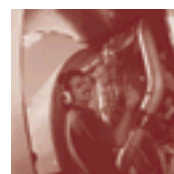
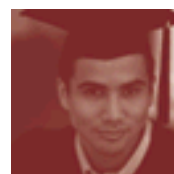


Second Progress Report

Modernization Plan 2004-2007

**Promoting Quality Services
to the Population**



To contact us :

875, Grande Allée Est, section 1.64B

Québec (Québec) G1R 5R8

Téléphone : (418) 643-1529

1 866 552-5158

Fax : (418) 643-9226

E-mail: communication@sct.gouv.qc.ca

This document is also available on the Internet
[www.tresor.gouv.qc.ca]

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Message from the Chair of the Conseil du trésor

Modernization The Backdrop of a Renewed Québec



A structuring and stimulating initiative

After three years of effort, the effects of State modernization are being felt throughout the Québec public sector. The development of a precise and rigorous plan in May 2004, and its transparent and systematic implementation over the past two years, are producing significant results.

The gradual reduction of public service staff levels will affect over 3,700 FTEs by the end of 2006-2007. 63 of 118 government public bodies will be modernized as a result of the first two reports reviewing such public bodies. In all, 27 public bodies are being abolished and 36 improved. The health and social services network has also been modernized on several levels. For example, it has reduced the number of union bargaining units from 3,600 to 900 and recently began its Health and Social Services Network Computerization Plan.

Online services have proliferated. Almost 400,000 changes of address have been made since June 2004. The startup of Services Québec is being prepared carefully, with the aim of simplifying relations between the State and its citizens. The first public-private partnership projects have been launched, including those for Autoroutes 25 and 30 and for components of the Centre hospitalier universitaire de Montréal and McGill University Health Centre projects.

We have also reviewed the role and mandate of certain government corporations and are committed to going even farther. Under our Modernizing the Governance of Government Corporations policy, the government corporations' Boards of Directors will be composed of equal numbers of women and men, and the positions of chair of the board and Chief Executive Officer will be separated.

By publishing the Second Progress Report on the 2004-2007 Modernization Plan, I am proud to show that we are on the way to meeting most of our commitments, and within deadlines. Modernization is not meant to be spectacular but rather to bring about lasting, relevant and effective changes, for the primary benefit of the public. This means less structures, less bureaucracy, but better services to citizens. It is not a dogmatic process; modernization is done by respecting employees, in an intelligent and human way.

Making life easier for our fellow citizens

Our efforts are bearing fruit. Citizens First 4, an independent study on public services in Canada published in November 2005, shows that out of a total of 78 services assessed, those of the Government of Québec obtain the best results, outperforming the federal administration, municipal administrations and some services offered by the private sector. The Government of Québec accounts for 7 of the 10 services that Québécois rated the best. This is an indication of the beneficial effects of modernization on the quality of public services.

With its various modernization projects, the Government wants to make sure that the State adapts to the needs of the public – not the other way around. For example, individuals and businesses increasingly benefit from the development of e-Government: the use of these user-friendly and efficient services is rising sharply. The creation of Services Québec and the Centre de services partagés will allow the Government to do its job more effectively, particularly by offering better integration of many government services: the first Services Québec centres will open in 2006-2007.

Improving the State's performance

More than ever, the Government wants to favour services over structures. One year after publication of the report of the first working group, over half of its recommendations on abolition of government public bodies have already been applied. The Government recently published its position on each recommendation of the report of the second working group.

As proof that the spirit of modernization is at the core of Government action, 29 other public bodies have similarly been revised and improved by the ministries responsible for them.

Greater effectiveness makes it possible to reduce the size of the State without affecting the quality of services offered to the public. We reduced the public service by 1,110 FTEs in 2005-2006. This means a total reduction of 2,510 FTEs over two years, and recurring savings of \$500 million, which can be reinvested in services that our fellow citizens have at heart. This staff level reduction is part of the management improvement of the State's human resources, offering managers better tools so they can perform better.

Our Government has laid the foundations needed for opening the State to decentralization and partnerships, be they with municipalities, community organizations or the private sector. The new fiscal pact with the municipalities underscores the Government's efforts in this regard. The Government and its partners have also committed over \$408 million to the Regional Economic Intervention Fund (FIER), to the great benefit of businesses in Québec. This year we will also see progress on several projects initiated as public-private partnerships. The new PPP highway service areas project is already underway.

Transparency, a value of our Government

Throughout the modernization process the Government has favoured transparency, as evidenced by the accountability shown each year in progress reports on the 2004-2007 Modernization Plan.

Starting in 2006-2007, internal audit will be strengthened for greater effectiveness and improved efficiency of our programs. To guarantee continuous improvement of our public services, the ministries will be able to use the Québec Client Satisfaction Measurement Tool. Multiservice surveys are already underway to determine the public's needs and expectations and ensure that the services offered respond to them in the best way possible.

We want to ensure the emergence of a culture truly based on results and accountability, which will depend largely on ongoing assessment of structures and programs. **This is why we are announcing accelerated review mandates for government programs in 2006-2007.**

A major change of direction in management of public services

Our Government made the right choice in adopting a comprehensive and orderly action plan that defines from the outset the actions to be taken and the objectives to be reached. It also made the right choice in management of public spending, by reducing the program spending ratio to its lowest level in 35 years.

We are now entering a new era of permanent review of structures, programs and the ways we do things. We want this trend to continue, by ensuring that the spirit of modernization guides the Government's action well beyond 2007.

This new vision of public services will undoubtedly be the Modernization Plan's most significant legacy. We believe that a government's primary purpose is to serve its citizens before promoting a cause or a flag.



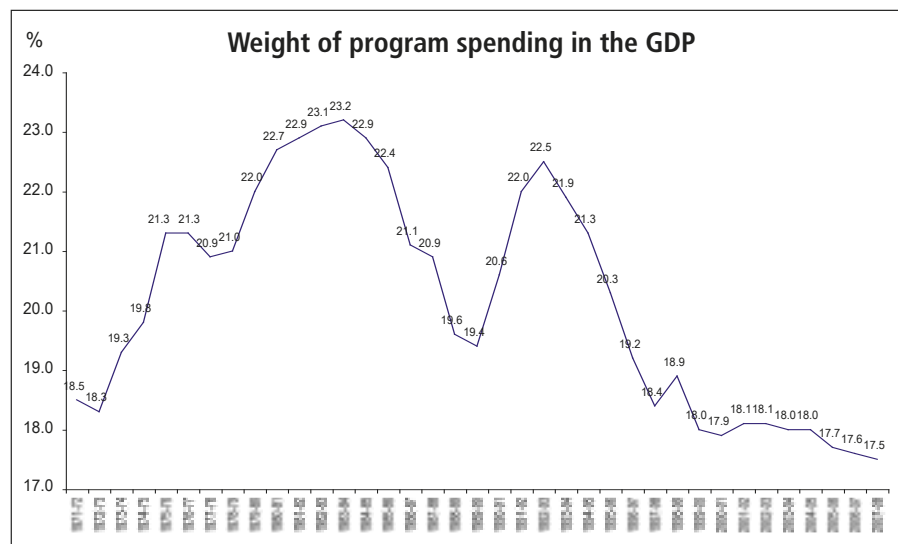
Introduction

When the Premier of Québec took office, he made modernizing the State one of his government's priorities and announced major efforts to enable it to respond better to the public's needs.

While refocusing the State on its core missions – health, knowledge, prosperity, security and identity – the major objective of this vast reorganization of the public sector was to provide Québec with a more effective, less costly, less bureaucratized State.

After one year of efforts to identify projects and the approach to be favoured, the Government published its 2004-2007 Modernization Plan in May 2004: Modernizing the State – Promoting Services to the Population.

The Government has also made a major change of direction to take back control of public spending, particularly by reducing the ratio of program spending to the gross domestic product to 17.6% in 2006-2007 and 17.5% in 2007-2008, its lowest level in 35 years.



And it is in total transparency that the Government released the First Progress Report on the 2004-2007 Modernization Plan in May 2005, which already revealed numerous achievements. This Second Progress Report also presents significant accomplishments. It confirms that modernization is seen increasingly in every sphere of the State's activities, with concrete benefits for the public.

The first section of the Second Progress Report provides an update on the 10 main projects of the 2004-2007 Modernization Plan. It recounts the achievements and initial results since 2004, and defines the objectives for 2006-2007.

The second section of the document presents new initiatives to support the Government's efforts to continuously and systematically improve the way we do things. These new initiatives will allow a performance management culture to grow in every field of activities. The Government will also give accelerated review mandates for government programs to an independent working group, in order to ensure a constant search for the best practices within the Public Administration.

Finally, the report gives a detailed status report on each of the 39 projects identified in the 2004-2007 Modernization Plan and the 12 new initiatives announced in the First Progress Report. Once again, this status report is presented according to the four main lines defined by the Government, namely:

- 1° Improving the way we do things;
- 2° Unburdening structures;
- 3° Reviewing programs;
- 4° Planning human resources.

As promised, the Government continues to be totally transparent in presenting the work accomplished to modernize the Québec State. With this modernization it can continue fulfilling its missions and meeting the challenges of the 21st century.

From this Second Progress Report citizens can clearly see their benefits from modernizing the State in the years and decades to come.

The Main Projects

- Services Québec
- Development of e-Government
- Public-Private Partnerships
- Reduction of the Size of the Public Service
- Modernization of the Health and Social Services Network
- Decentralization and Regionalization
- Role and Governance of Government Corporations
- Review of Government Public Bodies
- Centre de services partagés du Québec
- Human Resources Management



The Main Projects

Services Québec

Services Québec is at the core of the Government's actions to improve the quality of its services to individuals and businesses. Services Québec will offer multiservice centres throughout Québec, to simplify the process of obtaining government information and services for individuals and businesses. Already grouped under its banner are the Communication-Québec network for general information and emergency measures, the Government Portal for Services and the Québec change-of-address service.

In 2006-2007 Services Québec will expand its network of service centres and points of service. The network will include Communication-Québec offices, registry offices of the Ministère des Ressources naturelles et de la Faune, and Société de l'assurance automobile du Québec service centres. Specific agreements could also extend the network even farther within the territory.

Parallel to this deployment, discussions are continuing with the ministries and public bodies in order to enrich the supply of services. The network will offer new services as new agreements are made. Services Québec is also working on improving its services provided by telephone. This is a major challenge, because this service delivery mode is the one most commonly used.

ACHIEVEMENTS 2004-2005

- Adoption of the law creating Services Québec
- Tabling of the Couture Report
- Appointment of the president/Chief Executive Officer
- **Services for businesses:** step-by-step procedure in the six business sectors: construction, wholesale and retail, trucking, professional services and restaurant services

ACHIEVEMENTS 2005-2006

- Integration of the Communication-Québec network
- Tour by the Minister of certain Québec regions in order to discuss with representatives of the Regional Elective Councils (CRÉ), to learn the regions' needs for government services
- Online launch of several integrated services for **Development of e-Government**
- **Government Portal for Services – Citizens component:** addition of the Apartment Living theme

OBJECTIVE 2006-2007: GET CLOSER TO THE PUBLIC AND ITS NEEDS

- The **Québec change-of-address service** available by telephone
- Regional deployment of Services Québec to **87 locations in Québec:**
 - 44 points of service will be offering Communication-Québec services and registry offices
 - 43 service centres that will also offer Société de l'assurance automobile du Québec services
- **A single telephone number** to contact the Government
- **Government Portal for Services – Citizens component**, information on government services regarding retirement, aging and people with disabilities



The Main Projects

Development of e-Government

The Government is determined to offer the public easier access to information and public services at all times. Several new services have been launched online in the past two years, and the increases in traffic confirm the public's enthusiasm for Internet transactions.

A full range of information and transactional services can be found on the Government Portal www.gouv.qc.ca which receives over 450,000 visitors monthly.

By doubling the initial budget for Villages branchés to a total of \$150 million, the Government is making high-speed Internet access possible for Quebecers in rural regions as well as in urban regions.

ACHIEVEMENTS 2004-2005

- **Villages branchés:** 24 projects serving 1,233 school buildings and 1,210 municipal buildings
- Report on **Connecting Québec to its Citizens** by the Minister responsible for e-Government, Henri-François Gautrin
- **Government Portal:** spaces for Citizens, Businesses, International Clientele, Young People, Tourism and Regions

ACHIEVEMENTS 2005-2006

- **Villages branchés:** in all, 47 projects serving 1,971 school buildings and 1,935 municipal buildings

New public services launched online

- **Québec change-of-address service** (June 2004): 392,098 changes to date
- **ClicRevenu for individuals** (January 2005): 66,164 citizens registered in March 2006 compared to 14,565 in March 2005
- **Calcul@ide** calculates the amount of refundable tax credits under the Child Assistance and Work Premium programs (August 2004)
- **Appointment for a driving test (theory and practice):** the appointment is confirmed at the end of the transaction (February 2005)
- **NetRégie** with new services, 5,677 visits per day compared to 4,500 last year. More than 2 million visits in 2005-2006, compared to 1.7 in 2004-2005
- **Online recruiting** for students who want to work in the public service (September 2005)
- **Municipal democracy** to compile and disseminate the list of candidates and results in the municipal elections (November 2005)
- **Learning about Québec** "Guide for my Successful Integration," a guide for immigrants (September 2005)
- **ClicSÉCUR:** for totally secure transactions with Revenu Québec and the Régie des rentes du Québec (January 2006)
- **Québec Parental Insurance Plan** where future parents can apply by Internet, and **SimulRQ@P** where they can simulate the calculation of their benefits (January 2006)



The Main Projects

ACHIEVEMENTS 2004-2005

Online launch of new services for businesses

- **ClicRevenu for businesses:** continuous development of new services for businesses

ACHIEVEMENTS 2005-2006

- **Québec Enterprise Number (NEQ):** a single key to open the door to Revenu Québec and 12 ministries and public bodies (February 2006)
- **NetFile for businesses** to transmit the income tax return by Internet (December 2005) together with the annual return to the Registre des entreprises
- **Di@pason:** online access to simplified programs of the Ministère de la Culture et des Communications (April 2006)

OBJECTIVE 2006-2007: ADDITIONAL SERVICES

- Improvement of the online supply of public services, particularly:
 - Info-Santé
 - French language learning for immigrants
 - ClicSEQUR, authentication system extended to other ministries and public bodies for citizens
- Improvement of the online service supply to businesses, including:
 - Change of address, a single transaction to reach several ministries and public bodies
 - ClicSEQUR, business startup authentication system

MORE CITIZENS ARE USING e-GOVERNMENT SERVICES: CONCRETE EXAMPLES

Québec change-of-address service

www.adresse.info.gouv.qc.ca

BEFORE	AFTER
– Citizens had to inform the Government of their change of address by mail or telephone	– With a single Internet transaction they can now inform six ministries and public bodies of their change of address: - ministère de l'Emploi et de la Solidarité sociale - Régie de l'assurance maladie du Québec - Régie des rentes du Québec - Revenu Québec - Société de l'assurance automobile du Québec - Directeur général des élections du Québec
392,098 changes since June 2004 From June to December 2005, a 25% increase in transactions compared to the same period of the previous year	



The Main Projects

MORE CITIZENS ARE USING e-GOVERNMENT SERVICES: CONCRETE EXAMPLES

Aide financière aux études

www.afe.gouv.qc.ca

BEFORE

- Students had to complete and mail a form to apply and for any change

AFTER

- They can complete and transmit their application and changes online.

Among students who filed an application, 132,402 (86%) used e-Government services compared to 107,473 (67%) in the previous year

The average time for processing an application is less than 1.2 weeks in 2005-2006, compared to 2.8 weeks in 2003-2004

Electronic processing of personal income tax returns

www.revenu.gouv.qc.ca

BEFORE

- Individuals had to mail their income tax returns with all the slips
- Employees had to manually enter all of the data
- Each document was microfilmed for retention

AFTER

Two options:

- 1° **NetFile for individuals:** individuals transmit their tax information through the Internet and keep their slips
- 2° By simple electronic **bar code** reading, returns produced by software and transmitted by mail are entered automatically

Nearly 2.1 million returns were transmitted electronically by individuals in 2004, and 1.8 million others were entered electronically by bar code technology

The cost per transaction has decreased from \$1.61 to \$0.05, a saving of \$1.56 with NetFile. With bar code entry the saving is \$1.07 per transaction. This represents a total of over \$5.2 million in savings for the 2004 fiscal year

In 2005-2006, individuals used Revenu Québec's electronic services more than in 2004-2005:

- 51,599 registrations with online services, a 254% increase
- 4.6 million visits to the Web site, a 30% increase
- 21,677 electronic consultations of notices of assessment, a 198% increase



The Main Projects

ONLINE SERVICES MEETING THE NEEDS OF BUSINESSES

ClicRevenu – Businesses

www.revenu.gouv.qc.ca

BEFORE

- Businesses had to register and send changes to their tax file by mail

AFTER

- Immediate activation of the file upon registration (GST, QST, records of employment and employer summary, various tax slips)
- Businesses can consult their tax file online
- Possibility of meeting most of their fiscal obligations online:
 - transmission and payment of corporate income tax returns, taxes, deductions at source and child support
 - transmission of the employer summary with the Relevé 1

For 2005-2006:

- 23,767 business registrations for electronic services, a 199% increase
- 60,522 electronic GST and QST returns, a 295% increase
- 13,896 electronic deduction at source returns, a 129% increase
- 1.6 million electronic returns and payments through financial institutions, for a value of a 22% increase

Services to businesses – Startup

www.entreprises.gouv.qc.ca

BEFORE

- A new business had to check the required formalities for its startup with each department and agency
- An established business contacted each department and agency to see whether it had a program or service corresponding to its needs

AFTER

- Upon creating his file, a new entrepreneur can benefit from the services specific to his business project
- He can reuse the data for several formalities
- An established business can choose the steps corresponding to its business needs from among the steps proposed

561,435 visits in 2005 to obtain various services and advice online, particularly regarding a business startup; an increase in traffic averaging 91%



The Main Projects

Public-Private Partnerships

The first public-private partnership projects are underway. They are being carried out with all the rigour and transparency the Government imposed on itself in its Public-Private Partnerships Framework Policy.

The structuring projects that will be carried out in PPP mode started in 2005-2006. The first studies favour this formula for major infrastructure projects, while concluding that other innovative or conventional modes should be used for other types of projects.

In 2006-2007 the Government will continue the structuring projects already announced and initiate new business files for its major projects.

ACHIEVEMENTS 2004-2005

- Publication of a Public-Private Partnerships Framework Policy
- Adoption of the Act respecting the Agence des partenariats public-privé du Québec
- Appointment of a Chief Executive Officer
- Progress in the study of structuring projects in PPP mode

ACHIEVEMENTS 2005-2006

- Appointment of the members and chair of the Board of Directors of the agency
- Determination of the criteria for major projects involving an intervention by the agency
- Progress on structuring projects in PPP mode:
 - call for qualifications for Autoroute 25 in December 2005: three qualified candidates
 - initiation of the PPP process for Autoroute 30 and the new network of highway service areas
- Initiation of a PPP approach for components of the Centre hospitalier universitaire de Montréal and McGill University Health Centre projects

OBJECTIVE 2006-2007 – PURSUE A RIGOROUS APPROACH

- Continuation of structuring projects in PPP mode:
 - Autoroute 25, call for proposals
 - Autoroute 30, call for qualifications
 - A new network of highway service areas, call for qualifications
 - A major new cultural complex in Montreal, call for proposals
 - Components of the Centre hospitalier de l'Université de Montréal and McGill University Health Centre projects, and for a residential and long-term care centre project in Montérégie



The Main Projects

Reduction of the Size of the Public Service

After a constant average increase of 2,000 FTEs per year between 1997 and 2003, the public service staff level could not continue along this path. A responsible government has to take the necessary actions.

The Government of Québec is reducing the size of the State slowly but surely. To accomplish this, it is only replacing one out of two retiring employees. From 2004 to 2014 the staff level will thus be reduced by 20%, from 75,800 to 60,100. While conforming to this orientation, the department and agencies have implemented measures to avoid negative impacts in the regions.

To replace the 32,000 employees retiring from the public service up to 2014, the government will hire some 16,000 people. It is a unique opportunity to contribute to the renewal of the Québec State and give it the resources it needs to serve the public better. This reduction goal requires reconsideration of the ways we do things, by focusing on innovation rather than the status quo.

ACHIEVEMENTS 2004-2005

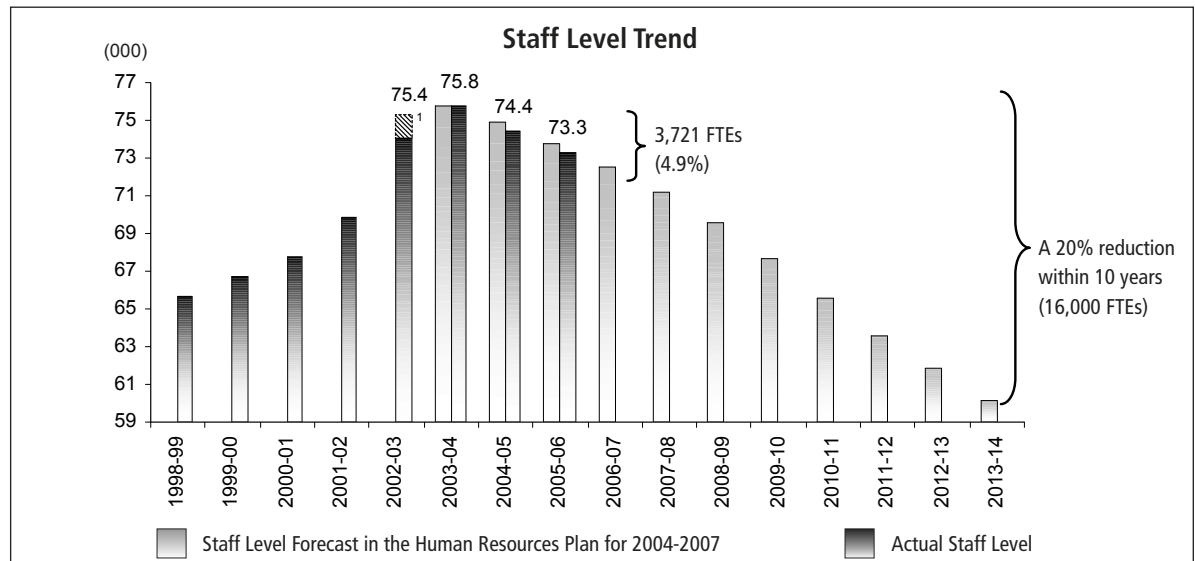
- Reduction of public service staff levels by 1,400 FTEs
- Combined with the department's efforts to reduce operating costs: recurring savings of \$350 million per year, starting in 2005-2006

ACHIEVEMENTS 2005-2006

- Reduction of public service staff levels by 1,110 FTEs
- To date, 2,510 fewer FTEs, compared to the objective of 2,035
- Combined with the department's efforts to reduce operating costs: recurring savings of \$500 million

OBJECTIVE 2006-2007 – KEEP THE LEVEL DOWN

- Another staff level reduction could go as high as 1,211 FTEs



¹ The staff level used in 2002-2003 amounted to 74,040 FTEs. However, decisions made in 2002-2003 and in previous years increased the staff level in 2003-2004 by 1,338 FTEs, particularly in public security for the police map, the SAAQ for road control, and the RAMQ for the prescription drug insurance plan. Thus, the adjusted staff level for 2002-2003 would be 75,378 FTEs.



The Main Projects

Modernization of the Health and Social Services Network

The Government has made an unprecedented change of direction to provide Québec with a public health system that performs well and is accessible to everyone. It has taken a series of actions that have substantially reduced many delays and waiting lists, invigorated the organization of the network and improved public services.

The organization of the network was revised from 2004-2005 to pool the stakeholders' efforts for the benefit of the public. Today Quebecers enjoy a health-care system in better condition. Strengthening and improving our public system are two priority objectives, confirmed by our achievements.

ACHIEVEMENTS 2004-2005

- A revised and improved organization :
 - 95 health and social services centres adapted to local needs
 - reduction of the number of establishments from 339 to 195
 - 82 family medicine groups, compared to 17 in March 2003
- Creation of four integrated university health networks to improve access to specialty services
- Organization of work focused on the public:
 - decrease in the number of job titles from 500 to 285
 - reduction of the number of union bargaining units in the network from 3,600 to 900
 - decentralization to the local level of 26 matters related to the organization of work

ACHIEVEMENTS 2005-2006

- An organization that continues to improve:
 - to date, 108 family medicine groups serving over 780,000 people
 - 12 network clinics within the Greater Montreal region
- In the past two years, increased access to services:
 - reduction of the number of users on overdue waiting lists:
 - 36.7% for cataracts
 - 32.5% for hip operations
 - 20.2% for knee operations
 - reduction of over 99% (from 178 to 1) of the number of users waiting more than eight weeks for radio-oncology treatments
 - reduction from 6.8% to 4.8% in the number of stays over 48 hours on a stretcher in emergency rooms
 - reduction of heart surgery waiting lists by 7.2%

OBJECTIVE 2006-2007: DO EVEN BETTER

- **Online public consultation** for "Guaranteeing Access: Meeting the challenges of equity, efficiency and quality," which offers several avenues for improving the quality of services and ensuring the sustainability of our public system:
 - Guaranteed access to certain hospital services
 - Specialized clinics affiliated to the network
 - A health and social services account
 - Insurance against loss of autonomy
- Establishment of new network clinics in the greater Montreal region, and study of the possibility of extending this service model to other regions
- Achievements resulting from the Health and Social Services Network Computerization Plan, \$547 million in investments, including \$244 million by the Government of Québec



The Main Projects

Decentralization and Regionalization

The Government trusts that the regions will participate in Québec's prosperity. It acknowledges the local elected officers as allies in the development of Québec and its regions. For this purpose, it has opted for an approach adapted to the special conditions and needs of the regions.

This modernization, based on municipal autonomy, relies on local elected representatives gradually taking over the development of their own territory, and the strengthening of their ability to act, in terms of both expertise and financial and administrative capabilities. The Government and municipal representatives have signed a new fiscal and financial partnership for 2007-2013, a responsible agreement based primarily on confidence in municipal elected representatives.

To sustain regional economic development the government has created the Regional Economic Intervention Fund (FIER), designed to support the startup and development of businesses by increasing the availability of venture capital in every region of Québec.

ACHIEVEMENTS 2004-2005

Modernizing relations with the Regions

- Creation of 21 Regional Elective Councils (CRÉ)
- Signing of two memoranda of understanding on:
 - decentralization, with the mandate entrusted to the Table Québec-municipalités
 - regionalization of government services, adaptation of government standards and programs to regional realities, and accomplishment of partnership initiatives, with the mandate entrusted to the Table Québec-Régions

Support for Regional Economic Development

- Creation of the Regional Economic Intervention Fund (FIER), which will be capitalized at \$300 million, including \$210 million from the Government of Québec
 - 10 FIER-Regions funds and one FIER-Support fund received their accreditation
- Investissement Québec approves and manages 90% of the projects locally

ACHIEVEMENTS 2005-2006

- Continuation of actions to simplify municipal legislation so as to grant greater autonomy to the municipalities:
 - adoption of the Municipal Powers Act
 - beginning of work on revision of the Act respecting land use planning and development
- Continuation of the dialogue between the Government and the Regional Elective Councils (CRÉ) at Table Québec-Régions and at regional meetings
- Processing of the 624 proposals received from the Regional Elective Councils (CRÉ) on adaptation of government standards and programs to regional realities
- New fiscal and financial pact for 2007-2013, more than \$3.8 billion for Québec municipalities
- \$408 million, including \$318 million from the Government of Québec, committed for projects funded by FIER, i.e.:
 - 22 FIER-Regions funds accredited
 - 11 FIER-Support funds accredited
 - FIER-Partners, 3 projects totalling \$25 million, which allowed \$145 million in private funds to be raised



The Main Projects

Modernized management for the regions: a focus on forests and water

The Government is responsible for revising the ways it manages Québec's territory and all forest resources, working together with all of its partners. It has begun to implement the recommendations of the Coulombe Report.

The Government also recognizes the challenges that ageing local infrastructures pose to municipalities. The municipalities play a major role in providing drinking water and in sewage treatment. The Government gives them the legal, financial and technical tools they need to fully assume their responsibilities.

2005-2006: A YEAR PARTICULARLY FOCUSED ON MODERNIZATION OF LOCAL AND REGIONAL MANAGEMENT

Modernizing management of the public forest

- Creation of the position of Québec Forest Supervisor, located in Roberval, near the resource-based regions
- \$30.4 million granted and managed in partnership with the Regional Elective Councils (CRÉ) under Section II of the Forest Resource Development Program
- \$13 million over three years for projects piloted by the Regional Elective Councils (CRÉ) in conjunction with Aboriginal communities, including \$4.5 million for implementation of regional forest commissions
- \$3.5 million entrusted to the Regional Elective Councils (CRÉ) for forest development; \$10.5 million over 3 years

Modernizing water management

- Complete guide for inventory, diagnosis and intervention plan to ensure the quality of infrastructures for water supply and water treatment
- Increased powers to:
 - Rely on an additional source of funds, namely a "Water Fund," so as to create a financial reserve for improving water service
 - Entrust financing of drinking water and sewage works to the private sector, while maintaining strict public control over water quality under the the Regulation respecting the quality of drinking water
- To renew all local and regional infrastructure, including the modernization of water management:
 - \$384 million in government assistance under the Municipal Rural Infrastructure Fund
 - \$1.15 billion over five years from an agreement in principle with the federal government on the transfer of a portion of its revenues from the federal excise tax on gasoline; the Government of Québec adds \$475.5 million

OBJECTIVE 2006-2007: A STRONG REGIONAL ECONOMY

- Finalize implementation of the Regional Economic Intervention Fund (FIER)
- Expand the municipalities' leeway in supporting economic development
- Finalize the work of adapting government standards and programs to regional and local realities



The Main Projects

Role and Governance of Government Corporations

Upon its election the Government restored order to the government corporations with an economic mission, some of which had experienced major difficulties at the end of 2002-2003. These difficulties originated particularly in rules of governance that had become obsolete.

On April 6 2006 the Minister of Finance tabled a policy on governance of government corporations in the National Assembly. These new rules favour management that satisfies demanding criteria of transparency, integrity and responsibility, in order to ensure the performance expected of government corporations and public bodies.

The Government also made a commitment to review the role of government corporations that intervene in the Québec economy. The Government intends to find new ways of maximizing the capital of Innovatech companies.

A policy of gender equality, the Government will ensure that equal numbers of women and men sit on the boards of directors of government corporations within five years

ACHIEVEMENTS 2004-2005

- Reviewed governance at the Caisse de dépôt et placement du Québec, and a mission refocused on seeking the best possible return on depositors' capital
- Société générale de financement (SGF): return to its core mission of participating in the development of profitable new projects
- Privatization of Société Innovatech du Grand Montréal (\$200 million in new capital)
- Agreement in principle to transform Société Innovatech Régions ressources into a mixed private-public corporation

ACHIEVEMENTS 2005-2006

- The Caisse has posted a 14% average rate of return for the past three years
- SGF reports net earnings of \$70 million for 2005
- Transformation of Société Innovatech Régions ressources (\$30 million in new capital)
- Tabling of the Policy Statement on governance of government corporations

OBJECTIVE 2006-2007: GET MOVING

- Apply the new governance rules to the six biggest government corporations with a financial and commercial mission
- Transform Société Innovatech Québec et Chaudière-Appalaches and Société Innovatech du sud du Québec



The Main Projects

Review of Public Bodies

The State's performance does not depend on the number of government public bodies but on the quality of its delivery of public services. Since these public bodies also participate in supplying services, the Government must assess them periodically to correct dysfunctions and thus improve its performance. The organization of the State includes its ministries, public bodies and networks.

Our Government is examining every aspect of its structure so as to provide better services and ensure better performance, by cutting out duplication and simplifying the organization of public services.

ACHIEVEMENTS 2004-2005

- The Government made a commitment to act on the recommendations of the **Boudreau Report** regarding the:
 - abolition of 19 public bodies
 - merger of 2 public bodies and improvements for 20 others
 - preservation of 16 public bodies
- It was already acting on 4 recommendations regarding public bodies to be abolished
- Ministerial initiatives¹ regarding the:
 - abolition of 7 public bodies
 - merger of 2 public bodies and improvements for 4 others
- Publication of the Bédard Report, *Priorité à l'écran*, resulting from the review of **Télé-Québec**

ACHIEVEMENTS 2005-2006

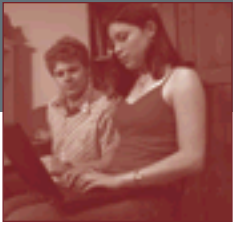
- Implementation of the recommendations of the **Boudreau Report**²:
 - to date, 10 recommendations to abolish public bodies have been implemented and 7 others are on the way
 - 6 recommendations for improvements have been or are being implemented
- The Government is committed to act on several recommendations of the **Geoffrion Report**:
 - abolition of 8 public bodies
 - improvements to 14 public bodies
 - preservation of 14 public bodies
- Mandate to the new management of **Télé-Québec**:
 - refocus the organization on its main mission
 - generate savings and redirect them to programming
 - maintain offices in the regions

OBJECTIVE 2006-2007: ACT ON THE REPORTS

- Implement the recommendations of the Boudreau Report and the Geoffrion Report that the Government has accepted
- Review 18 public bodies designated by the Government
- Modernize Télé-Québec

¹ Excluding government corporations for which the role and governance will be modernized (see page 19)

² Appendix 1 follows up on these recommendations



The Main Projects

Centre de services partagés du Québec

Improving the quality of services also depends on better integration of the Government's administrative services in the fields of human, material, financial and informational resources. To reach economies of scale, the government has created the Centre de services partagés du Québec (CSPQ).

In operation since December 2005, the CSPQ coordinates integration of shared services, whether in its own domain or by setting up regional centres and interdepartmental centres. This improved approach to administrative support is intended to free resources and redeploy them to meet the public's needs.

Some businesses are already integrated: the Bibliothèque administrative Cécile-Rouleau, the Tourisme Québec Documentation Centre, the Centre de documents semi-actifs and the personnel management system. Pilot projects are currently underway for interdepartmental shared service centres and regional centres.

ACHIEVEMENTS 2004-2005

- Adoption of the Act respecting the Centre de services partagés du Québec
- Publication of the Lortie-Trudeau Report on integration and rationalization of administrative support services to ministries and public bodies

ACHIEVEMENTS 2005-2006

- Appointment of the Chief Executive Officer
- Appointment of the members of the board of directors
- Drafting of proposals for the establishment of ministerial portfolio centres, regional centres and interdepartmental centres
- Development of the government authentication system for e-Government
- Integration of the administration of recruiting competitions and assessment and disbursement services into the CSPQ

OBJECTIVE 2006-2007: PHASED INTEGRATION

- Add management of computing equipment and management of local area networks to the CSPQ's service supply
- Integrate the Government's Multimedia Telecommunications Network (RETEM) and the Health and Social Services Telecommunications Network (RTSS)
- Consolidate the expertise of specialized contract management services at the CSPQ
- Establish two interdepartmental centres, namely Revenu Québec and the Ministère de l'Emploi et de la Solidarité sociale, and four regional centres, in the Abitibi-Témiscamingue, Bas-Saint-Laurent (Lower St. Lawrence), Saguenay–Lac-Saint-Jean and Estrie (Eastern Townships) regions
- Continue implementation of government-wide integrated resource management systems



The Main Projects

Human Resources Management

We must adapt the public service to the major demographic changes that all of Québec is experiencing. These changes pose several challenges, including that of a scarcer workforce for all enterprises, as well as for the public sector.

This phenomenon alone requires forward-looking management of human resources. Transmission of knowledge, adaptation to the public's new needs and representation of all the groups that make up the new face of Québec are among the unavoidable realities.

In June 2004 our Government published the 2004-2007 Human Resources Management Plan, with the objective of upgrading human resources management so that the public service can offer services worthy of a modern State.

Improved services for youth

In 2005, 98% of applicants used the online services to register for a public service recruiting competition aimed at graduates

Online recruiting makes it possible to receive the eligibility decision and an invitation to the written examination session by a single electronic transaction

The applicants may also consult the examination results and, if applicable, learn the job categories for which they will be referred

ACHIEVEMENTS 2004-2005

- Establishment of the Centre québécois de leadership
- Holding of a single competition to ensure the succession of Class 4 managers:
 - 1,827 candidates fit to hold a supervisory job
 - average savings of \$400 per candidate
- Systematic recruiting in universities, colleges and secondary schools:
 - 3,656 qualified candidates
- Hiring of members of cultural communities, Aboriginals and Anglophones, as well as people with disabilities:
 - the hiring rate increased from 6% for 2003-2004 to 13.8% for 2004-2005¹

ACHIEVEMENTS 2005-2006

- Development of the Centre québécois de leadership:
 - 176 people participated in the training program for new managers
 - launch of the program intended for senior managers (Classes 1, 2 and 3)
- Launch of a single competition to ensure the succession of Class 5 managers
 - publication in January 2006
 - 4,321 people admitted for the examination
- Hiring of 172 people who qualified for the Class 4 managers' competition held in 2004-2005
- Systematic recruiting in universities, colleges and secondary schools:
 - 3,327 qualified candidates
- Hiring of members of cultural communities, Aboriginals and Anglophones, as well as people with disabilities:
 - the hiring rate increased to 14.8% for 2005-2006²

¹ The results for 2003-2004 and 2004-2005 have been modified so that they can be compared with those of 2005-2006. They also take into account the addition of people with disabilities to the target group, starting April 1 2005.

² Preliminary figures as of March 31 2006.



The Main Projects

ACHIEVEMENTS 2004-2005

- Establishment of a Redeployment Support Service

ACHIEVEMENTS 2005-2006

- The Redeployment Support Service:
 - developed 8 requalification programs
 - redeployed 84 people declared redundant in various ministries and public bodies
- Combining of recruiting competitions for the general public for access to professional and technical jobs

OBJECTIVE 2006-2007: CONTINUE IMPLEMENTING OUR PLAN

- Diversify the service supply of the Centre québécois de leadership in coaching and career support
- Continue the simplification of the competition process by allowing candidates to qualify for more than one job through a single registration
- Increase hiring of target group members
- Expand online recruiting to all citizens
- Revise some provisions of the Public Service Act in order to increase its flexibility and adapt it to the new human resources context
- Create poles of expertise in governance and operations for human resources management
- Strengthen our workforce planning action, particularly in key sectors such as information technology

New Initiatives

Modernization to Improve Performance

The Report on the Implementation of the Public Administration Act showed that new management practices have been established gradually within the Government's ministries and public bodies. However, the Government intends to make further efforts to upgrade the Public Administration's performance from 2006-2007 and improve the quality of government accountability. Several initiatives will lead to the achievement of this objective.

➤ **Support and account for continuous improvement of the quality of services**

- Use the Québec Client Satisfaction Measurement Tool to gauge the public's satisfaction within the context of multiservice surveys involving twenty government services;
- Renew the commitments in the Service Statements regarding the quality and level of service;
- Ensure ministerial accountability on the major achievements resulting from the service improvement plans.

The Québec Client Satisfaction Measurement Tool

This year the public will be asked to take position on the accessibility of government services and indicate their expectations for service delivery standards

➤ **Implement a performance management policy** to ensure the adoption of a continuous improvement approach to the quality of public services, greater cohesion of the management cycle, continuous performance measurement and assessment, the exercise of economic, ethical and responsible management, and better accountability for government performance to Members of Parliament and the public.

This policy will be supported by an **internal audit policy** so that this strategic function can be properly used and **accountability can be improved** from the point of view of better control by Members of Parliament.

➤ **Assign accelerated review mandates** for government programs to an independent working group to find the dysfunctions and propose operational solutions, a concrete action plan and an implementation schedule. The review mandates should lead to answers to the following questions:

- Does the program still meet a public need?
- Does it produce the expected results?
- What is the level of client satisfaction regarding the program?
- Are this program's costs comparable to those that meet the same needs in other jurisdictions?
- Can this program's efficiency and effectiveness be improved?

These initiatives, in addition to Services Québec, e-Government and the Centre de services partagés du Québec, will allow the Public Administration Act to achieve its objectives fully and become a concrete part of the Government of Québec's modernization process.

Conclusion

Modernization – A Complete Overhaul of How Things Are Done

By implementing the 2004-2007 Modernization Plan, we will have conducted an in-depth and long-awaited review of the role of the Québec State and the ways it does things. In meeting its commitments to improve services and the State's performance, the Government is also fostering the emergence of a performance management culture that will allow the government administration and public services to improve and adapt constantly, as our society evolves.

As the Plan enters its third year of application, we are already looking toward the long term, to make sure that the accomplishments continue to bear fruit. The public service staff level reduction will continue to provide recurring savings that increase the Government's leeway to improve public services. Increased reliance on shared services within the administration and the activities of Services Québec will do likewise, by making the public sector more effective and more accessible.

This increased performance is combined with major gains in the State's integrity. Our reforms are accompanied by tighter rules of governance, internal audit and transparency. Here again, the benefits of modernization will continue to be felt in the long term.

Modernization is at the core of a real philosophy of government action, which will ensure the sustainability of our hospitals, forests, cultural heritage, road infrastructure and quality water supply. It will allow us to leave a stronger State and a viable and lasting heritage for future generations.

Finally, it is important to point out that modernization is the result of incredible teamwork that involves all State artisans, working with a passion for excellence and lucidity. Thanks to the commitment of everyone who believes in public services, this great initiative is taking shape and meeting its objectives.

Appendix 1

Follow-up of the Boudreau Report

The Report of the Working Group on the review of government public bodies for 2004-2005 made the following recommendations to the Government:

- Abolition of 22 public bodies
- Merger of 2 public bodies and improvements for 20 others
- Preservation of 16 public bodies

When the report was published the Government indicated that it would not act on 3 recommendations, namely those regarding the abolition of the Comité consultatif sur l'accessibilité financière aux études, the Comité d'accréditation des associations d'élèves ou d'étudiants and the Comité de déontologie policière.

To date, nearly 50% of the recommendations concerning abolitions and 27% of those concerning improvements have been or are being implemented.

RECOMMENDATIONS ALREADY OR CURRENTLY BEING IMPLEMENTED

The National Assembly adopted legislation abolishing the following public bodies:

1. Comité d'évaluation des ressources didactiques
2. Comité d'orientation de la formation du personnel enseignant
3. Commission des programmes d'études
4. Comité consultatif de la Régie du bâtiment du Québec
5. Conseil de surveillance des activités de la Sûreté du Québec
6. Fonds central pour le bénéfice des personnes incarcérées
7. Observatoire québécois de la mondialisation
8. Société de sidérurgie du Québec (Sidbec)
9. Société de développement de la Zone de commerce international de Montréal à Mirabel
10. Société du parc industriel et portuaire Québec-Sud

The administrative activities of the Société québécoise d'assainissement des eaux were reduced to a minimum. At this level it can finish meeting its obligations. The same goes for the Société nationale de l'amiante. Bill 12 instituting local control for the Bureau d'accréditation des pêcheurs et des aides-pêcheurs du Québec was tabled in the National Assembly in May 2006.

Appendix 1

Changes have been or are being made in the short term to improve public services:

- 1° The Public Curator is refocusing on protection of incapable persons. Provisional administration of property has been entrusted to the Minister of Revenue since January 1 2006.
- 2° The Office Québec-Amériques pour la jeunesse, the Agence Québec Wallonie Bruxelles pour la jeunesse and the Office franco-québécois pour la jeunesse are under the same administration. A complete merger was not possible for the first two, due to the agreements with the foreign partners.
- 3° The Régie du bâtiment du Québec and the Régie du logement intend to transfer certain activities to Services Québec.

RECOMMENDATIONS ON WHICH WORK IS CONTINUING

Implementation of the recommendations of the Report on the review of government public bodies in 2004-2005 is continuing.

The Government intends to act on the recommendations it accepted while complying with its budgetary policy and ensuring better performance by cutting out duplication and simplifying the organization of services for the public.

Appendix 2

Progress Report

First Direction: Improving the Way We Do Things

Second Direction: Unburdening Structures

Third Direction: Reviewing Programs

Fourth Direction: Planning Human Resources

New Initiatives Stemming from the First Progress
Report of the 2004-2007 Modernization Plan

2004-2007 Modernization Plan Progress Report

First Direction: Improving the Way We Do Things	Completed	2006-2007	2007-2008
Establishment of Services Québec			
– Adoption of the bill creating Services Québec (Bill 63, adopted in December 2004)	✓		
– Tabling of the Couture Report on the establishment of Services Québec	✓		
– Appointment of the Chief Executive Officer	✓		
– Integration of Communication-Québec into Services Québec	✓		
– A single telephone number to reach the Government		✓	
– Expansion of the range of services offered	✓	✓	✓
– Deployment of Services Québec throughout Québec (87 service centres and points of service)		✓	✓
Development of e-Government			
– Report on Connecting Québec to its Citizens	✓		
– New government portal	✓		
– New online services	✓	✓	✓
– Application of new methods for:		✓	✓
- supervision of information resources and interoperability between systems			
- security and government authentication			
Establishment of the Centre de services partagés du Québec			
– Tabling of the Lortie-Trudeau Report on integration and rationalization of administrative support services to ministries and public bodies	✓		
– Bill creating the Centre (Bill 85, adopted in May 2005)	✓		
– Appointment of the Board of Directors	✓		
– Gradual implementation of the Centre	✓	✓	✓
– Consolidation, rationalization and assessment of a partnership for copying services			
- agreements for consolidation of the copy centres of Revenu Québec, Sûreté du Québec Headquarters in Montreal and the Régie de l'assurance maladie du Québec, and closure of the Ministère de la Justice shop	✓		
- conclusion of consolidation of copying activities		✓	
Public-Private Partnerships (PPP) Framework Policy			
– Publication of the Public Private Partnerships Framework Policy	✓		
Establishment of the Agence des partenariats public-privé du Québec			
– Bill creating the agency (Bill 61, adopted in December 2004)	✓		
– Startup of the agency and appointment of Chief Executive Officer	✓		
– Appointment of the Board of Directors	✓		
– Determination of the criteria for major projects subject to agency intervention, adoption of a regulation on contracts and institution of a borrowing plan	✓		
Projects studied from the perspective of public-private partnerships			
Priority projects:			
– Autoroute 25			
- definition of the concept	✓		
- examination of the Bureau d'audiences publiques sur l'environnement and government decision	✓		
- call for qualifications: 4 applications received	✓		
- request for proposals		✓	
- signing of the partnership agreement and start of construction			✓

First Direction: Improving the Way We Do Things	Completed	2006-2007	2007-2008
– Autoroute 30 - definition of the concept - acquisition of land and moving of high-voltage lines - call for qualifications - signature of the partnership agreement and start of construction – New network of highway service areas - definition of the concept - request for expressions of interest - call for qualifications to develop a first group of 7 service areas - signing of the partnership agreement and start of construction – Major new cultural complex in Montreal - study of concept and consultation of the cultural complex - call for tenders process - signing of the contract and start of construction – Centre hospitalier de l'Université de Montréal and McGill University Health Centre projects - initiating a PPP approach for certain components - business files – Development of 1,000 to 1,500 places in residential and long-term care centres (CHSLD) - preparation of an implementation plan in PPP mode for a new CHSLD in Montérégie	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Projects concluding to the use of other modes:			
– Certified medical and surgical centres - public consultation: "Guaranteeing Access: Meeting the challenges of equity, efficiency and quality" – Detention centre in Montérégie (abandonment of the project after study) – Cultural facilities - analysis concluding that the conventional mode is more appropriate for small projects – Centre de signalisation routière (abandonment of the project in PPP) - study of the proposed avenues for improvement - implementation of the chosen solutions – Centre de gestion des équipements roulants (abandonment of the project in PPP) - assessment of the shared services formula within the Ministère des Transports – Delegated management of maintenance and operation of certain road axes - completion of a pilot project in Estrie/Eastern Townships - analysis of the results - drafting of a standard partnership agreement (public or private)	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Harmonization of rules for awarding government procurement contracts and decompartmentalization of government procurement purchasing groups			
– Tabling of a bill of governing contracts of public bodies (Bill 17, tabled in May 2006)	✓		
Rationalization of property management			
– Review of processes – Introduction of the ISO standard – Reducing the growth of overhead and administrative expenses	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

Second Direction: Unburdening Structures	Completed	2006-2007	2007-2008
Review of 60 public bodies per year			
– Publication of the Boudreau Report on the review of government public bodies in 2004-2005	✓		
– adoption of the bill to abolish Société de sidérurgie du Québec and Société du parc industriel et portuaire Québec-Sud (Bill 81, adopted in December 2004)	✓		
– adoption of the bill to abolish Société de développement de la Zone de commerce internationale de Montréal à Mirabel (Bill 68, adopted in December 2005)	✓		
– adoption of the bill to abolish the Advisory Committee of the Régie du bâtiment and provide the Régie with a representative Board of Directors (Bill 98, adopted in June 2005)	✓		
– adoption of the bill to abolish certain government public bodies and the transfer of administrative responsibilities (Bill 120, adopted in December 2005)	✓		
– abling of a bill for administrative integration of the Agence Québec Wallonie Bruxelles pour la jeunesse, the Office franco-québécois pour la jeunesse and the Office Québec-Amérique pour la jeunesse (Bill 4, tabled in April 2006)	✓		
– tabling of a bill for local control of the Bureau d'accréditation des pêcheurs et aides-pêcheurs du Québec (Bill 12, tabled May 2006)	✓		
– follow-up of the other recommendations of the Boudreau Report		✓	✓
– Publication of the Geoffrion Report on the review of 58 public bodies in 2005-2006	✓		
– publication of the government's position regarding each recommendation	✓		
– tabling of a bill improving the Conservatoire de musique et d'art dramatique (Bill 11, tabled in May 2006)	✓		
– implementation and follow-up of the recommendations accepted by the Government		✓	✓
– New Working Group to complete the review of the public bodies in 2006-2007		✓	
– Other departmental reviews			
– creation of the Health and Welfare Commissioner, replacing the Conseil de la santé et au bien-être and the Conseil médical (Bill 38, adopted in June 2005)	✓		
– improvement of the functioning of the Commission d'accès à l'information (Bill 86 tabled in December 2004)	✓		
– unburdening the decision-making process of the Commission de reconnaissance des associations d'artistes et des associations de producteurs (Bill 42, adopted in June 2004), adoption of a new regulation	✓		
– improvement of the functioning of the Conseil de la justice administrative and the Tribunal administratif du Québec (Bill 103, adopted in June 2005)	✓		
– abolition of the Société de la faune et des parcs (Bill 48, adopted in June 2004)	✓		
– refocusing the Office des personnes handicapées du Québec on the protection of human rights (Bill 56, adopted in December 2004)	✓		
– strengthening the financial self-sufficiency of Société de l'assurance automobile du Québec (Bill 55, adopted in December 2004)	✓		
Study of the modernization of Télé-Québec			
– Bédard Report "Priorité à l'écran"	✓		
– Modernizing activities		✓	✓
Assessment of creating a position of Director of Public Prosecutions			
– Adoption of the Director of Public Prosecutions Act (Bill 109, adopted in December 2005)	✓		
– Appointment process for the Director of Public Prosecutions			
– call for applications from lawyers who have been in practice for at least 10 years		✓	
– study by a selection committee		✓	
– Appointment process for the Assistant Director			
– call for applications from public prosecutors	✓		
– study by a selection committee	✓		
– Appointment of a Director and Assistant Director of Public Prosecutions		✓	

Second Direction: Unburdening Structures	Completed	2006-2007	2007-2008
Analysis of the organization of municipal justice – Consultation and reflection process with the participation of the stakeholders concerned – Orientations on the organization to facilitate access to justice at the neighbourhood level	√	√	
Abolition of the Commission municipale du Québec – Tabling of the bill abolishing the Commission municipale du Québec (Bill 76, tabled in November 2004)	√		
Merger of the Bibliothèque nationale du Québec and the Archives nationales du Québec – Bill for the merger (Bill 69, adopted in December 2004) – Official launch of Bibliothèque et Archives nationales du Québec (January 2006)	√ √		
Creation of the Service de soutien aux institutions muséales – Establishment of the Service – Experiment with regional expertise units in two pilot regions	√ √	√	
Convergence of the Emploi-Québec and Sécurité du revenu networks – Single management of both networks of the Department – Pooling of administrative resources at the regional level – Establishment of integrated intake, assessment and referral services in each local employment centre (CLE) located outside the former City of Montreal territory	√ √	√	
Replacement of various sectoral and advisory councils and committees reporting to the Ministère de la Santé et des Services sociaux by a bank of experts – Abolition of the Conseil québécois de lutte contre le cancer in June 2004 – Abolition of the Comité de la santé mentale du Québec – Abolition of Conseil permanent de la lutte contre la toxicomanie inc. – Application of a guide for hiring and use of experts	√ √	√ √	
Consolidation of activities of the Registraire des entreprises with those of the Ministère du Revenu – Combining the annual declaration for the Enterprise Register with the income tax return, accomplished since January 2006 (Bill 110, adopted in June 2005) – Administrative transfer of the activities of the Registraire des entreprises to Revenu Québec and delegation of its front-line services to Services Québec – Bill on the sharing of responsibilities and abolishing the Registraire des entreprises	√ √	√	
Consolidation of the activities of interdepartmental consensus-building public bodies – Physical consolidation – Implementation of the new management framework	√ √		
Transformation of Innovatech companies – Investment of private capital due to: - privatization of Société Innovatech du Grand Montréal - transformation of Société Innovatech Régions ressources – Transformation of Société Innovatech Québec et Chaudière-Appalaches and Société Innovatech du sud du Québec	√ √	√	

Third Direction: Reviewing Programs	Completed	2006-2007	2007-2008
Definition of a prescription drug policy - Adoption of the Act to amend the Act respecting prescription drug insurance and other legislative provisions (Bill 130, adopted in December 2005) - New prescription drug policy	✓	✓	
Review of housing programs - Harmonization and simplification of programs - Proposal for a comprehensive housing policy		✓ ✓	
Review of the division of dam management responsibilities for wildlife or resort purposes and for municipal and residential use - Assessment of the impacts of various potential solutions - Government orientations - Start of modernization work	✓ ✓	✓	
Territorial reorganization of judicial services - Review of the current situation and reflection on potential solutions - Establishment of orientations	✓	✓	
Study of the potential for consolidating government debt collection activities - Diagnosis of the current situation - Drafting of a government proposal for the establishment of two poles: - individual taxation and support, corporate - individual other than taxation and support	✓	✓	
Assessment of whether private sector participation should be increased in the Service aérien gouvernemental - Action plan on the sequence of review of business lines - Orientations for financing of CL-415 water bombers - Orientations for replacement of the air ambulance (Challenger 601 3A) - Review of the organization of health transportation by air throughout Québec	✓	✓ ✓ ✓	
Support for the development efforts of the food processing industry - Launch of Transformation alimentaire Québec in February 2005 - Collaboration and coordination agreements with the partners - Regional points of service (collaborative mechanisms allowing integrated access to services by project teamwork in the field)	✓ ✓ ✓	✓	
Fourth direction: Planning Human Resources			
Human Resources Management Policy - Publication of the 2004-2007 Human Resources Management Policy - Reliance on attrition, establishment of control measures - reduction of 1,400 FTEs in 2004-2005 - reduction of an additional 1,110 FTEs in 2005-2006 - reduction of an additional 1,211 FTEs in 2006-2007 - Establishment of a redeployment support service - new rules to encourage relocation and adaptation of employee skills - delivery of the service to ministries and public bodies - redeployment of 84 people in 2005-2006 - application of requalification programs (7 in 2005-2006)	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓	✓

Fourth direction: Planning Human Resources	Completed	2006-2007	2007-2008
– Review of the competition process			
- government competition for a reserve of Class 4 senior managers	✓	✓	
- government competition for a reserve of Class 5 senior managers		✓	
- publication of a reserve list of applicants meeting minimum eligibility conditions by job level for the entire public service instead of by department (professional level completed in 2005-2006, technical and support staff to come)	✓	✓	✓
- new rules to encourage hiring members of target groups	✓		
- introduction of a support program for appointing members of target groups	✓		
– Review of the competition process			
- systematic recruiting on university and college campuses and in secondary schools	✓	✓	✓
- online recruiting (university students in 2005-2006, secondary and college levels to come)	✓	✓	✓
– Management career and development plan			
- establishment of the Centre québécois de leadership	✓		
- launch of the public management training program	✓		
- creation of new professional development programs for managers	✓	✓	✓
- online training program		✓	
– Renewal of the Public Service Act			
- tabling of a bill		✓	
New initiatives from the First Progress Report			
Funding and preservation of quality education services			
– Publication of the Report on access to education	✓		
– Study of the follow-up required	✓	✓	
Funding of the health and Social Services Network			
– Publication of the report of the Working Committee on the Sustainability of the Québec Health Care and Social Services System	✓		
– Public consultation: “Guaranteeing Access: Meeting the challenges of equity, efficiency and quality”		✓	
Development of community schools			
– Report on “L'école communautaire : un carrefour pour la réussite des jeunes et le développement de la communauté”	✓		
– Study of the follow-up required	✓	✓	
Modernizing governance of government corporations			
– Review of the governance of the Caisse de dépôt et placement du Québec (Bill 78 adopted in December 2004)	✓		
– Tabling of a policy statement	✓		
– Implementation of the policy statement		✓	✓
Modernization of public forests			
– Coulombe Report on Québec public forest management	✓		
– Response to the action plans tabled by the Regional Elective Councils	✓		
– Appointment of the Québec Forest Supervisor	✓		
– Comprehensive implementation plan based on the orientations accepted from the Coulombe Report		✓	

New initiatives from the First Progress Report	Completed	2006-2007	2007-2008
Simplification of municipal legislation			
– Coming into effect of the Municipal Powers Act: municipalities have greater leeway in the exercise of their powers	✓		
– Review of municipal economic development powers		✓	
– Review of the Act respecting land use planning and development			✓
– Review of the relevance of current regulations on the content of municipal assessment files			✓
Optimization of computer processing centres			
– Formulating scenarios and recommendations		✓	
Modernizing the Environment Quality Act			
– Tabling of a bill in the National Assembly			✓
Development of a policy on capital expenditures and infrastructure			
– Policy on capital expenditures and infrastructure		✓	
– Major projects governance framework		✓	
Optimization of the Government's inspection activities			
– Assessment of opportunities for consolidation		✓	
Redefinition of the roles and responsibilities of the Agence de l'efficacité énergétique			
– Energy strategy policy statement and online consultation	✓		
– Energy strategy 2006-2015	✓		
– Amendments to the Act respecting the Agence de l'efficacité énergétique		✓	
– Implementation of the new energy efficiency supervisory framework			✓
Integration of the different regional services of the forest, wildlife and land, energy and mines sectors			
– Advisory committee on the regional commissions project	✓		
– Unification of regional divisions for management of resources and land		✓	

