ESTIMATES

Treasury Board of Canada Secretariat

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document "Results for Canadians: A Management Framework for the Government of Canada". This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a "citizen focus" shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department's performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:
http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp

Comments or questions can be directed to:

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Treasury Board of Canada Secretariat

Performance Report

For the period ending March 31, 2002

Lucienne Robillard
President of the Treasury Board

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Message from the President

I am pleased to present the annual *Treasury Board of Canada Secretariat Performance Report* for the period ending March 31, 2002.

Two years ago in *Results for Canadians: A Management Framework for the Government of Canada*, the Secretariat committed to work with departments and agencies to improve the management of people, resources, and services in the federal government. Our efforts have focussed on results in the following three main areas: effective stewardship of federal resources; effective management of human resources; and improved service to Canadians.

In fiscal year 2001–02, we made great strides in achieving effective stewardship. We extended the modern comptrollership initiative government-wide and implemented innovative management frameworks, policies and development tools to improve comptrollership across the government. Our Centres of Excellence for Evaluation and for Internal Audit, as well as the Centre of Expertise for Risk Management, supported departments and agencies in embedding risk considerations and a results focus into their management practices.

We made significant improvements in service delivery and adjusted our Internet-based service offerings in direct response to citizen and business priorities. I am pleased to report that our achievements in Government On-Line helped make Canada the world leader, for a second year in a row, in providing its citizens with electronic access to government programs and services.

To help foster change in the management of the Public Service, the Secretariat worked in close collaboration with the Task Force on the Modernization of Human Resources Management, established by the Prime Minister. We continued to put in place policies and programs to create a more people-centred culture in the Public Service. Our initiatives promoting employment equity and internal disclosure of wrongdoing, as well as our policy combatting harassment in the workplace, will go a long way toward making the Government of Canada an exemplary workplace.

These are just a few of the many initiatives of the dedicated men and women of the Treasury Board of Canada Secretariat in 2001–02. Their hard work, which this report describes, will help ensure that integrity, professionalism, and excellence will continue to be the hallmarks of Canada's Public Service in the 21st century.

Lucienne Robillard
President of the Treasury Board

Section I: Introduction

A. Performance Context

Role of the Treasury Board and Secretariat

The Treasury Board is the Cabinet committee responsible for the overall management of the federal government's resources.[1] It is chaired by the President of the Treasury Board and includes the Minister of Finance and other ministers appointed by the Governor in Council.

The Secretariat provides advice and recommendations to the Treasury Board and Cabinet on managing expenditures across government as well as direction and support to departments and agencies in the area of management policy and practices.

In 1997, the Prime Minister designated the Treasury Board and its Secretariat as the government's Management Board. In 2000, *Results for Canadians* was released to reinforce this role and describe how the Treasury Board and its Secretariat work with departments and agencies to implement the Management Board concept and improve management practices across government.

Results for Canadians outlines the Management Board's intention to promote a Public Service that is:

- focused on citizens;
- managed with the highest professional and ethical values;
- focused on achieving results; and
- committed to responsible spending that provides value for the taxpayers' money.

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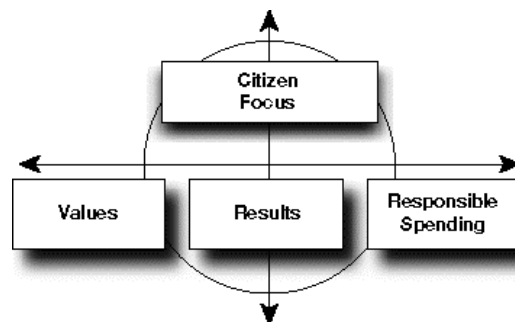
[1] The Treasury Board's legal authorities include the *Financial Administration Act*, the *Federal Real Property Act,* the *Official Languages Act,* the *Privacy Act*, the *Access to Information Act*, and the *Public Service Staff Relations Act*.

The Secretariat has remained committed to these principles and has made significant progress over the past year.

Operating Context

This year, the Secretariat worked with departments to provide a more citizen-centred, results-based structure for performance reporting that will provide concrete evidence of responsible spending and results.

In the summer of 2001, the Secretariat introduced new principles for both Departmental Performance Reports (DPRs) and Reports on Plans and Priorities (RPPs) that enabled departments to focus on strategic outcomes—long-term benefits provided to Canadians.

The Secretariat has the responsibility of leading by example and clearly demonstrating to other government departments and agencies that it is being managed by these principles. This year, it realigned its management and reporting structure to focus on the following three key strategic outcomes:

- Stewardship—sound public management of federal resources;
- Human Resources Management—a modern, effective, well-managed Public Service; and
- Service Improvement—citizen-centred service delivery.

This strategic outcome orientation reflects how the work of the Secretariat and other departments and agencies benefits Canadians. It also underpins the themes put forward in the annual report on national performance, *Canada's Performance,* and the objectives set by the government in the *2001 Speech from the Throne* (http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Informationresources&sub=sftddt).

The planned results presented in the 2001–02 RPP and detailed in this DPR have been recast according to these three strategic outcomes. (See p. 6 for a Crosswalk.) It is important to note that the 2001–02 DPR is part of the transition from activity-based reporting to a more results-based approach. Improvements over the next few years will further demonstrate the Secretariat's results and its benefits to Canadians.

Steps were also taken to ensure that the Secretariat's organizational structure and financial resources were well aligned with priorities. A reference level review was conducted in the fall of 2001 and a new Strategic Policy and Planning Secretariat will be created in April 2002 and it will report directly to the Secretary.

After a successful pilot phase, responsibility for the delivery of the single-window in-person Service Canada network was transferred to Human Resources Development Canada and the single-window Internet portal (the Canada site) and telephone service (1 800 O Canada) were transferred to Communication Canada. Key components of the service agenda, such as the development of a framework to promote clustered, multi-channel service delivery and service improvement targets and measurements were

integrated with the Government On-Line (GOL) initiative under the umbrella of the Chief Information Officer Branch.

Other important organizational changes include the transfer of responsibility for the Infrastructure Canada program from the Treasury Board to the Deputy Prime Minister's Office in January 2002, which was subsequently shifted by the Prime Minister to the Minister responsible for Industry in August 2002. Responsibility for Crown corporation policy and information, which was transferred from the President of the Treasury Board to the Deputy Prime Minister and Minister of Infrastructure and Crown Corporations in January 2002, was returned to the President in August 2002.

Performance Highlights

Stewardship: Sound public management of federal resources

In 2001–02, the government extended the modern comptrollership project so that it is now government-wide. The Secretariat supported this initiative by implementing key policies and frameworks and building capacity across government. A Centre of Excellence for Evaluation and a Centre of Excellence for Internal Audit were established to provide leadership, advice and support to departments and agencies for the implementation of new policies in these areas. A similar Centre helped departments integrate risk management practices into their planning and decision-making processes. These activities will help ensure that there is financial integrity of government operations as we move toward a more flexible management model. Another important element was the Secretariat's work to address the government's security agenda and the critical resource requirements of departments and agencies.

In addition to improving departmental planning and performance guidelines, efforts were made to better manage results on a government-wide basis. In December 2001, the President of the Treasury Board tabled *Canada's Performance 2001* (http://www.tbs-sct.gc.ca/media/nr-cp/2001/1206_e.html), which complements departmental performance reports by giving Canadians a national perspective on performance. The second annual *Canada's Performance* will be tabled in the fall of 2002.

Service Improvement: Citizen-centred service delivery

In line with the commitments set out in *Results for Canadians* and the *2001 Speech from the Throne,* the Secretariat continued to provide leadership in improving Canadians' access to single-window service delivery on the Internet, in person and on the telephone in both official languages, through the Service Canada and Service Improvement initiatives.

Through the Secretariat's Government On-Line initiative, which was extended to 2005 with funding from the 2001 budget, departments increased the number and range of electronic information and services, increased functionality of the Canada site and gateways to services for individuals, businesses, and clients outside Canada, and built a secure, government-wide electronic infrastructure. Privacy and information management

policies, critical to building trust in on-line services, were also developed and implemented.

The Secretariat also embodied the government's commitment to ensuring that Canadians can interact with the government in the official language of their choice in its government-wide initiatives and policies such as the recently released *Policy on Alternative Service Delivery* (ASD), which strengthens compliance with the *Official Language Act* for ASD organizations.

Human Resources Management: Modern, effective, well-managed Public Service

The *2001 Speech from the Throne* includes the government's commitment to ensuring that the Public Service of Canada is innovative, dynamic and reflective of the diversity of the country. An example of the Secretariat's work to support this commitment is the Embracing Change Action Plan, which sets out a blueprint for good human resources planning to help the Public Service become representative and inclusive.

In April 2001, the Prime Minister requested the President of the Treasury Board to lead the modernization of human resources management in the Public Service and constituted a supporting task force. The Secretariat supported the work of the President and the task force and prepared for its forthcoming recommendations and potential legislative changes. The Secretariat continued to modernize human resources policies and programs with the introduction of the new *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* and the revision of the *Policy on the Prevention and Resolution Harassment in the Workplace.*

In recognition of the Secretariat's lead role in modernizing the Public Service the Leadership Network was transferred to the Secretariat from the Privy Council Office.

B. Crosswalk of Strategic Outcomes, RPP Business Lines and Planned Results for 2001–02

The planned results, as presented in the Secretariat's RPP for 2001–02 and being reported on in this DPR, have been recast according to three strategic outcomes. The table below maps the 2001–02 business lines and planned results2 to the Secretariat's strategic outcomes.

Strategic Outcomes	RPP 2001–02 Business Lines	RPP 2001–02 Planned Results
Stewardship: Sound public management of federal resources	Expenditure Management and Planning Comptrollership	➢ Resources are allocated to align with government priorities ➢ Facilitation of decision making by providing appropriate information and analysis ➢ Improve the state of modern comptrollership in all departments and agencies ➢ Improve the extent to which integrated financial and non-financial performance information is available and used in support of decision making and public reporting ➢ Strengthen results-based management so that this approach is embedded in management thinking, frameworks and actions
Service Improvement: Citizen-centred service delivery	Service and Innovation Information Management and Information Technology	➢ Improved citizen access to easy, convenient, seamless government programs and services across all delivery channels in the official language of their choice ➢ Greater citizen satisfaction with government services that are timely, fair, competent, courteous and of high quality ➢ Government organizations that are more responsive, innovative, efficient and service-oriented ➢ Provision of leadership and expertise for innovation, organizational performance and service improvement

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2 Results with respect to official languages are split between the Human Resources Management outcome and the Service Improvement outcome.

Strategic Outcomes	RPP 2001–02 Business Lines	RPP 2001–02 Planned Results
		➢ Continuing implementation of Government On-Line ➢ Integrated governance frameworks that set standards, guide investments, and manage risks ➢ Strategic use of information technology to provide an affordable, responsive and innovative information management system that allows easy access for citizens, members of Parliament, regional delivery agencies, provinces and territories ➢ Proactive, open and effective communications with Canadians and parliamentarians
Human Resources Management: A modern, effective, well-managed Public Service	Human Resources Management	➢ A results-based approach to human resources management that helps public service employees deliver better services to Canadians. ➢ Responsible spending ➢ A values-based, diverse and inclusive Public Service

Reporting information on the Secretariat Administration Business Line and the Special Programs Business Line – Infrastructure Canada is located on page 26 and page 28 respectively.

C.   *Expenditure Overview*

Expenditures for the Treasury Board of Canada Secretariat for fiscal year 2001–02 totalled $1.6 billion.

The largest portion (86% or $1,336.7 million) of these expenditures was the contribution to employee benefit plans on behalf of all federal government departments and agencies. These contributions relate to the employer's share of health, income maintenance and life insurance premiums. Included in this amount are payments under the *Special Retirement Arrangements Act*. Also included are pay equity payments and employer costs for pension, benefits and social security plans to which local employees engaged outside of Canada are subject.

The Secretariat's key strategic outcomes, along with Secretariat Administration and the Special Programs – Infrastructure Canada are responsible for the remaining 14 per cent, or $217.2 million of total expenditures. The key performance accomplishments and expenditures by strategic outcome are detailed on the following pages.

Figure 1
Treasury Board of Canada Secretariat
Use of Resources 2001-02
($ millions)

Stewardship	44.8
Service Improvement	48.0
Human Resources Management	77.9
Secretariat Administration	39.0
Infrastructure Canada	7.5

Centrally Administered Funds 86% (1,336.7)

Program Expenditures 14% (217.2)
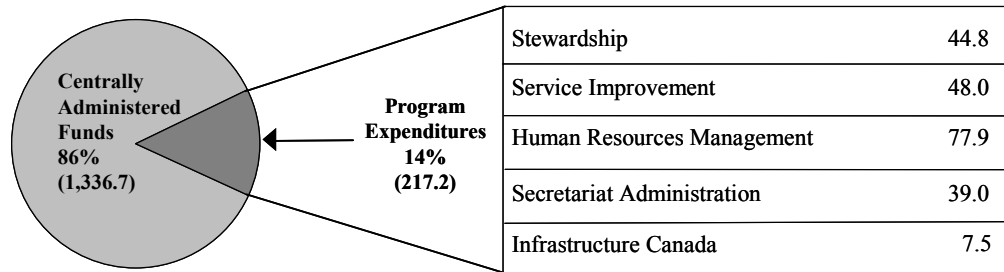
Total Expenditures = 1,553.9

Section II: Departmental Performance by Strategic Outcome

A. Stewardship

> ***Sound public management of federal resources***

Context and background

Stewardship is about ensuring that resources are properly managed, generate results consistent with government priorities and provide value for the taxpayer's dollar. While sound public management of federal resources depends on the actions of all federal departments and agencies, the Secretariat's role is to provide ongoing leadership to create and sustain an enabling environment.

Embedding modern management practices across government is an important step in nurturing this environment and requires a change in culture and a sustained effort over the long term. The year 2001–02 was dedicated to strengthening foundation elements such as the formal implementation of key policies and building capacity across government. These efforts will assist the government in further improving stewardship over time.

Figure 2
Stewardship
Use of Resources 2001-02
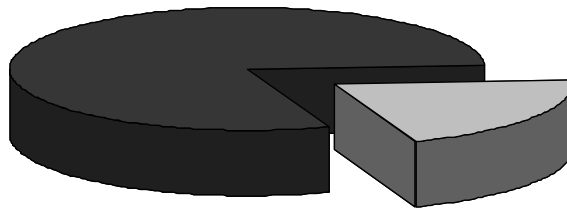
$44.8 million
21% of Program Expenditures

Results

Federal resources are aligned with government priorities

In the face of continually evolving government priorities and issues, the Secretariat provides timely and relevant advice to the Treasury Board on resource allocation. The

options provided reflect a government-wide perspective and offer innovative alternatives that lead to better governance.

✓ In keeping with the federal government's commitment to Canadians for responsible spending, advice was provided on proposals for new policy initiatives and changes to existing programs. The Secretariat advised the Treasury Board on the appropriate allocation of approximately $60 billion of direct program expenditures.

✓ Working in collaboration with departments, the Secretariat identified critical risks regarding the health, safety, security, and economic well-being of Canadians. It provided advice to the Treasury Board on the allocation of $1.1 billion in additional funding in 2001–02, and $1.5 billion over the next two years, to enhance security and maintain open and efficient borders.

✓ Departmental expenditure plans (the Estimates) reflected Treasury Board allocation decisions and were tabled in Parliament in a timely manner. Please see the following Web site: (http://www.tbs-sct.gc.ca/tb/estimate/ESTIME.HTML). The tabling of these documents is an essential first step in securing the departmental funding necessary to carry out the government's business.

Highlights

In 2001–02, the Secretariat demonstrated enhanced responsiveness in its advice to the Treasury Board with respect to the allocation of resources to government priorities.

- Advice was provided on the appropriate allocation of approximately $60 billion of direct program expenditures.

- Additional funding of $1.1 billion in 2001–02 (and $1.5 billion over the next two years) was allocated in support of the government's security agenda.

Federal resources are used efficiently and effectively with prudence and probity.

The Secretariat develops corporate frameworks and policies to guide departments and agencies and promotes appropriate application across government. Particular focus in 2001-02 was placed on the formal implementation of key supporting instruments that took effect in 2001 and on capacity building across government.

To a large extent these instruments are part of the Modern Comptrollership initiative, which was extended across government in 2001–02. By April 2002, 70 departments and agencies started implementing modern management practices, a dramatic increase over the 15 pilots from the previous year. Of these, 44 organizations had completed, or were about to complete, baseline assessments of their capacities for modern management and are developing or implementing the associated action plans.

The Secretariat also managed employee compensation and pensions, which exceed $9.5 billion annually, and assisted the Public Service Pension Advisory Committee in developing a strategic framework for assessing the design, financing, and funding of the Public Service pension plan.

<u>Policy implementation support</u>

✓ Through the Centre of Expertise for Risk Management, the Secretariat provided leadership, advice, and support to departments and agencies for strengthening risk management practices. To support capacity building, a course on risk management in the Public Service was developed and a tool was produced for use in 2002–03 to assess government-wide progress on the implementation of the Integrated Risk Management Framework. (http://www.tbs-sct.gc.ca/rm-gr/home-accueil.asp?Language=E) Departments are establishing risk management functions, developing corporate risk profiles, and integrating risk considerations into their planning and decision-making processes.

✓ Similar Centres were established for Evaluation and for Internal Audit to support the successful implementation of the revised policies on evaluation and internal audit effective April 1, 2001. Both Centres engaged in a wide range of capacity building and policy implementation activities to meet the growing evaluation and audit needs of the government. For example, the Centres provided departments and agencies with guidance on more than 300 Results-Based Management and Accountability Frameworks (RMAFs) and Risk-Based Audit Frameworks (RBAFs). The use of these frameworks embeds a results focus into management practices. More information on their learning events, training strategies, and best practices can be found at the following Web sites: (http://www.tbs-sct.gc.ca/ia-vi/home-accueil_e.asp) and (http://www.tbs-sct.gc.ca/eval/home_accueil_e.asp).

✓ The Secretariat improved the management of transfer payments including funding agreements with foundations through the implementation of its *Policy on Transfer Payments* and the development of the *Policy on Alternative Service Delivery* (effective April 1, 2002). The Secretariat ensured that funding agreements with foundations and those stemming from the 2001 budget respect the new accountability and governance requirements.

✓ The Secretariat launched an active monitoring process with departments to promote early identification of weaknesses in management practices and controls and to support the resolution of deficiencies through remedial and preventative actions.

✓ To improve stewardship of federal properties that are no longer required, a new *Treasury Board Policy on the Disposal of Surplus Real Property* was introduced. The policy requires the sale or transfer of these properties in a manner that provides the best value to Canadians. (http://www.tbs-sct.gc.ca/rpm-gbi/home-accueil.asp?Language=EN)

✓ The *Government Security Policy* was revised to promote the integrity of government operations and the delivery of vital services to Canadians. The policy promotes improved protection of government assets, citizens' personal information, and enhanced business continuity planning. (http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/gsp-psg_e.html)

<u>Building professional capacity</u>

✓ To alleviate a critical shortage of staff, a record of 163 individuals in 2001–02 were recruited through the Financial Officer and Internal Auditor Recruitment and Development Program. Thirty per cent of these individuals are members of a designated group. An inventory of 85 candidates for senior financial officer positions was also completed and made available to all departments electronically.

✓ The Government of Canada Professional Development and Certification Program for the Procurement, Real Property and Materiel Management Community was launched to assist employees in improving their skills, knowledge, and expertise to exercise higher levels of delegated authority, meet the challenges of an increasingly complex business environment, and better serve clients in the delivery of programs and services to Canadians. A learning framework, a core competency profile, and other training and development tools were produced and can be found at the following Web site: (http://www.tbs-sct.gc.ca/pd-pp/home-accueil.asp?Language=EN).

✓ A three-year agreement with the Canadian Centre for Management Development (CCMD) was signed in December 2001 to support capacity building for modern comptrollership. Under this agreement, up to 5,000 public service employees can be trained in modern comptrollership principles. It also provides for learning through e-courses. (http://www.tbs-sct.gc.ca/cmo_mfc/learning/learning_events_e.asp)

Highlights

- Dramatic increases in the number of departments actively implementing modern comptrollership testify to the advancement of the stewardship agenda.

- New policies and learning programs contributed to strengthening the management of federal resources.

- New tools that will allow the Secretariat to assess government-wide progress in modernizing comptrollership have been developed.

Accountability for results throughout the Public Service is clearly defined, and key commitments and results are publicly reported.

To support *Results for Canadians* and to respond to Parliament's information needs, the Secretariat provided leadership in improving the quality of information being reported in

the Estimates and the Public Accounts of Canada. It also introduced improvements in managing results government-wide.

✓ The Public Accounts of Canada for 2000–01, including the government's financial statements, were tabled in the House earlier than ever before. The government received no qualifications from the Auditor General on its financial statements, the third such favourable opinion in a row. (http://www.pwgsc.gc.ca/recgen/text/pub-acc-e.html)

✓ In summer 2001, the Secretariat introduced new reporting principles for Departmental Performance Reports (DPRs) and Reports on Plans and Priorities (RPPs) to support departments in providing better information to Canadians and Parliament. Departmental reports now focus on strategic outcomes that reflect the long-term benefits departments provide to Canadians, and are included in a new on-line database of planning and performance information. (http://www.tbs-sct.gc.ca/rma/) To assess the effectiveness of its renewed guidance, the Secretariat reviewed the 2000-01 DPRs. Although instances of good practices were found, new reporting principles have not yet been fully integrated. Detailed results of this review can be found at the following Web site: (http://www.tbs-sct.gc.ca/rma/dpr/01-02/launch/assessment-evaluation_e.asp).

✓ Because social and economic outcomes relating to the delivery of high quality services to Canadians often involve several departments or agencies, efforts are underway to manage results on a government-wide basis. In December 2001, the President of the Treasury Board tabled a new report entitled *Canada's Performance* in the House of Commons (http://www.tbs-sct.gc.ca/media/nr-cp/2001/1206_e.html), which highlights the quality of life of Canadians, as measured by societal indicators. The Secretariat consulted Canadians and parliamentarians on the usefulness and quality of this report as well as the revised guidance for DPRs. They were satisfied with the direction of reporting and identified areas for improvement. Learning events and new management tools such as a Horizontal Results Database and a Social Union Framework Agreement (SUFA) Accountability Pilot Project were launched. See http://www.tbs-sct.gc.ca/rma/.

✓ In the 2001 budget, the Minister of Finance announced a delay in the implementation of full accrual accounting in the budget and the government's financial statements. This decision did not affect the departmental implementation of full accrual accounting, which is an important requirement of the financial information strategy (FIS). All departments are now required to prepare accrual based financial statements, resulting in improved reporting of all costs and assets. The Secretariat continued to support this implementation through new accounting policies, ongoing training, and reviewing the quality of financial data

Highlights

- Timely tabling of the Public Accounts of Canada and the implementation of full accrual accounting for departmental financial statements improved the integrity of financial reporting.

- A new report entitled *Canada's Performance 2001* was tabled and provided Canadians and parliamentarians with government-wide information on the quality of life of Canadians.

- Improved reporting guidance for Departmental Performance Reports and Reports on Plans and Priorities promote better performance information and improved accountability for results to Parliament and Canadians.

B. *Service Improvement*

Citizen-centred service delivery

Context and background

The government's service agenda aims to improve the quality, effectiveness, timeliness and efficiency of Government of Canada services, in both official languages and across all delivery channels (in-person, on the telephone, and on the Internet). It also improves citizen and business access to these services. An important element of this agenda is the effective use of information and communications technology in enhancing services and service delivery. This includes the provision of services on the Internet and the development and maintenance of appropriate policy frameworks and tools to ensure seamless, clustered, secure and private service delivery. It is also focused on measuring and setting targets for citizen and business satisfaction with Government of Canada services and on-line service delivery, and communicating government-wide progress.

Two operating principles guide service improvement in the federal government:

- Citizens and business must be at the centre of service delivery.

- A "whole-of-government" approach is essential to drive citizen- or user-centric service delivery.

While all departments and agencies are responsible for improving access to, as well as the quality and the range of services they provide, the Secretariat leads and co-ordinates the implementation of the government-wide service agenda.

The pilot phase of Service Canada (the pilot for single-window access points to Government of Canada services) was completed by March 31, 2002, and responsibility for the delivery of the Service Canada network was transferred to Human Resources Development Canada and the single window Internet portal (the Canada site) and telephone service (1 800 O Canada) were transferred to Communication Canada. Key components of the service agenda, such as the development of a framework to promote clustered, multi-channel service delivery and service improvement targets and measurement were integrated with the Government On-Line (GOL) initiative, under the umbrella of the Chief Information Officer Branch. Budget 2001 allocated $600 million over four years to implement the Government On-Line initiative by 2005.

Figure 3
Service Improvement
Use of Resources 2001-02
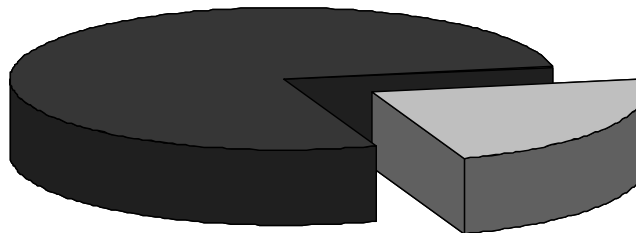
$48.0 million
22% of Program Expenditures

Results

Citizens have convenient, secure and seamless access to government programs and services across all delivery channels in the official language of their choice

Working in co-operation with departments and agencies, the Secretariat leads in the development and implementation of single-window service access points and clustered approaches to service delivery, across channels, through the Service Canada Pilot and the Service Improvement and Government On-Line initiatives. In 2001–02, the Secretariat focused on completing the Service Canada pilot; improving the main Internet portal and three electronic gateways to government services; increasing the number and availability of electronic services; building the government-wide secure, electronic service platform; and developing and communicating the key policy frameworks to ensure that there is secure and private service delivery, and that services are available in the official language of choice.

Service Canada

✓ The developmental phase of the Service Canada Pilot initiative, launched in June 1999, was successfully completed on March 31, 2002. It was designed to test various approaches to providing one-stop access to information about government programs and services over the Internet, the telephone and over the counter (in-person). Over 250,000 Canadians were served through 122 pilot in-person access centres. The government's Internet portal (http://www.canada.gc.ca/) and the 1 800 O-Canada telephone portal, operated by Communication Canada, experienced significant increased use and high satisfaction ratings over the last year. The single-window in-person network was transferred to Human Resources and Development Canada, while Communication Canada maintained responsibility for delivering the single-window telephone service (1 800 O Canada) and Internet portal (http://www.canada.gc.ca/).

Official Languages

✓ To improve the use of both official languages in the delivery of services, the Secretariat conducted a pilot project with various partners including the Francophone community of British Columbia and managers at 200 bilingual points of service. Managers' obligations under the *Official Languages Act* were reinforced and tools to improve the quality of service were identified. The Secretariat also surveyed a sample of the Francophone community in British Columbia to assess their level of satisfaction with the delivery of services in both official languages and to identify priorities for improvement. The findings from the pilot project and the survey will be available by December 2002.

Telephony

✓ The redesign of the federal government Blue Pages along citizen-centric criteria was completed ahead of schedule in – November 2001,– for all 145 telephone directories across Canada and, where possible, in co-operation with provincial and territorial governments.

✓ Extensive consultations were undertaken with departments and agencies to identify issues for telephone service improvement and a comprehensive inventory of federal call centre operations was assembled for analysis.

Government On-Line

✓ A private sector consortium was selected and contracted in June 2001 to build the secure, common electronic service delivery platform for the Government of Canada known as the "Secure Channel." Key components were completed by February 2002 including certification and authentication infrastructure; network services pilot and transition for two departments; and architecture and design for the e-services broker.

✓ To enhance electronic service delivery to Canadians, 62 "pathfinder" projects were completed by a wide range of government departments and agencies, and a third round of GOL project funding assessments was initiated to support the 2005 target of putting key government services on-line (http://www.ged-gol.gc.ca/pathfinder-expl/pathfinder-expl_e.asp). Government departments and agencies reported on their GOL plans and a government-wide report was published for the second year in a row to inform Canadians of on-line service delivery progress. (http://www.gol-ged.gc.ca/progres/progres_e.asp)

✓ For the second year in a row, the Government of Canada was rated first in the world for its leadership in e-government (by an international consultancy based on an assessment of 23 countries). (http://www.accenture.com/xd/xd.asp?it=enWeb&xd=industries\government\gove_welcome.xml)

✓ With the introduction of the information technology security component of the revised *Government Security Policy* and the new *Privacy Impact Assessment Policy*, the government now has a framework for the identification and resolution of security and privacy issues at the outset of a service delivery design or redesign initiative. http://www.tbs-sct.gc.ca/pubpol_e.html

✓ A Framework for Information Management was developed and a review of the *Management of Government Information Holdings Policy* (to be approved in 2002–03) was conducted to modernize the management of government information in the electronic age and provide departments and agencies with complete, coherent and integrated guidance.

Partnering for Service Delivery

✓ Through the completion of a new *Policy on Alternative Service Delivery,* effective April 1, 2002, the Secretariat honoured the government's commitment to Parliament and the Public Accounts Committee to strengthen accountability for Alternative Service Delivery (ASD) arrangements and respect of the spirit and intent of the *Official Languages Act*. It also enhanced the role of the Treasury Board in shaping significant ASD arrangements and introduced new reporting requirements to promote a better understanding of the extent and nature of ASD across the public sector.

✓ In June 2001, the Secretariat and the Privy Council Office held a session for the chairs of Crown Corporations to assist them in improving the governance of their respective organizations. In December 2001, the President of the Treasury Board tabled the *2001 Annual Report on Crown Corporations and Other Corporate Interests of Canada.*

Communications

✓ The Federal Identity Program (FIP) was strengthened and the Canada wordmark is increasingly being used as the government's global identifier. To support well co-ordinated communications across government, the Secretariat, Privy Council Office, Public Works and Government Services Canada, and Communication Canada developed a new *Communications Policy of the Government of Canada* that establishes a standard for all departments and agencies in providing information to Canadians. (http://www.tbs-sct.gc.ca/Pubs_pol/sipubs/comm/siglist_e.html)

✓ Three major public opinion research projects were conducted with Canadians to assess views on the organization of information and services on the Canada site. These surveys also examined opinions on privacy and security issues with respect to the on-line authentication service and the development of an on-line consultation portal.

✓ An Internet-based panel was established to provide ongoing feedback on the navigation and usability of government Web sites.

✓ An external advisory panel representing many sectors of the Canadian economy and society was established to provide advice on the GOL strategy and its implementation to the President of the Treasury Board. (http://www.gol-ged.gc.ca/pnl-grp/index_e.asp)

<u>Organizational Readiness for Human Resources</u>

✓ Work continued to identify human resources challenges associated with changes and improvements in service delivery across the government. In co-operation with departments and agencies, the Secretariat developed and issued tools to support the professional development of the Information Technology community, as well as a competency-based, community-led human resources framework. It concluded a survey of Information Management professionals to identify core competency requirements and skills gaps. The Secretariat also brought key participants in the service delivery community together to develop an action plan for professional development.

<u>Highlights</u>

- The Service Canada pilot was completed, and responsibility was transferred to Human Resources Development Canada and Communication Canada.

- Canadians can now obtain more services on-line, and 62 GOL pathfinder projects were executed to test and advance the electronic delivery of new programs and services.

- Key components of the government's secure, electronic service delivery platform were completed.

- The redesign of the federal government Blue Pages to a more client-friendly format was completed ahead of schedule.

- The revised *Government Security Policy* and the *Privacy Impact Assessment Policy* provide a new framework for the identification and resolution of security and privacy issues at the outset of a service design or redesign initiative.

- The Secretariat honoured the government's commitment to Parliament and the Public Accounts Committee to strengthen accountability for ASD arrangements and respect the spirit and intent of the *Official Languages Act*.

Citizens are satisfied with the quality of government services that are delivered through innovative organizations in a timely, courteous, competent and fair manner

Working in co-operation with departments and agencies and, where appropriate, with provinces, territories and municipalities, the Secretariat leads the setting of service improvement targets and the development and implementation of measurement and reporting tools to ensure that there is continuous service improvement, across all service

delivery channels. The government is committed to achieving a measurable improvement in Canadian's satisfaction with the delivery of key government services and progress has been made toward this goal through the Service Improvement Initiative.

✓ The results of the second *Citizens First* biennial survey (*Citizens First 2000 Report*) were published in May 2001 (http://www.ipaciapc.ca/english/menu.htm) and showed that Canadians' general impression and satisfaction with the Government of Canada's service delivery performance rose to 51 per cent from 47 per cent in 1998.

✓ Departments and agencies have used those results and those of similar surveys to adjust their service improvement planning and priorities.

✓ Six departments and agencies are leading the way in the development and implementation of service improvement plans. Other organizations began these activities during the year. For a list of these organizations, please see the following Web site: (http://www.cio-dpi.gc.ca/si-as/depart-minist/depart-minist_e.asp).

✓ Planning for the third Citizens First survey was conducted in the fall of 2001 and winter of 2002. The *Citizens First 2002* survey will be administered in spring 2002 and results are expected in the fall of 2002.

✓ The Secretariat monitored the use of the Common Measurements Tool (CMT) that departments use to assess client satisfaction and create a consistent basis for benchmarking and service improvement planning for in-person and telephone services. A report of results was completed in fall 2001. A database repository for CMT results was completed for use by the Institute for Citizen-Centred Services to measure progress across jurisdictions. The first phase of the development of the CMT as a multi-channel tool was also completed.

✓ A "how-to" guide and workshops were developed to assist organizations with the implementation of the SII. In co-operation with the Canadian Centre for Management Development and Training and Development Canada, a learning strategy and course modules on service improvement were developed.

Highlights

• Based on the *Citizens First 2000* survey results, which were published in May 2001, Canadians' overall impression of the quality of service delivery from the Government of Canada rose from 47 per cent in 1998 to 51 per cent in 2000.

• Departments and agencies are using the results of the second Citizens First survey and the application of the Common Measurement Tool to develop, adjust and implement service improvement plans.

C.   *Human Resources Management*

> *A modern, effective, well-managed Public Service*

Context and background

The Secretariat supports the Treasury Board in its role as the employer for the Public Service of Canada and ensures that the workforce and workplace reflect the realities of the 21st century. The Public Service must enlist the talent needed to meet the challenges of the knowledge-intensive economy and to replace the employees expected to retire in the next decade. In April 2001, the Prime Minister asked the President of the Treasury Board to lead the modernization of human resources management and constituted a supporting task force.

In 2001–02, the Secretariat supported the work of the task force and prepared for the implementation of its forthcoming recommendations and potential legislative changes. It also implemented a number of reforms that complement the work of the task force and addressed challenging issues such as recruitment and retention, the promotion of a diverse and inclusive Public Service, and the improvement of the classification system and of relations with the unions. The Secretariat also provided leadership in helping departments deal with human resources issues for the delivery of new and increased programming related to heightened public security.

Figure 4
Human Resources Management
Use of Resources 2001-02
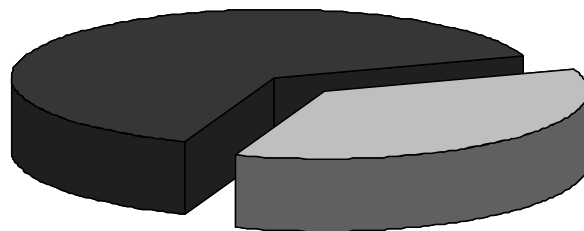
$77.9 million
36% of Program Expenditures

Results

A workforce that is productive, sustainable, and representative of the diversity of the Canadian public it serves

Employment equity, official languages, and recruitment programs support the creation of a Public Service that reflects the values and diversity of Canadian society.

✓ Significant progress was achieved toward meeting employment equity objectives Public Service-wide. Twenty-six departments and agencies met their obligations to be compliant with employment equity legislation. Representation rates for women, Aboriginal peoples, and persons with disabilities were higher than their labour market availability rates. Although there has been progress in increasing the overall representation of visible minorities, under-representation of this group as compared to their labour market availability still exists. The Secretariat will continue to implement the Embracing Change Action Plan to improve participation of members of visible minority groups.

✓ In partnership with the Canada Customs and Revenue Agency (CCRA), a pilot project was launched to support the development of a public service work environment that is conducive to the effective use of both official languages. Approximately 200 employees from both the Quebec region and the National Capital Region explored various aspects of respect in the workplace through focus group sessions and practical learning exercises. Preliminary results suggest that participants gained an awareness of the importance of respecting linguistic preferences. This approach will be applied in other governmental organizations. The final report on the project will be available in the fall of 2002.

✓ The Secretariat's ongoing recruitment efforts work to ensure that the Public Service has the talent needed today and into the next century.

➢ A new University Recruitment Program has been implemented within the Secretariat with the objective of hiring 48 new permanent entry-level officers over the next two years. To further the Secretariat's employment equity objectives, half of these will be members of visible minority groups. At the end of the program 24 of the trained recruits will be placed in other departments. As of January 2002, 12 officers were hired.

➢ To address shortages of specialists in the areas of human resources and compensation, the Secretariat developed and implemented new recruitment and development programs. These programs provided assistance with salaries for up to one year and trained 100 new recruits in the human resources community and 90 compensation specialists. A 40 per cent representation rate for visible minority members was achieved in the human resources recruits.

✓ The Federal Public Sector Youth Internship Program is delivered in partnership with the YMCA through a contribution agreement to enable under-employed and unemployed young Canadians to acquire the skills they need to enter the labour market. In 2001–02, over 1,000 young Canadians benefitted from internships in the federal public sector. Approximately 50 per cent of these interns are youth at risk who receive pre-internship training and have regular contact with a YMCA counsellor.

Efforts continued to ensure that there is a fair compensation and benefits regime for the Public Service and a work environment that supports learning opportunities for employees.

✓ The Secretariat has identified viable options for a tailored classification reform program. It will be flexible, gender neutral, and conducive to recruiting and retaining the diverse workforce needed in the Public Service.

✓ To improve benefits, collective agreements were amended to reflect the changes to the *Employment Insurance Act* regarding maternity and parental situations. New types of leave such as Volunteer Leave and Personal Leave were introduced in many collective agreements.

✓ In recognition of the Secretariat's efforts to support learning opportunities and its lead role in modernizing the Public Service, the Leadership Network was transferred in April 2001 to the Secretariat from the Privy Council Office. The network promotes leadership principles throughout the Public Service and provides support to deputy ministers and assistant deputy ministers.

Highlights

The federal Public Service made progress to better reflect Canadian society.

- Twenty-six departments and agencies comply with employment equity legislation and the representation rates for women, Aboriginal peoples, and persons with disabilities were higher than their labour market availability rates.

- A pilot project to create a work environment conducive to the use of both official languages was conducted with over 200 employees from the Canada Customs and Revenue Agency. Preliminary results suggest an increased sensitivity for respecting individual linguistic preferences.

- A new University Recruitment Program was launched. Over the next few years, 48 entry-level officers will be hired within the Secretariat. Twelve officers were hired in 2001–02.

- Over 1,000 young Canadians benefitted from internships in the federal Public Service.

The work environment is healthy and enabling

This year, the Secretariat responded to the concerns raised by the 1999 Public Service Employee Survey by ensuring that the work environment remains safe, well-equipped, and conducive to employee well-being. Key elements of the Secretariat's work in this area include the following:

✓ The Secretariat issued a guide entitled *Towards an Exemplary Workplace: Our Obligation to Promote and Ensure Work-Life Balance in the Federal Public Service* in May 2001. This guide and learning events helped departments implement work-life balance initiatives.

✓ To ensure that employees are treated fairly, the Secretariat launched the *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* on November 30, 2001, and the Office of the Public Service Integrity Officer was created. It also revised its *Policy on the Prevention and Resolution of Harassment in the Workplace* in June 2001, which focuses on prevention and complaint resolution.

✓ Public service travel has been modernized to support work-life balance objectives. Due to a revision to rates and allowances, public servants now benefit from similar services afforded to private sector business travellers, while still supporting the use of government suppliers and services leading to increased administrative efficiency and reduced costs.

✓ Employees, managers, and human resources professionals have access to a "*my*HR" Web site that includes toolkits on pay, benefits, pensions, workplace issues, and staffing.

The second Public Service Employee Survey was developed in consultation with departmental and union representatives. This survey addresses employee satisfaction with a number of issues including work-life balance, communication, career development, and the use of both official languages in the workplace. The results are to be released in December 2002.

A number of joint management and union initiatives were undertaken to ensure that managers, employees, and their representatives enjoy productive relationships.

✓ The Secretariat and the Public Service Alliance of Canada (PSAC) agreed to develop a joint learning program and conduct a joint study on issues regarding term employment. The mandate was extended and seed funding for 2002-03 was provided for the Joint Career Transition Committee (JCTC). The JCTC provides career transition services to employees and is co-managed by the Secretariat and bargaining agents. In addition, the National Joint Council, a partnership between the federal government and union representatives, became the forum of choice for consultation and co-development on issues regarding human resources modernization.

✓ New collective agreements with unions representing a majority of public service employees were negotiated, signed, and implemented on time. Cross-country briefings were conducted with managers on the terms of the new agreements.

✓ The Secretariat acted as the National Strike Operations Centre during the PSAC labour disruptions in August and September 2001. It ensured that line departments acted in a consistent manner and that the employer's response to labour disruption was consistent with the overall bargaining objectives.

Highlights

- The Secretariat issued a guide entitled *Towards an Exemplary Workplace: Our Obligation to Promote and Ensure Work-Life Balance in the Federal Public Service.*

- The *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* was implemented and the *Policy on Prevention and Resolution of Harassment in the Workplace* was revised.

- Numerous joint management and union initiatives were undertaken to build more co-operative and productive working relationships between the employer and the federal public service unions.

D. *Secretariat Administration*

Context and background

Reflecting the values outlined in *Results for Canadians*, the Secretariat's administration is focused on managing resources; supporting a modern, effective, and representative workforce; and constantly improving client-centred corporate service delivery. These efforts are being carried out within the Modern Comptrollership initiative and support government-wide efforts to improve human resources management and put government services on-line.

Figure 5
Secretariat Administration
Use of Resources 2001-02

$39.0 million
18% of Program Expenditures
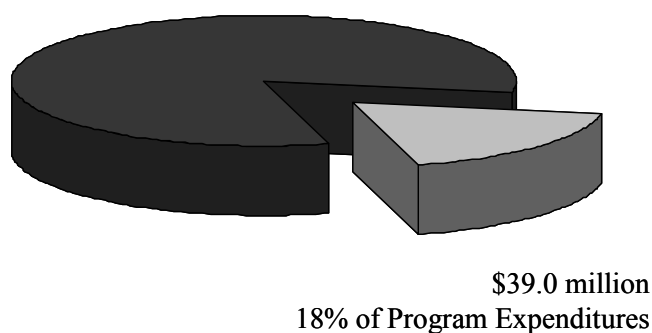
Results

The Secretariat achieves its objectives while managing within the principles of *Results for Canadians*

The action plan to implement modern comptrollership within the Secretariat is focussed on diligent strategic and financial planning and the integration of risk management. In the fall of 2001, a reference level review was conducted to ensure that the Secretariat's financial resources were aligned with priorities.

The Secretariat also launched an initiative to develop an integrated risk management framework for the Secretariat and participated on the interdepartmental Integrated Risk Management Implementation Council. In addition, the Secretariat proceeded to the final steps of acquiring a business intelligence tool that will provide managers with the integrated financial and non-financial information needed to make informed decisions, manage risks, and monitor results. Internal audit and evaluation functions were also strengthened this past year. An Internal Audit and Evaluation Division was established

and a supporting committee constituted to guide audit and evaluation planning and review report findings and management action plans. A risk-based approach was used to select audits and evaluations and two audits were completed.

A Human Resources Plan for TBS was published in the fall of 2001 to address the fundamental human resources issues facing the Secretariat. Four issues were identified: workload management and work-life balance, recruitment and retention, leveraging knowledge and learning, and public service human resources policies and programs, such as official languages, employment equity, and awards and recognition. A champion has been assigned to each of the issues and has provided leadership and direction for supporting initiatives. In 2001–02, a number of initiatives were launched; for example, pilot programs for compressed work weeks and telework, team development training, special events to promote employment equity, and a revamped awards and recognitions program.

As part of government-wide GOL efforts, the Secretariat is making its Web site a more user-friendly reference tool by ensuring that all documents are compliant with the Treasury Board Common Look and Feel Standards. (http://www.cio-dpi.gc.ca/clf-upe/index_e.asp) During 2001–02 the conversion work continued and senior management approved the design of the restructured site. The restructured site will be operational by January 2003.

E.   Special Programs – Infrastructure Canada

Context and Background

Responsibility for the Infrastructure Canada program, which was transferred from the Treasury Board to the Deputy Prime Minister's Office in January 2002, has been shifted to the Minister responsible for Industry, in response to the realignment of responsibilities within the federal government announced by the Prime Minister in August 2002.

The 2000 federal budget provided $2.65 billion of funding for the physical infrastructure program. It is a national initiative, intended to complement and augment the existing capacity of provincial, territorial, and municipal governments to invest in physical infrastructure. The program has two components: municipal infrastructure ($2.05 billion), called Infrastructure Canada (http://www.tbs-sct.gc.ca/ino-bni/), and a highways component ($600 million), called the Strategic Highway Infrastructure Program, administered by Transport Canada (http://www.tc.gc.ca/SHIP/menu.htm).

The Infrastructure National Office (INO) is responsible for the design and implementation of the Infrastructure Canada Program (ICP).

In support of the priorities outlined in the *1999 Speech from the Throne*, Infrastructure Canada seeks to enhance municipal infrastructure in urban and rural communities across the country and improve Canadians' quality of life through investments that protect our environment and support long-term economic growth. With contributions from provincial, territorial, and municipal partners, as well as the private sector, Infrastructure Canada will have approximately $6 billion to invest in infrastructure.

Green municipal infrastructure is the program's first priority and a key goal of the Secretariat's Sustainable Development strategy (http://www.tbs-sct.gc.ca/pubs_pol/partners/sds-sdd_e.html). Eligible projects include water and wastewater systems and capital expenditures to retrofit or improve the energy efficiency of buildings and facilities owned by local governments. Other priorities include local transportation infrastructure, cultural and recreational facilities, tourism-related infrastructure, rural and remote telecommunications, high-speed Internet access, and affordable housing.

Figure 6
Infrastructure Canada
Use of Resources 2001-02
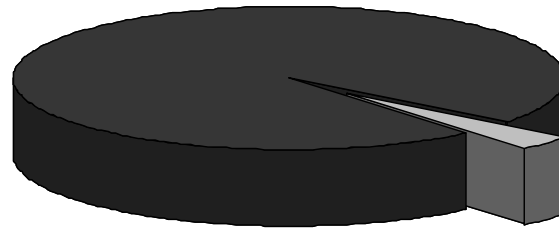
$7.5 million
3% of Program Expenditures

Results

Putting in place accountability and governance structures for the sound management of resources

Infrastructure Canada agreements have been signed between the Government of Canada and the provinces and territories. These agreements define the relationship between the federal government and each provincial or territorial government.

Joint federal-provincial and federal-territorial management committees have been established in each jurisdiction to review projects using the selection criteria detailed in each Infrastructure Canada agreement.

A national governance and accountability framework was completed and made available to program stakeholders. The INO ensured that the federal regional delivery agencies were developing acceptable audit plans in accordance with the established timeframe. Finally, a program evaluation framework was developed and implemented by the INO by the end of October 2001.

Co-ordinating the approval of ICP projects based on priorities

As at March 31, 2002, a total of 1,716 projects had been approved across Canada valued at $1.95 billion of investments ($534 million of which was the federal share). Of all investments, 56 per cent had been made in green municipal infrastructure, well over the overall national target of 47 per cent. All jurisdictions with the exception of Prince Edward Island were meeting their specific green investment target. The INO ensured that the P.E.I. federal-provincial management committee has taken steps to meet its target in due time.

Ensuring comprehensive ICP Project reporting and monitoring

The INO provided Canadians and parliamentarians with timely information on the program and its achievements through a Web site (http://www.tbs-sct.gc.ca/ino-bni/default.asp) containing general information and another containing searchable, project-specific information on all projects announced under ICP.

The INO managed the development and deployment of the Shared Information Management System for Infrastructure (SIMSI), which provides sophisticated, innovative on-line project registration, approval, and monitoring capabilities. SIMSI was fully operational on schedule and within budget by the summer of 2001. As projects proceed and sufficient data is collected, SIMSI reports will provide an overview of the type of investments being made in each jurisdiction and the benefits they will bring to Canadians (e.g. the number of new households connected to water or sewage treatment systems). This will enable the government to report directly on the effects and improvements the program is having on the lives of Canadians.

Support for the development of a National Guide on Sustainable Municipal Infrastructure

The INO provided contribution funding to the Federation of Canadian Municipalities and the National Research Council in the development of the National Guide on Sustainable Municipal Infrastructure, a compendium of technical best practices and a decision-making and investment-planning tool.

Section III: Reporting on Government-wide Initiatives

Departments are required to report on certain government-wide themes and initiatives. This section provides information on the Secretariat's progress on implementing its Sustainable Development Strategy and its approach to procurement and contracting. Modernizing comptrollership within the Secretariat as well as efforts to address key human resources issues and put information on-line are an integral part of the administration of the Secretariat. Progress on these initiatives can be found in Section D, "Secretariat Administration."

Sustainable Development

This year, the Secretariat introduced its second Sustainable Development Strategy (SDS). The current strategy for the period 2001 through 2003 was tabled in Parliament on February 14, 2001, and can be found at (http://www.tbs-sct.gc.ca/pubs_pol/partners/sds-sdd_e.asp).

The strategy is structured around four goals; multiple actions or commitments are indicated for each goal. The four goals are as follows:

1. Facilitating solutions and supporting departments in achieving sustainable development goals;

2. Investing in infrastructure to improve the quality of life for Canadians;[3]

3. Enhancing the Secretariat's capacity to take sustainable development into account in its programs and activities;

4. Reducing the environmental impact of our operations.

During the past year, significant efforts were dedicated to the development of a work plan to support the Secretariat's SDS. Each Assistant Secretary endorsed the work plan and the specific activities under their responsibility. The work plan has translated the strategies into concrete actions and, as a result, strengthened awareness of SD within the senior management team while clarifying accountability.

This year marks the Secretariat's initial effort to report SD progress against the inventory database from the Commissioner of the Environment and Sustainable Development. This information can be found at http://www.tbs-sct.gc.ca/report/TBSPerf/sd-dd/sdpr-redd_e.asp.

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[3] In January 2002, Infrastructure Canada was transferred out of the Secretariat. Subsequent reports will include information on the remaining three goals only.

Procurement and Contracting

The Secretariat's approach to the management of contracting and procurement furthers its modern comptrollership objectives by ensuring that the goods and services needs of the Secretariat are met in a timely manner and that policies and guidelines are respected.

Contracting and procurement activity within the Secretariat is centralized. While managers have delegated authority to enter into contracts, a centralized contracting section provides advice and guidance on all aspects of the contracting process and creates contract documents and financial commitments. The Secretariat also has a Contract Review Committee that reviews all contracts with an estimated value of $10,000 or more. To encourage compliance and processing time, the process for issuing service contracts with an estimated value of $10,000 or less was streamlined. Procurement of goods is also carried out centrally with the exception of purchases made using acquisition cards for low dollar value items.

Appendix A: Financial Performance

Table 1: Summary of Voted Appropriations

Table 1 details resources voted by Parliament and the actual usage of those resources by the Secretariat.

Financial Requirements by Authority ($ millions)

Vote		Planned Spending	2001–02 Total Authorities	Actual
	Management Board Program			
1	Operating Expenditures[1]	104.1	195.2	183.4
2	Grants and Contributions[2]	22.1	21.7	20.2
(S)	President of the Treasury Board – Salary and motor car allowance[3]	0.1	0.1	0.1
(S)	Contributions to Employee Benefits Plans	12.6	13.3	13.3
(S)	Court awards	-	-	-
(S)	Refunds of amounts credited to revenues in previous years	-	0.2	0.2
(S)	Spending proceeds from the disposal of surplus Crown Assets	-	-	-
5	Government Contingencies[4]	750.0	561.8	-
10	Government-wide Initiatives[4]	132.6	2.5	-
15	Collective Bargaining[4]	-	0.4	-
20	Public Service Insurance	1,061.2	1,066.0	988.5
(S)	*Public Service Pension Adjustment Act*	0.1	-	-
(S)	*Special Retirement Arrangements Act*	-	4.7	4.7
(S)	Unallocated employer contributions made under the *Public Service Superannuation Act* and other retirement acts and the *Employment Insurance Act.*	-	288.0	288.0
(S)	Payments for the pay equity Settlement pursuant to section 30 of the *Crown Liability and Proceedings Act*	-	55.5	55.5
	Total	**2,082.8**	**2,209.4**	**1,553.9**

[1] Total Authorities include $97.7M reported in the 2001-02 Main Estimates plus additional funding of $97.5M as follows: $60.9M from the 2001-02 Supplementary Estimates, transfers in from government-wide initiatives ($31.8M) such as the Government-on-Line project, the Employment Equity Positive Measures and Embracing Change Programs, and for transfers in for Collective Agreements ($4.8M). Actual expenditures were $11.8M less than anticipated. This is primarily in the area of Recruitment, Learning and Retention as well as delays in staffing and a reduction in operating expenditures across the Secretariat as a result of a number of initiatives slowing down until completion of the Reference Level Review.

[2] Actual expenditures were less than anticipated with the Youth Internship Program.

[3] Planned Spending is $52,122. Authorities and Actual Spending are $67,988.

[4] Centrally-financed votes reflect permanent transfers to other departments that reduced the Secretariat's Authorities. The Departmental Performance Reports of recipient departments show these authorities and actual expenditures.

Table 2: Departmental Planned Spending Versus Actual Spending by Business Line

Table 2 details resources (in $ millions) used by business line, in comparison to the resources voted by Parliament as indicated in Table 1.

Business Lines[1]	FTEs	Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Expenditure Management and Planning							
Secretariat Operations							
(Planned Spending)	158	15.1	-	-	15.1	-	15.1
(Total Authorities)	*182*	*18.2*	*0.4*	*-*	*18.6*	*-*	*18.6*
(Actuals)	**166**	**17.5**	**0.4**	**-**	**17.9**	**-**	**17.9**
Centrally-administered Funds							
(Planned Spending)	-	750.0	-	-	750.0	-	750.0
(Total Authorities)	*-*	*561.8*	*-*	*-*	*561.8*	*-*	*561.8*
(Actuals)	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Comptrollership							
Secretariat Operations							
(Planned Spending)	164	19.6	-	-	19.6	0.1	19.5
(Total Authorities)	*214*	*26.2*	*0.4*	*-*	*26.6*	*0.1*	*26.5*
(Actuals)	**200**	**26.6**	**0.4**	**-**	**27.0**	**-**	**27.0[2]**
Centrally-administered Funds							
(Planned Spending)	-	8.4	-	-	8.4	-	8.4
(Total Authorities)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
(Actuals)	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Service and Innovation							
Secretariat Operations							
(Planned Spending)	60	6.2	-	-	6.2	-	6.2
(Total Authorities)	*91*	*10.8*	*0.1*	*-*	*10.9*	*-*	*10.9*
(Actuals)	**85**	**10.8**	**0.1**	**-**	**10.9**	**-**	**10.9**
Centrally-administered Funds							
(Planned Spending)	-	-	-	-	-	-	-
(Total Authorities)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
(Actuals)	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Information Management and Information Technology							
Secretariat Operations							
(Planned Spending)	67	8.1	-	-	8.1	0.5	7.6
(Total Authorities)	*222*	*37.5*	*0.7*	*-*	*38.2*	*0.5*	*37.7*
(Actuals)	**182**	**35.1**	**0.7**	**-**	**35.8**	**-**	**35.8**
Centrally-administered Funds							
(Planned Spending)	-	100.0	-	-	100.0	-	100.0
(Total Authorities)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
(Actuals)	**-**	**-**	**-**	**-**	**-**	**-**	**-**

[1] Centrally Administered Funds reflect permanent transfers to other departments that reduced the Secretariat's authorities. The Departmental Performance Reports of recipient departments show these authorities and actual expenditures.

(Table 2, *cont'd*)

Business Lines[1]	FTEs	Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Human Resources Management Secretariat Operations							
(Planned Spending)	337	38.5	-	18.6	57.1	2.6	54.5
(Total Authorities)	*497*	*69.7*	*1.7*	*18.6*	*90.0*	*2.9*	*87.1*
(Actuals)	**467**	**62.2**	**1.7**	**17.7**	**81.6**	**1.7**	**79.9**
Centrally-administered Funds							
(Planned Spending)	-	1,202.4	-	-	1,202.4	117.0	1,085.4
(Total Authorities)	*-*	*1,534.4*	*-*	*-*	*1,534.4*	*117.0*	*1,417.4*
(Actuals)	**-**	**1,473.3**	**-**	**-**	**1,473.3**	**136.6**	**1,336.7**
Corporate Administration Secretariat Operations							
(Planned Spending)	276	27.9	-	-	27.9	-	27.9
(Total Authorities)	*291*	*39.8*	*1.6*	*-*	*41.4*	*-*	*41.4*
(Actuals)	**284**	**36.6**	**1.6**	**-**	**38.2**	**-**	**38.2**
Centrally-administered Funds							
(Planned Spending)	-	-	-	-	-	-	-
(Total Authorities)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
(Actuals)	-	-	-	-	-	-	-
Special Programs – Infrastructure Canada							
(Planned Spending)	17	4.7	-	3.5	8.2	-	8.2
(Total Authorities)	*17*	*4.9*	*-*	*3.1*	*8.0*	*-*	*8.0*
(Actuals)	**15**	**5.0**	**-**	**2.5**	**7.5**	**-**	**7.5**
Total							
(Planned Spending)	1,079	2,180.9	-	22.1	2,203.0	120.2	2,082.8
(Total Authorities)	*1,514*	*2,303.3*	*4.9*	*21.7*	*2,329.9*	*120.5*	*2,209.4*
(Actuals)	**1,399**	**1,667.1**	**4.9**	**20.2**	**1,692.2**	**138.3**	**1,553.9**

Other Revenues and Expenditures							
Non-Respendable Revenues							
(Planned Spending)							7.4
(Total Authorities)							*8.5*
(Actuals)							**8.5**
Cost of Services provided by other departments							
(Planned Spending)							15.3
(Total Authorities)							*12.6*
(Actuals)							**12.6**
Net Cost of the Secretariat							
(Planned Spending)							2,090.7
(Total Authorities)							*2,213.5*
(Actuals)							**1,558.0**

[2] The small overexpenditure relates to a timing difference between the receipt of funding and the expenditures made for maternity leave, payments in lieu of leave, and severance payments. These costs are funded centrally and will be recovered in 2002–03 under the Treasury Board's carry forward policy. On an accrual accounting basis, this difference does not exist."

Table 3: Historical Comparison of Departmental Planned Spending Versus Actual Spending by Business Line

Table 3 provides an historical perspective on how resources are used (in $ millions) by the Secretariat.

Business Lines[1]	Actual 1999–2000	Actual 2000–01	2001–02		
			Planned Spending	Total Authorities	Actual
Expenditure Management and Planning					
Secretariat Operations	15.1	15.9	15.1	18.6	17.9
Centrally-administered Funds	-	-	750.0	561.8	-
Comptrollership					
Secretariat Operations	24.7	21.4	19.5	26.5	27.0[2]
Centrally-administered Funds	-	-	8.4	-	-
Service and Innovation					
Secretariat Operations	9.0	9.8	6.2	10.9	10.9
Centrally-administered Funds	-	-	-	-	-
Information Technology and Information Management					
Secretariat Operations	25.9	25.3	7.6	37.7	35.8
Centrally-administered Funds	-	-	100.0	-	-
Human Resources Management					
Secretariat Operations	79.7	56.4	54.5	87.1	79.9
Centrally-administered Funds	950.4	4,004.1	1,085.4	1,417.4	1,336.7
Corporate Administration					
Secretariat Operations	31.0	39.5	27.9	41.4	38.2
Centrally-administered Funds	-	-	-	-	-
Special Programs – Infrastructure Canada					
Secretariat Operations	0.6	6.2	8.2	8.0	7.5
Total	**1,136.4**	**4,178.6**	**2,082.8**	**2,209.4**	**1,553.9**

[1] Centrally Administered Funds reflect permanent transfers to other departments that reduced the Secretariat's authorities. The Departmental Performance Reports of recipient departments show these authorities and actual expenditures.

[2] The small overexpenditure relates to a timing difference between the receipt of funding and the expenditures made for maternity leave, payments in lieu of leave, and severance payments. These costs are funded centrally and will be recovered in 2002–03 under the Treasury Board's carry forward policy. On an accrual accounting basis, this difference does not exist."

Table 4: Crosswalk Between Strategic Outcomes and Business Lines

Table 4 identifies the resource relationship between Strategic Outcomes and Business Lines.

Management Board Program

Strategic Outcomes / Business Lines	Steward-ship	Service Improve-ment	Human Resources	Secretariat Administra-tion	Special Programs – Infrastruc-ture Canada	Total
Expenditure Management and Planning						
(Planned Spending)	765.0			0.1		765.1
(Total Authorities)	*580.3*			*0.1*		*580.4*
(Actuals)	**17.8**			**0.1**		**17.9**
Comptrollership						
(Planned Spending)	27.9					27.9
(Total Authorities)	*26.5*					*26.5*
(Actuals)	**27.0**					**27.0[1]**
Service and Innovation						-
(Planned Spending)		5.6		0.6		6.2
(Total Authorities)		*10.3*		*0.6*		*10.9*
(Actuals)		**10.2**		**0.7**		**10.9**
Information Management / Information Technology						
(Planned Spending)		107.6				107.6
(Total Authorities)		*37.7*				*37.7*
(Actuals)		**35.8**				**35.8**
Human Resources Management						
(Planned Spending)	1,061.2	2.0	76.7			1,139.9
(Total Authorities)	*1,414.6*	*2.3*	*87.6*			*1,504.5*
(Actuals)	**1,336.7**	**2.0**	**77.9**			**1,416.6**
Corporate Administration						
(Planned Spending)				27.9		27.9
(Total Authorities)				*41.4*		*41.4*
(Actuals)				**38.2**		**38.2**
Special Programs – Infrastructure Canada						
(Planned Spending)					8.2	8.2
(Total Authorities)					*8.0*	*8.0*
(Actuals)					**7.5**	**7.5**
Total						
(Planned Spending)	1,854.1	115.2	76.7	28.6	8.2	2,082.8
(Total Authorities)	*2,021.4*	*50.3*	*87.6*	*42.1*	*8.0*	*2,209.4*
(Actuals)	**1,381.5**	**48.0**	**77.9**	**39.0**	**7.5**	**1,553.9**

[1] The small overexpenditure relates to a timing difference between the receipt of funding and the expenditures made for maternity leave, payments in lieu of leave, and severance payments. These costs are funded centrally and will be recovered in 2002–03 under the Treasury Board's carry forward policy. On an accrual accounting basis, this difference does not exist.

Table 5: Revenues by Business Line ($ millions)

Respendable Revenues ($millions)

Business Lines	Actual 1999–2000	Actual 2000–01	Planned Revenues	2001–02 Total Authorities	Actual
Expenditure Management and Planning	-	-	-	-	-
Comptrollership	0.5	-	0.1	0.1	-
Service and Innovation	-	0.2	-	-	-
Information Technology and Information Management	0.2	0.1	0.5	0.5	-
Human Resources Management					
Secretariat Operations	1.1	2.4	2.6	2.9	1.7
Centrally-administered Funds	56.4	69.3	117.0	117.0	136.6
Corporate Administration	-	-	-	-	-
Special Programs – Infrastructure Canada	-	-	-	-	-
Total Respendable Revenues	**58.2**	**72.0**	**120.2**	**120.5**	**138.3**
Non-respendable Revenues					
Revenue from Parking Fees	7.9	8.1	7.4	8.5	8.5
Total Non-respendable Revenues	**7.9**	**8.1**	**7.4**	**8.5**	**8.5**

Table 6: Statutory Payments by Business Line ($ millions)

Business Lines	Actual 1999–2000	Actual 2000–01	Planned Spending	2001–02 Total Authorities	Actual
Expenditure Management and Planning[1]	**1.9**	**1.8**	**2.1**	**1.9**	**1.9**
Comptrollership[1]	**1.9**	**2.1**	**2.1**	**2.1**	**2.1**
Service and Innovation[1]	**0.7**	**0.9**	**0.7**	**0.5**	**0.5**
Information Technology and Information Management[1]	**1.6**	**1.5**	**0.9**	**1.4**	**1.4**
Human Resources Management					
Contributions to Employee Benefit Plans	4.2	17.2	4.2	4.4	4.4
Public Service Pension Adjustment Act	0.1	0.1	0.1	-	-
Unallocated employer contributions made under the *Public Service Superannuation Act* and other retirement acts and the *Employment Insurance Act*	-	13.8	-	288.0	288.0
Special Retirement Arrangements Act	-	-	-	4.7	4.7
Payments for the Pay equity Settlement pursuant to section 30 of the *Crown Liability and Proceedings Act*	-	3,020.9	-	55.5	55.5
Total	**4.3**	**3,052.0**	**4.3**	**352.6**	**352.6**
Corporate Administration					
President of the Treasury Board – Salary and Motor car allowance	0.1	0.1	0.1	0.1	0.1
Contributions to Employee Benefit Plans	2.5	2.6	2.6	2.8	2.8
Court Awards	-	0.1	-	-	-
Refunds of amounts credited to revenues in previous years	0.2	-	-	0.2	0.2
Total	**2.8**	**2.8**	**2.7**	**3.1**	**3.1**
Special Programs – Infrastructure Canada[1]	**0.1**	**0.3**	**-**	**0.2**	**0.2**
Total Statutory Payments	**13.3**	**3,061.4**	**12.8**	**361.8**	**361.8**

[1] Contribution to Employee Benefits Plans.

Table 7: Transfer Payments by applicable Business Line ($ millions)

Table 7 summarizes the transfer of resources (in $ millions) to individuals or organizations.

Business Lines	Actual 1999–2000	Actual 2000–01	Planned Spending	2001–02 Total Authorities	Actual
GRANTS					
Service and Innovation					
Centre Francophone d'informatisation des organisations	-	0.1	-	-	-
Comptrollership					
CCAF-FCVI (formerly the Canadian Comprehensive Auditing Foundation)	0.1	0.1	-	-	-
Total Grants	**0.1**	**0.2**	**-**	**-**	**-**
CONTRIBUTIONS					
Information Management and Information Technology					
Canadian Standards Association[1]	-	-	-	-	-
Human Resources Management					
Youth Internship Program	36.0	36.0	18.6	18.6	17.7
United Way	0.2	0.2	-	-	
Conference Board of Canada	0.1	0.1	-	-	-
TBS Corporate Administration	-	-	-	-	-
Special Programs – Infrastructure Canada				-	-
Federation of Canadian Municipalities to develop the National Guide to sustainable Municipal Infrastructure	-	-	3.5	3.1	2.5
Total Contributions	**36.3**	**36.3**	**22.1**	**21.7**	**20.2**
OTHER TRANSFER PAYMENTS					
Human Resources Management					
Public Service Insurance[2]	0.1	0.3	0.3	0.3	0.3
Public Service Pensions[3]	0.1	0.1	0.1	0.1	0.1
Total Other Transfer Payments	**0.2**	**0.4**	**0.4**	**0.4**	**0.4**
Total Transfer Payments	**36.6**	**36.9**	**22.5**	**22.1**	**20.6**

[1] Actual 2000–01 ($10,000).
[2] Benefit Plan for survivors of employees slain on duty.
[3] *Public Service Pension Adjustment Act*: Authorities and Actuals.

Table 8: Contingent Liabilities ($ millions)
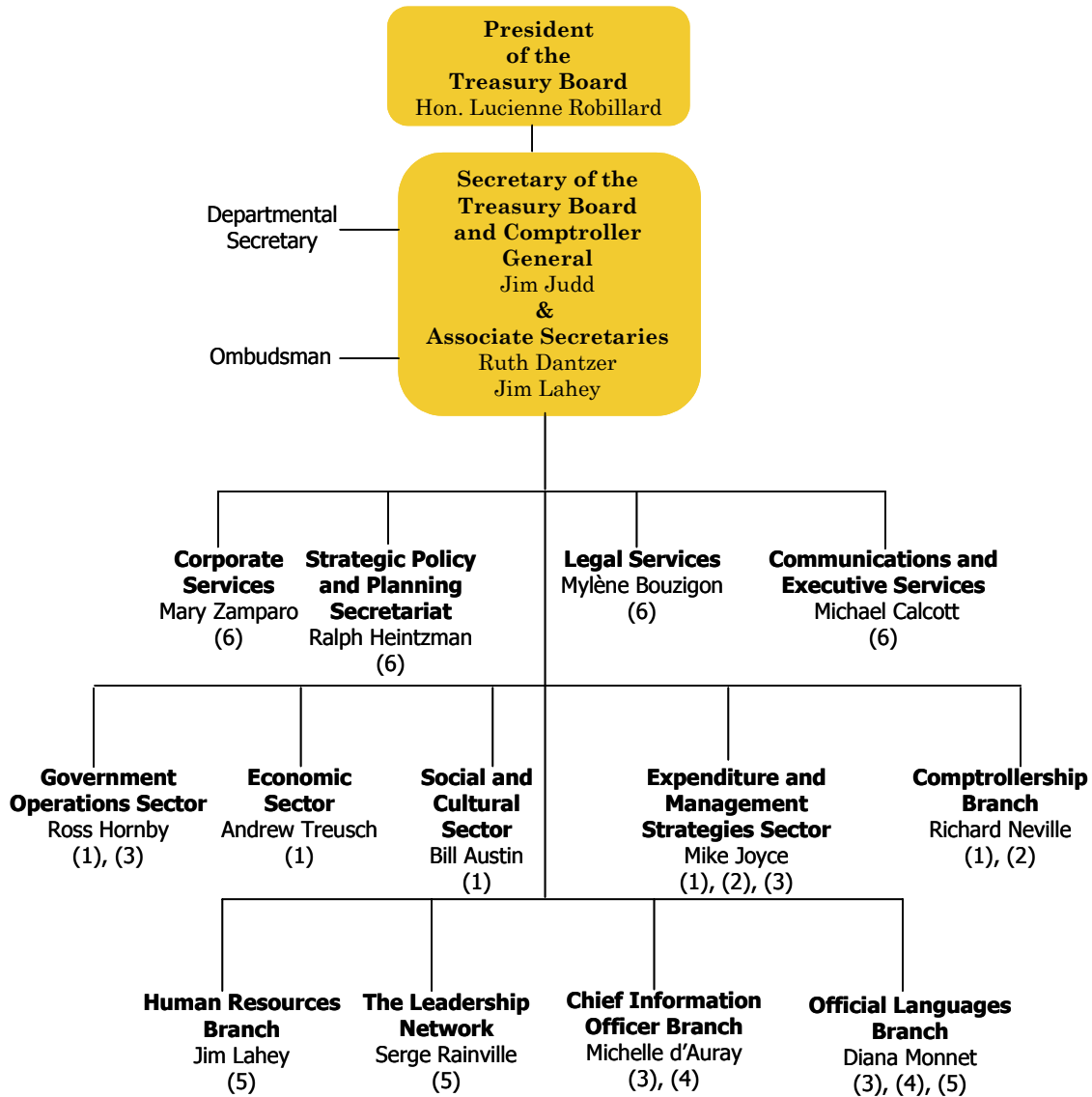
List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 2000	March 31, 2001	March 31, 2002
Pending and Threatened Litigation	30,300.0	30,041.1	30,014.2
Total	-	-	

Appendix B: Current Organization of the Secretariat

Organizational Chart

More information on the organization of the Secretariat can be found at the following Web site: http://www.tbs-sct.gc.ca/.

**President
of the
Treasury Board**
Hon. Lucienne Robillard

Departmental Secretary

**Secretary of the
Treasury Board
and Comptroller
General**
Jim Judd
&
Associate Secretaries
Ruth Dantzer
Jim Lahey

Ombudsman

**Corporate
Services**
Mary Zamparo
(6)

**Strategic Policy
and Planning
Secretariat**
Ralph Heintzman
(6)

Legal Services
Mylène Bouzigon
(6)

**Communications and
Executive Services**
Michael Calcott
(6)

**Government
Operations Sector**
Ross Hornby
(1), (3)

**Economic
Sector**
Andrew Treusch
(1)

**Social and
Cultural
Sector**
Bill Austin
(1)

**Expenditure and
Management
Strategies Sector**
Mike Joyce
(1), (2), (3)

**Comptrollership
Branch**
Richard Neville
(1), (2)

**Human Resources
Branch**
Jim Lahey
(5)

**The Leadership
Network**
Serge Rainville
(5)

**Chief Information
Officer Branch**
Michelle d'Auray
(3), (4)

**Official Languages
Branch**
Diana Monnet
(3), (4), (5)

Notes

* **The numbers in the chart refer to Business Line Accountabilities. (See page 44.)**
** **This chart reflects the organizational structure at time of publication.**

Approved Business Lines

1. Expenditure Management and Planning: Government-wide resource allocation consistent with government priorities and the fiscal framework

2. Comptrollership: Management practices that focus on results and values, integrate financial and non-financial results information for planning and reporting, respond to risks responsibly, and provide appropriate systems of control

3. Service and Innovation: An innovative, citizen-centred Public Service that responds to Canadians' priorities for service improvement and is committed to the goal of delivering services that meet or exceed their expectations

4. Information Management and Information Technology: Affordable and responsive delivery of government services through the strategic use of information management and information technology

5. Human Resources Management: A Public Service that is results-driven, values-based, representative, learning, and among the best in the world

6. Corporate Administration: To provide effective corporate services that support all business lines in meeting their objectives

Appendix C: Transfer Payments

The Federal Public Sector Youth Internship Program

This Program was renewed on a permanent basis and successfully launched in 2000–01, so that unemployed and under-employed youth continue to have an opportunity to obtain valuable work experience, make business contacts, and develop their resumes.

Between April 1, 2001, and the end of March 2002, more than 900 new internship opportunities have been identified in host departments, agencies and Crown corporations for nine month terms and over 1,000 young interns have been placed.

Over $17M was spent in 2001–02 for the remuneration of interns and youth support services. The planned spending for 2001–02 was $18M.

Through ongoing surveys, mentors and interns in host organizations report a high degree of satisfaction with all aspects of the Program. (http://www.tbs-sct.gc.ca/yip-psj/english/whatisit.html)

Appendix D: Additional Resources

Key Legislation Administered by the Secretariat

Alternative Fuels Act

Employment Equity Act

Federal Real Property Act

Financial Administration Act

Official Languages Act

Public Service Employment Act

Public Service Staff Relations Act

Public Service Superannuation Act

The responsibilities under the *Access to Information Act* and the *Privacy Act* are shared between the President of the Treasury Board as minister and the Minister of Justice.

List of Statutory Annual Reports

Administration of the *Members of Parliament Retiring Allowances Act*

Administration of Part II of the *Public Service Superannuation Act*

Administration of Part I and part III of the *Public Service Superannuation Act*

Administration of the *Supplementary Retirement Benefits Act*

Application of the *Alternative Fuels Act*

Employment equity in portions of the Public Service referred to in paragraph 4(1)(b) of the *Employment Equity Act*

Annual Report on Crown Corporations and Other Corporate Interests of Canada

Cost certificates, valuation reports and assets reports filed pursuant to *the Public Pensions Reporting Act*

The Secretariat's annual report on the *Access to Information Act and the Privacy Act*

Annual Report on Official Languages

Relevant Web Sites

Treasury Board of Canada Secretariat
http://www.tbs-sct.gc.ca

Branches/Sectors

Chief Information Officer
http://www.cio-dpi.gc.ca/home_e.html

Comptrollership Branch

http://www.tbs-sct.gc.ca/cmo_mfc/

Government Operations Sector
http://www.tbs-sct.gc.ca/gos-sog/gos_home_e.htm

HR CONNEXIONS
http://www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html

Infrastructure National Office
http://www.tbs-sct.gc.ca/ino-bni/

Official Languages Branch
http://www.tbs-sct.gc.ca/ollo/

Resource Planning and Expenditure Management
http://www.tbs-sct.gc.ca/tb/rpem/homee.html

Leadership Network
http://www.leadership.gc.ca/

TBS Web site on Regulatory Issues
http://www.tbs-sct.gc.ca/ri-qr