and logistical support to the Clerk of the Privy Council for the Deputies' Breakfasts, the Coordinating Committee of Deputy Ministers and related meetings.

6.2 Assistant Secretary to the Cabinet (Communications and Consultation)

The **Assistant Secretary to the Cabinet (Communications and Consultation)** provides communications and public opinion research advice to Cabinet and senior officials of the Privy Council Office on key issues and policy initiatives. The secretariat also coordinates government-wide communications, including announcements, advertising initiatives and crisis management.

6.3 Assistant Secretary to the Cabinet (Liaison Secretariat for Macroeconomic Policy)

The **Assistant Secretary to the Cabinet (Liaison Secretariat for Macroeconomic Policy)** provides strategic policy advice and analysis to Cabinet and senior officials of the Privy Council Office on economic and fiscal matters. The secretariat works closely with the Department of Finance, Treasury Board Secretariat and other Privy Council Office secretariats to supply analysis and advice on the economic and financial aspects of major policy files, including the Budget.

7.0 DEPUTY SECRETARY TO THE CABINET (LEGISLATION AND HOUSE PLANNING AND MACHINERY OF GOVERNMENT) AND COUNSEL TO THE CLERK OF THE PRIVY COUNCIL

The **Deputy Secretary to the Cabinet (Legislation and House Planning and Machinery of Government) and Counsel to the Clerk of the Privy Council** provides advice to the Prime Minister and the Clerk of the Privy Council on the management of the Government's legislative program, the structure and functioning of government as a whole, and issues relating to electoral and democratic reform. He or she also provides legal advice on a wide range of matters.

The Deputy Secretary and Counsel is supported by two secretariats: Legislation and House Planning, and Machinery of Government, and two sections: Legal Operations and Cabinet Confidences.

7.1 Assistant Secretary to the Cabinet (Legislation and House Planning)

The **Assistant Secretary to the Cabinet (Legislation and House Planning)** provides advice and support to the Prime Minister, the Leader of the Government in the House of Commons and Minister for Democratic Reform, and the Leader of the Government in the Senate in three main areas:

- Preparing and managing the Government's program in Parliament, including legislation and other initiatives in the Senate and the House of Commons;
- Coordinating the preparation and tabling of Government responses to parliamentary written questions, and notices of motion for the production of papers and petitions (known as Parliamentary Returns); and
- Developing policy and legislation in support of democratic and electoral reform.

7.2 Assistant Secretary to the Cabinet (Machinery of Government)

The **Assistant Secretary to the Cabinet (Machinery of Government)** provides advice and support to the Prime Minister on matters related to the Prime Minister's prerogative and responsibilities as the overall manager of Canada's system of cabinet government.

The Machinery of Government Secretariat supplies advice on matters relating to:

- The structure, organization and functioning of government;
- The organization of Cabinet and its committees;
- Ministerial mandates and responsibilities;
- Transitions from government to government;
- Ethics and accountability issues (consistent with Westminster-style government); and
- The role of the Crown, the Governor General and Government House, as well as issues related to honours policy.

7.3 Counsel to the Clerk of the Privy Council

The **Counsel to the Clerk of the Privy Council** provides legal advice to the Prime Minister, the Privy Council Office secretariats and ministers in the PCO portfolio on a wide range of matters.

The Counsel to the Clerk of the Privy Council Secretariat also supplies advice on legal issues relating specifically to PCO's mandate. This includes matters relating to:

- Exercise of statutory authority
- Preparation of draft legislation
- Confidentiality of Cabinet deliberations
- Senior personnel issues
- Security and intelligence issues
- Federal electoral systems and initiatives
- Commissions of inquiry
- Litigation involving PCO
- Litigation with government-wide implications

The secretariat is divided into two sections: Legal Operations and Cabinet Confidences.

8.0 FOREIGN AND DEFENCE POLICY ADVISOR TO THE PRIME MINISTER

The **Foreign and Defence Policy Advisor to the Prime Minister** supports the Prime Minister in his or her dealings with other heads of government and heads of state. This involves a variety of tasks ranging from providing policy advice to handling correspondence and arranging visits to Canada and foreign travel. The Advisor also communicates directly, on behalf of the Prime Minister, with foreign government representatives in Canada and senior officials of foreign leaders' offices.

The Foreign and Defence Policy Advisor to the Prime Minister provides advice to Cabinet on major foreign policy and defence issues. In addition, he or she shares accountability with the National Security Advisor to the Prime Minister for the effective operation of the Cabinet Committee for Foreign Affairs and National Security. Two secretariats (Security and Intelligence and the International Assessment Staff) report through the Foreign and Defence Policy Advisor to the National Security Advisor.

The Foreign and Defence Policy Secretariat works with the Department of Finance, the Treasury Board Secretariat, Foreign Affairs and International Trade Canada, the Canadian International Development Agency and National Defence on key policy and related funding issues. It also participates in or coordinates interdepartmental work on issues related to Canada's international relations.

8.1 Assistant Secretary to the Cabinet (Foreign and Defence Policy)

The **Assistant Secretary to the Cabinet (Foreign and Defence Policy)** is responsible for monitoring, coordinating and providing advice across the full spectrum of international issues.

This includes:

- International diplomacy
- Security
- Defence
- Trade and commerce
- Development assistance
- Environment
- International law
- Human rights and related areas

The Assistant Secretary to the Cabinet shares responsibility for the effective functioning of the Cabinet Committee for Foreign Affairs and National Security (FANS) with the Assistant Secretary to the Cabinet (Security and Intelligence).

8.2 Assistant Secretary to the Cabinet (Security and Intelligence)

The **Assistant Secretary to the Cabinet (Security and Intelligence)** reports to the National Security Advisor to the Prime Minister via the Foreign and Defence Policy Advisor.

The Assistant Secretary to the Cabinet provides overall coordination and policy direction on security and intelligence issues. He or she also supports the Cabinet Committee on Foreign Affairs and National Security and the Deputy Minister Committee on National Security, which is chaired by the National Security Advisor to the Prime Minister.

Working closely with relevant departments and agencies, the secretariat manages a variety of security- and intelligence-related policy issues, including:

- Public safety
- National security
- Intelligence
- Counterterrorism
- Emergency management
- Transportation security
- Legislative architecture
- Security certificates

Within the secretariat, the Security and Intelligence Operations Division provides support and secretariat services to the Cabinet Committee on Foreign Affairs and National Security (FANS). In doing so, the Security and Intelligence Operations Division coordinates closely with the Foreign Affairs and Defence Secretariat with respect to foreign policy issues brought forward to the FANS committee for consideration. The Security and Intelligence Strategic Policy and Planning Division provides policy coordination across the intelligence community and supports the Advisory Council on National Security.

The Security Operations Division is responsible for ensuring the security of the Prime Minister, Cabinet and Cabinet confidences, as well as the personnel, information and assets of the Prime Minister's Office (PMO) and Privy Council Office. It coordinates the security of the parliamentary precinct. The division is responsible for PMO/PCO emergency management and preparedness activities. It also advises departments and agencies on measures to ensure their readiness in enhanced threat situations.

8.3 Executive Director (International Assessment Staff)

The **Executive Director (International Assessment Staff)** reports to the National Security Advisor to the Prime Minister via the Foreign and Defence Policy Advisor.

The Executive Director maintains a team of analysts that provides the Privy Council Office and other senior government clients with original, policy-neutral political and economic assessments of foreign developments and trends that may affect Canadian interests.

The International Assessment Staff also plays an interdepartmental coordinating role for the Canadian assessment community and helps foster and strengthen relationships with allied intelligence assessment organizations. The group acts as the secretariat to the Intelligence Assessment Coordinating Committee (IACC).

9.0 DEPUTY SECRETARY TO THE CABINET (SENIOR PERSONNEL AND SPECIAL PROJECTS)

The **Deputy Secretary to the Cabinet (Senior Personnel and Special Projects)** supports the Prime Minister and the Clerk of the Privy Council in building a strong and competent public service. The Deputy Secretary to the Cabinet provides advice and support on human resource management policies and services for the effective recruitment, selection, retention and management of Governor-in-Council appointees. This work focuses largely on deputy ministers, chief executive officers of Crown corporations and heads of agencies.

The Senior Personnel and Special Projects Secretariat works with other central agencies to ensure excellence in public service management and service delivery. Its key responsibilities include:

- **Appointments** – establishing and administering policies and services that promote high-quality Governor-in-Council appointments.
- **Compensation Policy and Operations** – establishing and administering and reviewing compensation and classification policies that facilitate the recruitment and retention of senior personnel.

- **Leadership Development** – planning future public service leadership needs and ensuring the development of senior public servants (deputy ministers, heads of agencies, etc.). This includes supporting the Committee of Senior Officials in administering the Performance Management Program for senior personnel.
- **Public Service Human Resource Management** – advancing the Government's public service management agenda and supporting the Clerk in his or her role as head of the Public Service. This involves providing advice and working with other central agencies on issues such as public service renewal, human resources modernization, diversity, official languages, labour relations, modern comptrollership and pride and recognition. It also includes supporting the Committee of Senior Officials in providing strategic human resources direction for the Public Service.

The secretariat also supports the Clerk in delivering key messages to the Public Service and in preparing the Clerk's Annual Report on the Public Service.

10.0 ASSISTANT DEPUTY MINISTER (CORPORATE SERVICES BRANCH)

The **Assistant Deputy Minister (Corporate Services Branch)** provides strategic and operational advice on all matters pertaining to corporate services and is responsible for overseeing the delivery of all related services. The Assistant Deputy Minister also oversees the provision of certain advisory and administrative services to commissions of inquiry, committees, task forces and other independent agencies in the Prime Minister's portfolio.

The Assistant Deputy Minister is responsible for providing administrative, financial and corporate planning, human resources, information, informatics and technical services to the Prime Minister's Office, the Privy Council Office and associated ministers' offices.² Some of these services are also available to commissions of inquiry.

In addition to these standard services, the Corporate Services Branch responds to requests under the *Access to Information Act* and the *Privacy Act*. It also processes mail (excluding political and personal) addressed to the Prime Minister, the Minister of Intergovernmental Affairs, President of the Queen's Privy Council for Canada and Minister of La Francophonie and the Leader of the Government in the House of Commons.

Seven directors support the Assistant Deputy Minister in this work. Their responsibilities are described in more detail below.

10.1 Director (Access to Information and Privacy)

The **Director (Access to Information and Privacy)** administers the Department's programs relating to the *Access to Information Act* and the *Privacy Act*. His or her office also coordinates requests to written parliamentary questions, petitions and motions that have been referred to the Privy Council Office.

2. The Privy Council Office provides support to those ministers with special responsibilities in support of the Prime Minister. Currently, these are:

- The Minister of Intergovernmental Affairs, President of the Queen's Privy Council for Canada and Minister for La Francophonie
- The Leader of the Government in the House of Commons
- The Leader of the Government in the Senate and Minister of State (Seniors)
- The Minister of State (Democratic Reform)
- The Minister of State and Chief Government Whip

The Access to Information Office provides a reading room where the public may examine requested departmental records and view departmental manuals and publications related to access to information.

10.2 Director (Administration)

The **Director (Administration)** oversees the provision of general administrative services. The Administration Division offers the following service lines:

- ***Accommodation and Building Services*** – provides services related to space planning, the allocation and fit-up of office space as well as the coordination of the maintenance, repair and renovation of facilities occupied by departmental staff. This section also manages the allocation of departmental parking.
- ***Telecommunications Services*** – coordinates the provision of telephone services, cell phones, voice mail and the production of electronic telephone directories. The section also manages the Prime Minister's switchboard operations.
- ***Procurement and Contracting Services*** – provides a centralized service for the procurement of goods and services used by the Department. This includes the administration and preparation of contracts for professional services as well as fleet management services.
- ***Mail and Messenger Services and Conference Services*** – supplies internal and external mail and messenger services as well as a variety of conference services. Conference services include assigning attendants for Cabinet and Cabinet committee meetings and reserving conference rooms. This section also provides back-up chauffeur services for executive vehicles.
- ***Printing and Graphics Services*** – offers a range of in-house printing, creative design, illustration and desktop publishing services as well as procurement of print and print-related services from commercial suppliers.
- ***Inventory Management Services*** – manages the control, movement, tracking and disposal of all departmental capital and non-capital assets, including equipment and furniture. It also manages a stockroom of general office supplies and coordinates the requirements for movers.

10.3 Director (Corporate Information Services)

The **Director (Corporate Information Services)** oversees the provision of services and circulates policies, standards, strategies and tools to ensure the effective management of information and knowledge resources within the Privy Council Office. The division also provides information services to Canadians through the management of correspondence sent to the Prime Minister and PCO ministers and the development and maintenance of PCO's Internet and Intranet sites, and by responding to telephone, mail and email inquiries about the department.

The Corporate Information Services Division consists of the following service areas:

- ***Library Information Centre*** – provides PCO staff with library and information services. These include reference and research; information and document acquisition, organization, and retrieval; and dissemination of published materials, regardless of format. This service line plays a lead role in developing and maintaining PCO's Internet and Intranet sites. It also manages departmental publications and numerous electronic information tools, such as online databases.

- **Information and Records Management** – manages the Privy Council Office's records in all formats, including Cabinet documents. This business line operates the central and decentralized records offices and the Essential Records program. It develops and maintains information classification schemata; implements and provides ongoing training and support for tools to manage documents and correspondence; and provides document search and retrieval services for employees. In addition, it provides training and outreach services to ensure all employees are aware of their obligations under Government of Canada information laws and policies. This business line also manages the Department's retention and disposition program, including the transfer of PCO and Commission of Inquiry records to Library and Archives Canada.
- **Executive Correspondence Services** – consists of two units:
 - The Executive Correspondence Unit (ECU) processes mail addressed to the Prime Minister as Head of Government.
 - The Departmental Correspondence Unit (DCU) handles mail addressed to the Minister of Intergovernmental Affairs, the Leader of the Government in the House of Commons and the Minister of State (Democratic Reform) in their roles as ministers of the Crown.

Correspondence of a personal or political nature (dealing with constituency business, party political matters or the private life or personal affairs of the individual) is the responsibility of the Prime Minister's Office and ministers' offices.

10.4 Executive Director (Finance and Corporate Planning)

The **Executive Director (Finance and Corporate Planning)** provides a full range of financial management and accounting services. The Finance and Corporate Planning Division includes the following service areas:

- **Financial Management** – performs a key advisory role in all aspects of financial management within the Department. The financial management advisors work closely with clients across the Department to maximize the use of departmental resources.
- **Financial Reporting and Financial Resourcing** – prepares all documents under the Expenditure Management system including treasury board submissions, the annual reference level update, Main and Supplementary Estimates. This unit also coordinates all internal reporting exercises such as the annual resource allocation and any program review that may occur. The departmental salary information management system is also maintained and managed by this area.
- **Accounting Operations** – provides financial accounting, and transactional and advisory services within the Department. The section processes payments and receipts, maintains departmental financial records and is responsible for reporting to the Receiver General. It also ensures proactive disclosure of expenses for travel and hospitality. The section prepares the departmental financial statements and input for the Public Accounts of Canada. It also maintains the delegation of financial signing authorities and provides advice on the application and interpretation of Treasury Board financial policies and directives for payments and accounting transactions.
- **Financial Policies and Systems** – provides support for all departmental financial systems. The section also oversees the departmental financial coding structure and provides advisory services and interpretation on all Treasury Board Financial policies and directives as they relate to systems.

- **Corporate Planning** – leads the Department's results-based planning functions. This work includes developing and implementing strategies, mechanisms and tools to advance results-based planning (including the Department's performance measurement strategy). The section also coordinates the development and production of management reporting documents, such as the Report on Plans and Priorities and the Departmental Performance Report. In addition, the section coordinates the Management Accountability Framework (MAF), risk management and audit- and evaluation-related activities.

10.5 Executive Director (Human Resources)

The **Executive Director (Human Resources)** offers a variety of human resources services to management and employees within the Privy Council Office, the Prime Minister's Office and associated ministers' offices. The Human Resources Division develops and implements initiatives related to human resources modernization and organizational change within the Privy Council Office. It also administers the Career on the Move Developmental Program. The division consists of the following sections:

- **Policies and Services** – provides resourcing, classification, staff relations and occupational health and safety services. The section also develops and implements strategies and policies to ensure a representative and competent workforce that meet the needs of the organization, including administration of the Career on the Move Developmental Program.
- **Programs for Development and Well-Being** – develops policies, programs and services aimed at fostering continuous learning and maximizing the development and well-being of employees and managers. This includes career management and professional training activities, official languages and the PCO awards and recognition program.
- **Executive Group Services** – provides human resources management services affecting the classification and staffing of Executive Group (EX) positions to support the goal of a representative and competent workforce that meets the needs of the organization. This section also supplies advice and services relating to exempt staff in PMO and associated ministers' offices.
- **Compensation and Benefits Services** – provides policies, services, information and advice on all matters related to compensation and benefits, leave, insurance and pensions.
- **Human Resources Planning and Special Projects** – manages the HR Planning function and undertakes special projects.

10.6 Executive Director (Informatics and Technical Services Division)

The **Executive Director (Informatics and Technical Services)** oversees the provision of information and technical services to support the Privy Council Office in discharging its mandate. The Informatics and Technical Services Division works closely with the Corporate Information Services Division to help PCO staff effectively manage information and knowledge within the Department.

In addition to the Office of the Director, which provides overall direction and day-to-day management, the division comprises the following sections:

- **Application Development and Support (ADS)** – provides application development, enhancement and data support for the Department. These services are available for Treasury

Board shared services and department database applications as well as custom-developed applications. The section also offers training and support to secretariat webmasters.

- **Audio Video Services (AVS)** – delivers a mix of electronic information services and traditional audiovisual services to the PCO campus and parliamentary precinct. These services include media monitoring summaries and transcripts, audiovisual services (including recording conferences, speeches and events), video conferencing capabilities and cable TV services.
- **Client Informatics Services (CIS)** – provides department-wide desktop computing equipment, corporate software and problem resolution support through its Workstation Support and Help Desk service. This section also delivers compulsory network training to all new employees.
- **Convergence Systems and IT Security (CS & ITS)** – manages IT security-related projects, communications security and the portions of infrastructure and IT security projects with direct public safety and anti-terrorism (PSAT) implications. This section also provides security hardware and services, including communications devices and systems, security alarm systems, secure video conferencing and closed-circuit television in Cabinet rooms and boardrooms.
- **Tour Support (TS)** – supplies broadcast sound, lighting and recording services to support the delivery of all speeches by the Prime Minister in Canada and abroad. The section also provides full office and logistical support when the Prime Minister is on travel status, including secure voice and data communications as well as computers, facsimiles and portable radio communications. In many cases, this involves undertaking advance planning trips in Canada and abroad to prepare for the Prime Minister's scheduled visits.
- **Emails and Systems Management (EM)** – ensures the operation and maintenance of all Privy Council Office network infrastructure (shared with Convergence Systems), server operating systems, email and storage area network (SAN) data management. This includes the operation of IT security devices, such as secure networks, firewalls and network access.

10.7 Director (Audit and Evaluation)

The **Director (Audit and Evaluation)** is accountable administratively to the ADM Corporate Services and functionally to the Clerk. The division provides objective assurance on the efficiency and effectiveness of departmental management practices, governance structures, control systems and information used for decision making. The division will undertake the development and implementation of an integrated and comprehensive corporate risk-based audit and evaluation framework. It also provides consultation services and plays a challenge role in the assessment of proposed departmental policy and program initiatives.

11.0 AFGHANISTAN TASK FORCE

The Deputy Minister, Afghanistan Task Force, provides advice and support to the Prime Minister and the Cabinet Committee on Afghanistan in the delivery of a strategic plan to transform Canada's role in Afghanistan.

This work is shaped by the five key recommendations made by the Independent Panel on Canada's Future Role in Afghanistan. The task force has a mandate for:

- strategic policy development and integration;

- coordination of the Government's activities and operations in Afghanistan; and
- communications and tracking implementation follow-up to ensure coherence across Government activities.

It also provides secretariat support to the Cabinet Committee on Afghanistan.

The new committee of deputy ministers chaired by the Deputy Minister of the Afghanistan Task Force provides advice and support to the Cabinet Committee on Afghanistan.

A 25-member task force has been staffed with key personnel with the relevant capacities from Foreign Affairs and International Trade, National Defence, Treasury Board, the Canadian International Development Agency and the Privy Council Office.

Involved departments will develop plans regarding their Afghanistan-related activities in close coordination with the PCO-led task force for review and consideration by the Cabinet Committee on Afghanistan and ratification by the Priorities and Planning (P&P) Committee. Departments will remain responsible for Afghanistan-related programming, including seeking Treasury Board approval of resource proposals following their consideration by the Cabinet Committee on Afghanistan and ratification by P&P.

Key deliverables for the task force include:

- preparing a renewed diplomatic strategy, to be led by the Prime Minister, to advance Canada's goals in Afghanistan;
- supporting the Prime Minister's efforts to secure an additional battle group and key equipment;
- designing a reprofiled development assistance program to enhance the profile and resonance of Canada's contribution in Kandahar;
- establishing metrics for measuring progress toward each of these deliverables; and
- redesigning Government communications on Afghanistan.

12.0 THE OFFICE OF THE COORDINATOR FOR 2010 OLYMPICS AND G8 SECURITY

The Office of the Coordinator for 2010 Olympics and G8 Security was established in October 2007.

The Office of the Coordinator is responsible for coordinating the federal response to the security tasks of hosting the 2010 Winter Olympic and Paralympic Games in Vancouver-Whistler, British Columbia, and the 2010 G8 Summit in Huntsville, Ontario.

The Office of the Coordinator serves as a task force with the goal of ensuring a whole-of-government approach to the immense challenges of securing two major international events within a relatively short time frame. The Office reports to the Prime Minister through the National Security Advisor.

The Office of the Coordinator works closely with the various departments and agencies involved in the security efforts and serves as a central point of contact between provincial and federal agencies, as well as international partners.

Key tasks of the Office include:

- Coordinate with relevant federal departments and agencies on all aspects of security planning, and ensure such planning is integrated with provincial and municipal organizations;
- Ensure that comprehensive exercise programs are in place to test security plans and interoperability, and prove operational readiness;
- Establish a framework to provide for a coordinated approach to communications relating to security plans;
- Identify funding requirements among the various federal departments and agencies;
- Provide advice and recommendations to ministers, the Cabinet and the Prime Minister on issues regarding security for the 2010 Games and G8 Summit; and
- Coordinate ongoing bilateral discussions between Canadian departments and international partners, notably the U.S.