

STRATEGIC PLAN

OF THE ADMINISTRATION
OF THE ASSEMBLÉE NATIONALE
DU QUÉBEC

2023-
27



ASSEMBLÉE
NATIONALE
DU QUÉBEC

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Message from the President

The Assemblée nationale du Québec is first and foremost the forum of the 125 representatives elected by the people of Québec. The Members of the Assemblée nationale (MNAs) have the privilege of representing their fellow citizens and participating in public debates. They also have important responsibilities, one of which is legislating, which ultimately shapes how we live as a society. MNAs are the core of a strong institution that is anchored in over 230 years of parliamentary tradition. Their practices are constantly evolving as is the institution and its administration. The latter provides MNAs with daily support and accompanies them as they carry out their mandate to serve democracy, and at the same time protects our history and traditions.

The Assemblée nationale du Québec administration's 2023–2027 Strategic Plan will guide us for the next four years. It draws on a noble mission and proposes a vision that will allow the institution to continue improving its services. This plan is supported by values that unite the administration's employees, who are indispensable to bringing the vision to life. The goal is to make the Assemblée nationale an institution that is forward-thinking, yet careful to preserve our heritage, an institution at the heart of our democracy and in which citizens can see themselves.

A handwritten signature in dark blue ink, which appears to read 'N. Roy', followed by a long horizontal flourish.

Nathalie Roy

PRESIDENT



Message from the Secretary General

I am proud to present the Assemblée nationale du Québec administration's 2023-2027 Strategic Plan. It is the result of wide-ranging consultation, and outlines the main objectives that the organization has adopted to carry out its primary mission, which is to provide MNAs with effective support so that they can perform their duties. It demonstrates the Assemblée nationale's desire to position itself as an institution that is open to the people of Québec. This plan also aims to establish an attractive, stimulating work environment fostering teamwork and creativity, and it integrates, in the background, the Assembly chamber renovation, which will be one of the flagship projects in the coming years.

Teamwork is the key to meeting future challenges successfully. Thanks to everyone's contributions to carrying out this plan, we will continue making the Assemblée nationale an accessible, innovative institution with people at its heart.

A handwritten signature in black ink, appearing to read 'Siegfried Peters'.

Siegfried Peters

SECRETARY GENERAL

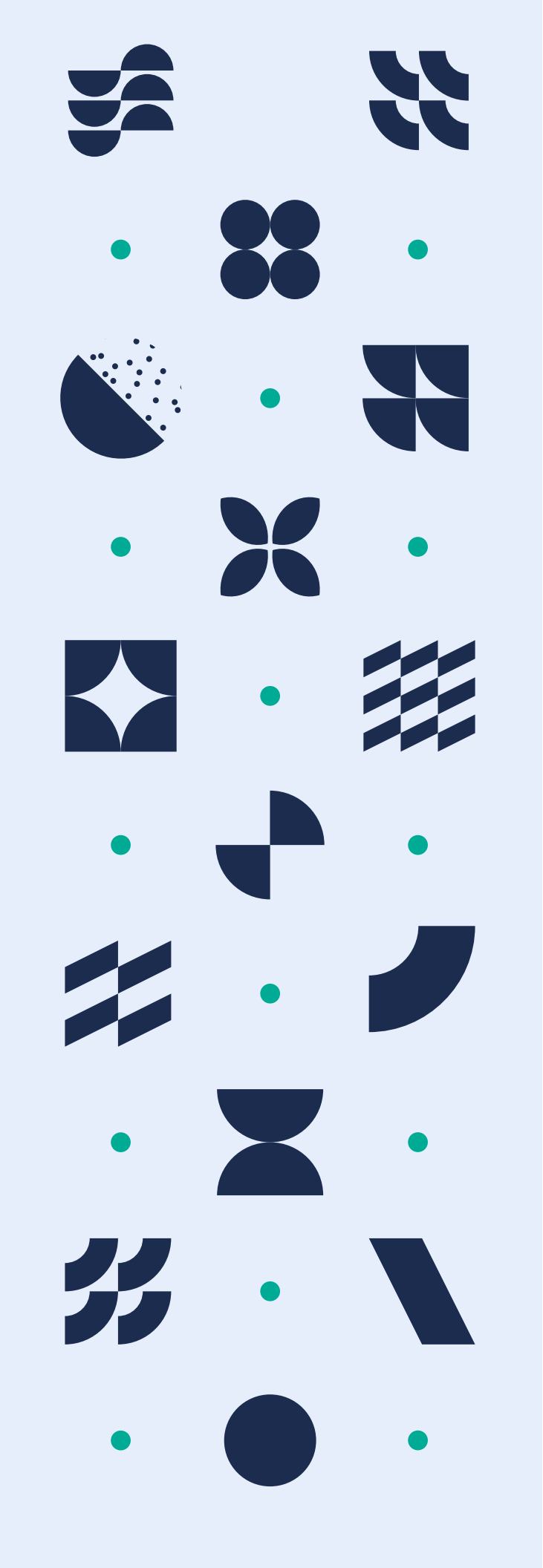
A vertical decorative bar on the left side of the page, featuring a light blue background with a grid of dark blue geometric shapes. The shapes include squares, circles, and abstract patterns, some of which are accented with small teal dots.

TABLE OF CONTENTS

PREAMBLE

6

THE ORGANIZATION AT A GLANCE **8**

Missions

Vision

Values

The Assemblée nationale
du Québec in numbers

Organizational environment

DIRECTION 1	14
AN OPEN PARLIAMENT	
DIRECTION 2	20
A PARLIAMENT THAT SUPPORTS MNAS	
DIRECTION 3	26
A PARLIAMENT AS A LIVING ENVIRONMENT	
DIRECTION 4	32
AN EFFICIENT PARLIAMENT	
SUMMARY TABLE	38

PREAMBLE

The Assemblée nationale du Québec administration's 2023–2027 Strategic Plan builds on the initiatives and major projects undertaken under the previous plan. Based on extensive consultation with the administrative units and on numerous reports and assessments, the 2023–2027 plan, its vision and the values it conveys will guide the administration over the next four years.

Although many initiatives emanating from the Strategic Plan are in line with sustainable development, the Assemblée nationale also has a separate sustainable development action plan covering the same period so that it can improve the eco-friendly practices it applies in its various spheres of activity.

Preparing the Parliament of tomorrow!

A major renovation of the Assembly chamber (the “Blue Room”) is one of the driving priorities of the Strategic Plan. The renovation will mobilize people and directorates across the institution. It will draw on the expertise of multidisciplinary teams to ensure the chamber meets its users’ current and future needs sustainably. There will be two main aspects: remodelling the chamber and updating the digital services supporting parliamentary practices. The overall aim is to ensure the new set-up is harmonious and in symphony with our heritage.



THE ORGANIZATION AT A GLANCE

MISSIONS

The mission of the Assemblée nationale du Québec

The Assemblée nationale du Québec enacts laws in the areas under its jurisdiction, exercises oversight respecting the actions of the government and the public administration, and debates matters of public interest. It is made up of 125 MNAs elected in as many electoral divisions.

The mission of the Assemblée nationale administration

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

VISION

**“ AT THE VANGUARD
OF HIGH-QUALITY
SERVICE ”**

A competent, highly-motivated, progressive administration providing quality services to MNAs and bringing Parliament closer to the people.



VALUES

The Assemblée nationale administration adheres to the Québec public service's statement of values, which is based on competence, impartiality, integrity, loyalty and respect. In the parliamentary context, it also embraces the following values:

NEUTRALITY

The administration **supports all MNAs, no matter what their political affiliation.**

OPENNESS

It is **accessible** and **inclusive** and **seeks the participation of all.**

EXCELLENCE

It is **innovative, on the lookout for best practices, quick to adapt** and committed to **providing quality services.**

SUSTAINABILITY

It **guards our heritage** and **collective memory.**

HUMANITY

It is **people-centric, cares about its employees, recognizes their worth** and **showcases their contributions.**

Humanity was added after consulting with the administrative staff of the Assemblée nationale du Québec. This value was chosen and defined by an employee group for its inclusive nature and because it is representative of the institution's existing work environment.

THE ASSEMBLÉE NATIONALE DU QUÉBEC IN NUMBERS

2021-2022

Political
sector

125

MNAs

451

political
employees

206

riding offices

General
public

114,000

visitors

The number of visitors is based on the average figures
for the two years preceding the COVID-19 pandemic.

4,703,482

online visits

Parliamentary
proceedings

83

sittings
in Chamber

362

hours spent
in Chamber

470

sittings
in committee

1,557

hours spent
in committee

Administrative
sector

691

administrative
employees

42

job categories

THE ORGANIZATION'S ENVIRONMENT

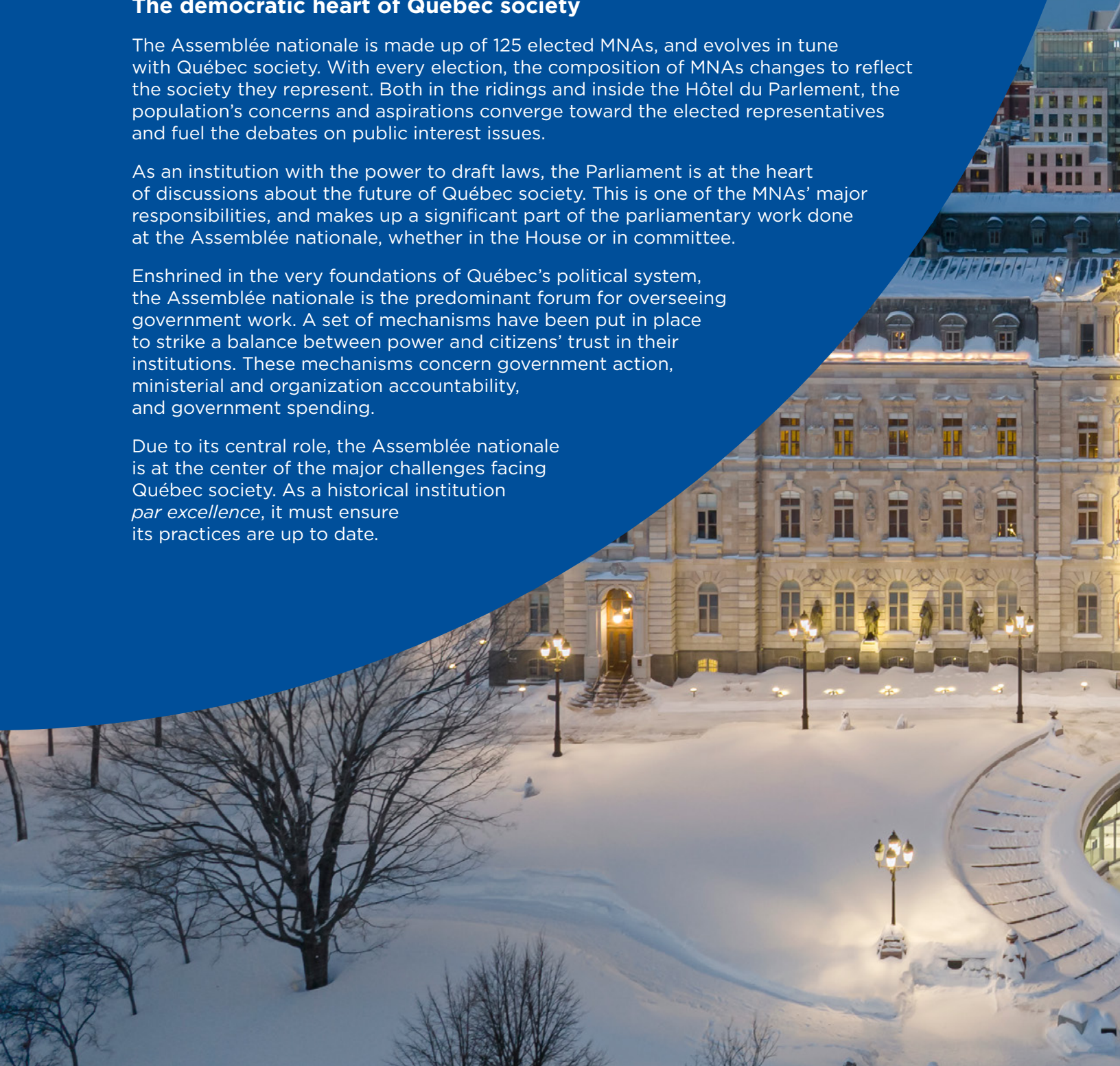
The democratic heart of Québec society

The Assemblée nationale is made up of 125 elected MNAs, and evolves in tune with Québec society. With every election, the composition of MNAs changes to reflect the society they represent. Both in the ridings and inside the Hôtel du Parlement, the population's concerns and aspirations converge toward the elected representatives and fuel the debates on public interest issues.

As an institution with the power to draft laws, the Parliament is at the heart of discussions about the future of Québec society. This is one of the MNAs' major responsibilities, and makes up a significant part of the parliamentary work done at the Assemblée nationale, whether in the House or in committee.

Enshrined in the very foundations of Québec's political system, the Assemblée nationale is the predominant forum for overseeing government work. A set of mechanisms have been put in place to strike a balance between power and citizens' trust in their institutions. These mechanisms concern government action, ministerial and organization accountability, and government spending.

Due to its central role, the Assemblée nationale is at the center of the major challenges facing Québec society. As a historical institution *par excellence*, it must ensure its practices are up to date.





The Assemblée nationale administration: an essential component of the institution

The administration's role is to support MNAs in their duties. It leverages its expertise in the different spheres of parliamentary activity, from procedure to human, physical, financial and information resource management. It tailors its service offer to a fast-evolving environment and the changing needs of elected representatives.

The Assemblée nationale administration oversees the proper functioning of the institution and is vital to its progress. It helps raise the institution's profile in Québec and abroad. Aware of the Assemblée nationale's importance, as the institution embodying the democratic principles of the people of Québec, the administration seeks to raise awareness and promote understanding of Parliament and the MNAs' work, as well as to facilitate access to the institution, both in person and online.



CHALLENGE

CITIZENS' INTEREST AND TRUST

Citizens' trust in their institutions is key to the vitality of our democracy. Growing disinformation and polarization have been casting doubt on the legitimacy of democratic institutions. However, citizens gain trust as they better understand the proper functioning of their parliamentary system and identify with it as their own.

DIRECTION

1

AN OPEN PARLIAMENT

The Assemblée nationale's physical and virtual openness is an opportunity for Québec citizens to familiarize themselves with their parliament and democracy. Such accessibility sparks the population's interest in its institutions and builds trust. The idea of a *maison citoyenne* ("People's House"), put forward during the 42nd Legislature, embodies this ambition perfectly. The Citizen Round Table, a public consultation conducted in 2021, was also a part of this initiative. The open parliament intends to welcome more visitors, help them understand how Parliament works and encourage public participation. Such openness also takes the form of transparent, proactive dissemination of information about what happens in Parliament in order to make it easily available to all.

The Citizen Round Table: An inspiring public consultation!



The Citizen Round Table, held in June 2021, was a public consultation on how to encourage Québec citizens to take part in parliamentary work and activities. Seven focus groups were created following a province-wide call for applications. A report containing 96 courses of action was tabled in the Assemblée nationale, amplifying citizens' voices in Parliament. Over the next four years, the actions taken as part of this direction will help the Assemblée nationale improve its practices and develop new services, taking into account the needs and concerns expressed during the consultation.

OBJECTIVE 1.1

A “People’s House” that is welcoming and encourages participation

Become a must-see destination

The Assemblée nationale du Québec seeks to increase its visibility and get more people interested in institutions and the democratic process. It hopes greater numbers of visitors will come to learn about the “People’s House” every year. For this, the Assemblée nationale wishes to add to the visitor experience by making the most out of the reception pavilion, which was inaugurated in 2019, when it was unable to operate at its full potential due to the COVID-19 pandemic. Services available to the public, such as the restaurants and gift shop, will be supporting this. The public programming and guided tours, which breathe life into the venue and help make it an attraction, will continue to be improved for visitors of all ages and interests.

In the same vein, the institution will be renovating certain emblematic locations in the parliamentary precinct, such as the Assembly chamber and the library, showcasing their rich heritage and architecture, while meeting the needs of visitors and providing them with a better experience.

Facilitate public participation

The Assemblée nationale promotes democracy and public participation in parliamentary proceedings, including by organizing educational activities. These activities spark interest, develop knowledge and encourage the public to engage with institutions. The Assemblée nationale will improve its educational content by focussing more on public participation during guided tours, the *How Does Parliament Work?* training, simulations and other programs made available to people of all ages.

A number of mechanisms are available for those wishing to express an opinion, including petitions, online comments and public consultations. The Assemblée nationale seeks to raise awareness about the existing mechanisms and make them more user-friendly.

OBJECTIVE 1.2

A “People’s House” that communicates with the public and keeps it informed

Leverage information and increase its dissemination

The Assemblée nationale administration plays a key role in posting content and information that demystify the MNAs’ work and enhance public understanding of how the institution works. It will make all effort necessary to better showcase the information it creates and processes to make it more widely available and better suited to the population’s needs and interest. This applies to the day-to-day parliamentary proceedings, administrative data and the publications that the Assemblée nationale produces. The administration also seeks to continue its work on transparency and open data publication and to modernize its information dissemination channels to meet the expectations of the various audiences interested in Québec democracy. Discussions on how to revamp the website will help implement best practices regarding the prioritization of information, the switch to mobile devices and universal accessibility. Lastly, the renovation of the Assembly chamber will be an opportunity to provide the public with additional information on the work that takes place there.

Indicator Table

OBJECTIVES	INDICATORS	2026-2027 OBJECTIVES	INTERMEDIATE TARGETS			
			2023- 2024	2024- 2025	2025- 2026	2026- 2027
1.1 A “People’s House” that is welcoming and encourages participation	Increase in the number of visitors	120,000	108,000	110,000	115,000	120,000
	Rate of increase in the number of people taking part in educational activities	10% compared to 2022-2023	2%	4%	7%	10%
1.2 A “People’s House” that communicates with the public and keeps it informed	Increase in the number of open data sets	3 additional data sets	-	-	2	1



CHALLENGE

SERVICES TAILORED TO MNAS' NEEDS

Québec society transforms and evolves over time. This rapid evolution has an impact on the demanding work of elected officials, who have to debate and take positions on a variety of public issues, and, ultimately, make laws on these matters. To perform their roles as legislators, exercisers of oversight and intermediaries, elected officials must be able to rely on a forward-thinking administration that meets their service and information needs.



DIRECTION

2

A PARLIAMENT THAT SUPPORTS MNAS

Services for MNAs are at the heart of the Assemblée nationale administration's mission. All administrative units are directly or indirectly involved. The administration wishes to continue improving its services and its ability to offer new ones, at the Parliament and in the ridings. It intends to create a work environment that meets MNA expectations while continuing the digital transformation, notably in the Assembly chamber. Expanded training and monitoring services are also planned to meet the needs of MNAs and their staff.

OBJECTIVE 2.1

Develop the service offer based on MNA needs

Adapt the tools and services

The Assemblée nationale administration wishes to ensure that the tools and services offered to MNAs and their staff meet their needs. To do so, it will take into account past observations and do more consultation with the MNAs, particularly through service assessment mechanisms. Careful attention will be paid to communication of information to ensure that it is well suited to all end users, notably in ridings. More access will be provided to the administration's specialized resources, mainly to support MNAs in their role as employers.

Secretary General's tour of the ridings

Between 2020 and 2022, to better understand the day-to-day work MNAs do in their ridings, the Secretary General of the Assemblée nationale visited 10 ridings representative of the various realities in Québec. This provided important information for the ongoing improvement of services and tools available to MNAs. Actions stemming from this initiative that will be implemented as part of the Strategic Plan aim to

1. Help elected representatives and their staff perform their duties;
2. Build stronger ties between riding offices and the administration; and
3. Tailor riding office rules, procedures and tools to today's needs.



Continue the Parliament's digital transformation

The Assemblée nationale administration intends to leverage information technology to improve services for MNAs. Over the next few years, the ongoing work on the digital aspects of plans for a new legislature will evolve toward a platform concept making it possible to consolidate and streamline the services needed to help MNAs with their administrative tasks. The digital shift will also be factored into the major Assembly chamber renovation project. This shift will provide MNAs with a work environment that is tailored to their needs, paving the way for future technological innovations in other areas of the Parliament's operation.

OBJECTIVE 2.2

Strengthen learning culture

Support the political sector with knowledge and training

Given the growing number of channels of dissemination and how fast information travels, MNAs and their staff must be able to rely on high-quality sources of information and up-to-date data. The institution wishes to improve support and to focus on the monitoring work conducted by its teams to keep MNAs up to date on current issues. It seeks to partner with respected civic stakeholders and to facilitate the use of data and scientific research.

Over the past few years, the Assemblée nationale administration has put together a training directory for MNAs and their staff. There is training available on MNAs' duties, their role as employers and riding office operation. There are also units on broader issues: ethics, preventing harassment in the workplace, active listening and social intervention, Indigenous realities, diversity and inclusion, etc. The Assemblée nationale administration wishes to step up its efforts to diversify its range of training programs to meet the various interests of MNAs and their staff. It will also make it a point to use flexible, adapted resources, such as tutorials, webinars, etc.

Indicator Table

OBJECTIVES	INDICATORS	2026-2027 OBJECTIVES	INTERMEDIATE TARGETS			
			2023- 2024	2024- 2025	2025- 2026	2026- 2027
2.1 Develop the service offer based on MNA needs	MNAs' overall rate of satisfaction with certain targeted services	80% for at least 4 targeted services	80% for 2 targeted services	80% for 3 targeted services	80% for 4 targeted services	80% for 4 targeted services
	Assembly chamber ("Blue Room") renovation plan progress	To be determined in 2023-2024 when the overall plan has been established	-	-	-	-
	Number of new automated or online services in the political sector	10 services	-	-	-	10 services
2.2 Strengthen learning culture	Rate of increase in the number of reference and research requests at the library of the Assemblée nationale	15%	5%	10%	15%	-

CHALLENGE

A WORKPLACE FOSTERING COOPERATION, INVOLVEMENT AND WELL-BEING

The institution must address the labour shortage and deep changes in the world of work by continuing to manage its teams in a manner that is proactive, human and innovative.





DIRECTION

3

A PARLIAMENT **AS A LIVING** **ENVIRONMENT**

The fundamental mission and emblematic nature of the Assemblée nationale du Québec make it a one-of-a-kind workplace. Proud of its heritage, the institution will draw upon a variety of resources to provide its staff with a warm, friendly workspace that is also, and above all, respectful, diverse, inclusive and vibrant. The Assemblée nationale believes that a welcoming, attractive work environment will foster a culture of innovation and collaboration. It firmly intends to stand out by improving its staff's experience to make sure employees are fulfilled, motivated and productive throughout their careers in the institution.

OBJECTIVE 3.1

Provide an attractive work environment

Build a respectful and inclusive environment

The Assemblée nationale strives to be representative of Québec society, recognize the contribution of its staff, and create a respectful, top-notch, inclusive work environment where best practices are the baseline. The renewal of the Vivre-ensemble strategy for living together will require greater effort to emphasize the paramount importance of promoting diversity in all forms and fostering relationships based on respect. The Assemblée nationale will also step up its awareness-raising and training efforts to prevent incivility, conflict and harassment situations and to equip its staff to be able to intervene appropriately, if necessary.

Offer a dynamic work environment promoting employees' well-being

To position itself as an employer of choice, the Assemblée nationale wishes to offer a one-of-a-kind work environment promoting everyone's health and well-being. Over the next few years, the institution will be focusing on making the workplace more modern for its employees. It will invest in its employees' quality of life and also its own brand image to attract new talent. The Assemblée nationale will continue fostering mobility and flexibility based on emerging labour market changes. These organizational practices will help employees find optimal work-life balance.

OBJECTIVE 3.2

Enhance employees' professional experience

Provide a distinctive and stimulating employee experience

The Assemblée nationale administration wishes to have a positive influence on its employees' experience, particularly by actively involving them in projects, ensuring a better internal flow of information, improving collaboration between teams and instilling a greater sense of pride when contributing to the institution's activities and mandates. The institution will keep up its employee recognition practices, highlighting employees' value and their collective and individual contributions. It will pay special attention to workload management and changes related to a workplace that is constantly evolving. The administration will also extend a warm welcome to new employees and help them integrate into the organization. The renewal experience will make employees our ambassadors of choice as they share their personal and professional experiences, thereby raising the Assemblée nationale's visibility and helping to meet labour scarcity challenges.

Foster individual and collective development

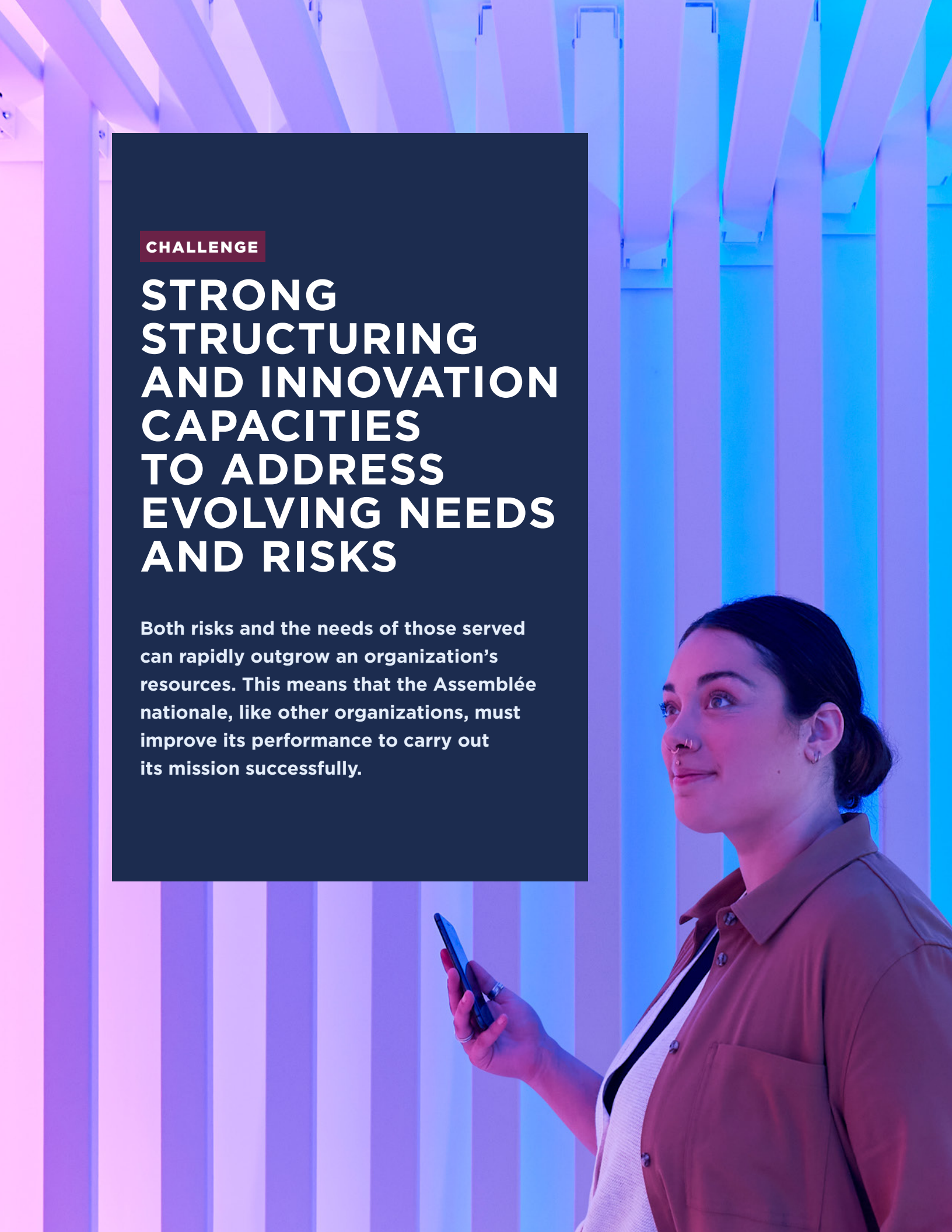
Aware of the need to be able to rely on qualified personnel, the Assemblée nationale administration will employ learning and professional development strategies to help employees reach their full potential. It will focus on continuing education, knowledge sharing among peers and knowledge transfer to become a learning organization.¹ Special focus will be placed on making sure managers and team leaders maintain and upgrade their skills, particularly with respect to new management challenges.

¹ Learning organization: An organization that implements a set of practices and strategies to promote continuing education and skills development using training, mentoring, shadowing, collaborative work, results tracking, etc.

Indicator Table

OBJECTIVES	INDICATORS	2026-2027 OBJECTIVES	INTERMEDIATE TARGETS			
			2023- 2024	2024- 2025	2025- 2026	2026- 2027
3.1 Provide an attractive work environment	Level of respect in the workplace	7.5 out of 10	7.0	7.0	7.0	7.5
	Staff level of motivation	7.6 out of 10	7.0	7.2	7.4	7.6
3.2 Enhance employees' professional experience	Percentage of employees with access to a non-mandatory skill development activity (note 1)	65%	50%	55%	60%	65%

Note 1: The activities that are taken into account when calculating indicators do not include mandatory, organization-wide activities, such as onboarding activities or training on ethics or the protection of personal information, etc.

A woman with dark hair tied back, wearing a brown button-down shirt, is shown in profile from the chest up. She is holding a black smartphone in her right hand and looking upwards and to the left. The background consists of vertical light bars in shades of purple and blue, creating a modern, tech-oriented atmosphere.

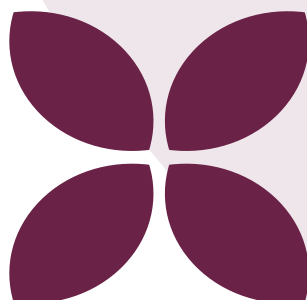
CHALLENGE

STRONG STRUCTURING AND INNOVATION CAPACITIES TO ADDRESS EVOLVING NEEDS AND RISKS

Both risks and the needs of those served can rapidly outgrow an organization's resources. This means that the *Assemblée nationale*, like other organizations, must improve its performance to carry out its mission successfully.

DIRECTION

4



AN EFFICIENT **PARLIAMENT**

The Assemblée nationale administration takes the means necessary to carry out its mission and offer services based on the values of excellence and sustainability by drawing on innovating approaches based on effective risk management. The organization's performance will be improved by placing special emphasis on efficient procedures and proactively managing its material, technology and application infrastructures throughout their life cycles.

OBJECTIVE 4.1

Improve the organization's efficiency and effectiveness

Consolidate the continuous improvement and project management culture

Providing better services and improving activities is greatly facilitated by well-documented processes. The search for solutions is fueled by staff creativity and taking into account the different needs and concerns of those served. The administration will consolidate its efforts to foster a culture of continuous improvement and help the administrative units establish performance indicators. It also intends to continue improving its project management practices, notably by developing a governance framework and employing best practices. The Assemblée nationale will better align its project portfolio with its strategic objectives, while keeping in mind its teams' capacities and measuring project performance.

Pursue service automation and optimization through the digital transformation

Information technology is ubiquitous within organizations and acts as a powerful lever of change. In order for the digital shift to be successful, the Assemblée nationale administration must rely both on methodological and technological foundations based on recognized principles and on its teams' expertise. For this, the administration will implement structuring initiatives for the consolidation of a global vision of the projects and the adoption of a digital transformation strategy. The strategy will make user experience and mobility core concerns, to ensure more efficient management of information assets.

OBJECTIF 4.2

Remain a resilient organization

Improve safety measures

In recent years, cyberbullying and threats to the MNAs' security have significantly increased in Québec and elsewhere in the world. The Assemblée nationale administration, working in close collaboration with various police forces, will adapt its prevention and intervention measures to deal with emerging threats and ensure MNAs' safety. It will continue to improve its infrastructure in order to secure the perimeter of the parliamentary precinct. Since the frequency and harm of cyberthreats have continuously increased over the past years, the Assemblée nationale administration, as a custodian of MNA and legislative information, will continue to provide MNAs, Assemblée nationale staff and the public with security services.

Ensure assets last

The Assemblée nationale du Québec holds a number of assets, such as buildings and historical heritage objects, as well as information resources backed by applications and technology infrastructure. As the owner, the organization is responsible for protecting this heritage to ensure it lasts so it will be available in the future. The organization will continue sound life-cycle management of its assets to make sure they last and to prevent them from becoming obsolete or falling into disrepair.

Indicator Table

OBJECTIVES	INDICATORS	2026-2027 OBJECTIVES	INTERMEDIATE TARGETS			
			2023- 2024	2024- 2025	2025- 2026	2026- 2027
4.1 Improve the organization's efficiency and effectiveness	Number of administrative units with continuous improvement officers	11 administrative units out of 16	5	-	3	3
	Adopted and implemented digital transformation strategy	Adopted by 2023-2024 Implementation rate (note 1)	Strategy adopted	-	-	-
4.2 Remain a resilient organization	Three-year capital plan updated and adopted for each building	Adoption of 3 three-year plans	-	1	1	1
	Cloud computing directions and guidelines adopted	Adopted by 2023-2024	Directions and guidelines adopted	-	-	-

Note 1: The target for the implementation rate will be established once the strategy is adopted.

SUMMARY TABLE

THE ADMINISTRATION'S MISSION

The Assemblée nationale administration ensures that MNAs work in the best possible conditions and have the services they need to carry out their responsibilities to the fullest. The administration promotes democracy and raises the institution's profile by making it better known to the people of Québec.

DIRECTION

1

AN OPEN PARLIAMENT



CHALLENGE

CITIZENS' INTEREST AND TRUST

OBJECTIVE 1.1

A “People’s House” that is welcoming and encourages participation

- › Become a must-see destination
- › Facilitate public participation

OBJECTIVE 1.2

A “People’s House” that communicates with the public and keeps it informed

- › Leverage information and increase its dissemination

DIRECTION

2

A PARLIAMENT THAT SUPPORTS MNAS

CHALLENGE

**SERVICES TAILORED
TO MNAS' NEEDS**

OBJECTIVE 2.1

Develop the service offer based on MNA needs

- › Adapt the tools and services
- › Continue the Parliament's digital transformation

OBJECTIVE 2.2

Strengthen learning culture

- › Support the political sector with knowledge and training

VISION

A competent, highly motivated, progressive administration providing quality services to MNAs and bringing Parliament closer to the people.

VALUES

- › NEUTRALITY
- › OPENNESS
- › EXCELLENCE
- › SUSTAINABILITY
- › HUMANITY

FLAGSHIP PROJECT

The Assembly chamber renovation

DIRECTION

3

A PARLIAMENT AS A LIVING ENVIRONMENT

CHALLENGE

**A WORKPLACE FOSTERING
COOPERATION, INVOLVEMENT
AND WELL-BEING**

OBJECTIVE 3.1

Provide an attractive work environment

- › Build a respectful and inclusive environment
- › Offer a dynamic work environment promoting employees' well-being

OBJECTIVE 3.2

Enhance employees' professional experience

- › Provide a distinctive and stimulating employee experience
- › Foster individual and collective development

DIRECTION

4

AN EFFICIENT PARLIAMENT

CHALLENGE

**STRONG STRUCTURING
AND INNOVATION CAPACITIES
TO ADDRESS EVOLVING NEEDS
AND RISKS**

OBJECTIVE 4.1

Improve the organization's efficiency and effectiveness

- › Consolidate the continuous improvement and project management culture
- › Pursue service automation and optimization through the digital transformation

OBJECTIVE 4.2

Remain a resilient organization

- › Improve safety measures
- › Ensure assets last

**Notre
maison
citoyenne**

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ASSEMBLÉE
NATIONALE
DU QUÉBEC