



Treasury Board of Canada Secretariat

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

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*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

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

Comments or questions can be directed to the TBS Internet site or to:

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Treasury Board of Canada Secretariat

Departmental Performance Report

For the period ending March 31, 2000

A handwritten signature in black ink, reading "Lucienne Robillard". The signature is written in a cursive style with a horizontal line underneath the name.

Lucienne Robillard
President of the Treasury Board

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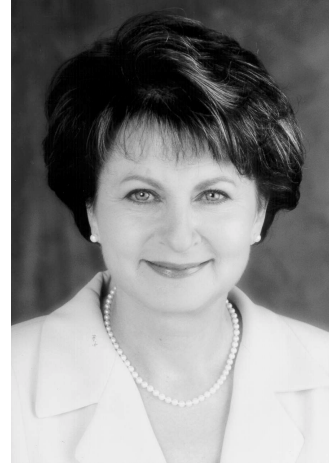
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Message from the President

As the President of the Treasury Board, I am pleased to table the *Departmental Performance Report of the Treasury Board of Canada Secretariat* for the period ending March 31, 2000.

This government is committed to ensuring that Canadians receive the best possible information about government activities. Openness is a central component of a healthy democracy and critical to promoting a sense of public ownership of government. I firmly believe that this Departmental Performance Report, like those tabled by my colleagues in other departments and government agencies, is an essential means by which to ensure accountability and to bring government closer to the people it serves.



This report outlines, in a comprehensive manner, the key results achieved by the Treasury Board of Canada Secretariat during the 1999–2000 fiscal year. The Secretariat's mandate for the Management Board Program is wide-ranging. This is reflected in the breadth of information contained herein: achievements in areas as diverse as Year 2000 preparedness, determining adequate levels of resources for the integrity of core government programs, modernizing comptrollership practices, improving service delivery, initiating Government On-Line, and promoting a more representative and inclusive public service. Of special note this year was the tabling of *Results for Canadians: A Management Framework for the Government of Canada*, which is a blueprint to guide the modernization of management practices for the coming years.

As we enter the 21st century, everything we do as a government, every program we design and every service we deliver, must be focused on meeting citizens' needs and expectations. To accomplish this, we need to focus on building new partnerships, providing transparent, innovative government and achieving results. We have made progress in all of these areas.

I invite you to read this document and gauge our success by comparing our promises with our achievements.

A handwritten signature in black ink that reads "Lucienne Robillard". The signature is written in a cursive, flowing style.

Lucienne Robillard
President of the Treasury Board

Executive Summary: The Performance of the Management Board Program

This is the Secretariat's first performance report of the century and, happily, the transition to the new millennium was made without any major technical difficulties. The



Frank Claydon
Secretary of the Treasury Board
and Comptroller General of Canada

Secretariat's work in co-ordinating the government-wide response to the Year 2000 threat helped smooth that transition.

During the 1999–2000 fiscal year, the Secretariat developed a management framework for the Public Service of Canada that highlights the four main commitments of federal public service management: its focus on citizens, public service values, managing for results, and responsible spending. The document *Results for Canadians: A Management Framework for the*



http://www.tbs-sct.gc.ca/res_can/siglist_e.html

Government of Canada, tabled in Parliament by the President of the Treasury Board in March 2000, outlines

the role of the management board as a catalyst for improving management practices.

The agenda for change presented in *Results for Canadians* includes six important initiatives on which some progress has been made in the past fiscal year. They are **citizen-centred service delivery, Government of Canada On-Line, modern comptrollership, improved reporting to Parliament, program integrity, and developing an exemplary workplace**. The Secretariat has provided a framework, but these initiatives can only be achieved in partnership with all departments and agencies.

The first-ever Public Service Employee Survey, the largest of its kind worldwide, identified workplace issues that need to be addressed if the government is to create an exemplary workplace. The survey achieved an unprecedented response rate of 55 per cent and showed that 87 per cent of the public service is proud of the work that they do.

The Program Integrity review of 1999–2000 resulted in additional funds of \$1.2 billion for 2000–01 and \$1 billion for each of the next two fiscal years. With the annual budgetary deficit eliminated, the Secretariat conducted this review to ensure that the

Results for Canadians Major Change Initiatives

- ◆ Citizen-centred Service Delivery
- ◆ Government of Canada On-Line
- ◆ Modern Comptrollership
- ◆ Improved Reporting to Parliament
- ◆ Program Integrity
- ◆ Developing an Exemplary Workplace

government's capacity to deliver existing programs that are essential for the health and safety of Canadians, or critical to sustaining high quality public services, remained intact.

Citizen-centred service delivery encompasses two key components: Service Canada and improving client satisfaction. Service Canada is designed to improve access to government programs and services using 1-800-O-Canada, the Canada Site (<http://www.canada.gc.ca/>) and Service Canada access centres. The last of these, a network of over 100 in-person access centres, served approximately 34,000 citizens in the last quarter of the 1999–2000 fiscal year. The national "Citizens First 2000" survey will provide a benchmark against which departments can assess service improvements, with a goal of increasing client satisfaction over the next five years by at least 10 per cent.

During 1999–2000 the Secretariat established the foundation upon which Government On-Line will be built. The Government On-Line initiative is looking to improve electronic service to Canadians and to forge stronger relationships with citizens. The vision, set out in the *1999 Speech from the Throne*, committed to giving Canadians electronic access to all government information and services by 2004.

Progress towards modern comptrollership continued during the last fiscal year with 12 departments, representing 55 per cent of government expenditures, participating in pilot projects. Efforts to improve reporting to Parliament continued with the establishment of a Web site for Parliamentarians that provides information on program spending and results.

External Factors and Management Challenges

During the 1990s, the Government of Canada eliminated the annual budgetary deficit and regained the ability to make investment choices for Canadians. Today's government faces new challenges: it operates in a complex world and must adapt to new realities. Economic and political globalization, technological advances, the knowledge economy, demographic transformations, shifting public priorities and changing structures of federalism are forcing change on the government.

Yet these challenges are, in fact, great opportunities to improve the quality of life for Canadians and advance Canada's place in the world. *Results for Canadians* will guide government as it meets the challenges and takes advantage of these opportunities.

Secretariat Overview

Mandate, Mission and Vision

The Treasury Board is one of four Cabinet committees of the Queen's Privy Council of Canada. It was established in 1867 and given statutory powers in 1869. The Board consists of the President of the Treasury Board (Chairperson), the Minister of Finance, and four other ministers appointed by the Governor in Council. Alternate members are also appointed.

The Treasury Board of Canada Secretariat (the Secretariat) is the administrative arm of the Treasury Board. It is headed by a Secretary-Comptroller General, who reports to the President of the Treasury Board.

Mandate

The Secretariat's dual mandate is to support the Treasury Board as a committee of ministers and to fulfil the statutory responsibilities of a central agency within government.

Mission

The Secretariat is dedicated to helping the Government of Canada manage its human, financial, information and technology resources prudently and in a manner that best supports the government's objectives and priorities.

Vision

The Secretariat is an integrated, strategic and policy-oriented organization providing single-window service, leadership and facilitation to help departments improve their management practices, to achieve desired results, to provide whole-of-government advice for ministerial decision making and to account to Parliament and Canadians.

Roles and Responsibilities

Treasury Board







In 1997, the Prime Minister designated the Treasury Board as the government's management board and charged it with providing leadership to improve management practices. The management board must lead the government's movement towards quality service and excellence while focusing on citizens, public service values, results and responsible spending.

The Treasury Board provides advice to the government on how its resources should be managed, and ensures that Parliament and Canadians have the information needed to hold the government accountable. The Treasury Board also acts as the employer of the federal public service.

Treasury Board of Canada Secretariat

In support of the management board agenda to improve management practices across the government, the Secretariat works with departments and agencies in different ways as summarized in the following chart.

The Secretariat's Key Responsibilities for Improving Management Practices

-  Acting as a catalyst for change and working with departments and agencies to develop integrated, accessible, citizen-focused services across the Government of Canada.
-  Championing results-based management by linking resources to results on a whole-of-government basis and ensuring timely and accurate reporting to Parliament.
-  Supporting responsible spending in the government's program base by actively monitoring control systems and compiling information sufficient to assess program performance and program integrity across the government.
-  Ensuring effective overall control through leadership in the setting of management frameworks and standards, focusing on risk management, paying early attention to control deficiencies, and delegating authority to departments and agencies commensurate with their capacity to manage resources and report on results.
-  Developing and implementing, with departments and agencies, a Government of Canada management agenda focused on practical improvement in areas such as comptrollership, informatics and service delivery.
-  Working with departments and agencies in the continual promotion of public service values and the development of an exemplary workplace characterized by support for the employee and the encouragement of initiative, trust, openness, communication and respect for diversity.

These activities to improve the management practices across government complement the Secretariat's long-standing, traditional role of advising the Treasury Board on policies, directives, regulations and proposals for program expenditure related to the management of the government's financial, human and material resources. The Secretariat also provides support to the Treasury Board in its role as the employer of the federal public service. For example, on Treasury Board's behalf, the Secretariat negotiates collective agreements with federal public sector unions.

The Secretariat works with departments, agencies, and Crown corporations to ensure that the government's overall policy directions are consistent and characterized by appropriate program design and costing, prudent risk-management strategies and clear articulation of anticipated results. It advises on and develops new policy initiatives, and frameworks, major agreements and adjustments to existing programs to maintain their effectiveness.

Organization and Accountability Structure

Management Board Program

Since publishing the 1999–2000 Report on Plans and Priorities (RPP) in March 1999, the department has streamlined its three programs—Central Administration of the Public Service; Government Contingencies and Centrally Financed Programs; and Employer Contributions to Employee Benefit Plans Program—into one: the Management Board Program¹. This change in the Planning, Reporting and Accountability Structure (PRAS) took place in August 1999. This performance report is based on the new structure.

¹ Please note that the “Management Board Program” and “the Secretariat” are used interchangeably throughout this report.

Organization and Accountability Structure

Figure 1



Secretariat Performance

Key Result Commitments in Societal Context

The [Speech from the Throne](http://www.pco-bcp.gc.ca/sft-ddt/doc/fulltext_e.htm) (http://www.pco-bcp.gc.ca/sft-ddt/doc/fulltext_e.htm) sets out the broad goals and directions of the government, and thus provides the government-wide priorities against which results can be measured. The following table relates the Secretariat's key result commitments to these government-wide priorities, announced in the Speech from the Throne.

1999 Speech from the Throne

Commitments towards *a dynamic economy* and *advancing Canada's place in the world*:

• through prudent fiscal management

• through skills and knowledge for the 21st century

Key Result Commitments	Demonstrated by	See page
Government-wide resource allocation consistent with government priorities and the fiscal framework.	Resources allocated to align with government priorities.	12
	Facilitation of decision making by providing for appropriate information and analysis.	12
Management practices that focus on results and values, that integrate financial and non-financial results information for planning and reporting, that respond to risks responsibly and that provide appropriate systems of control.	Appropriate standards for departmental and government-wide management of resources.	14
	Responsible stewardship of public resources.	14
	Capable staff supporting departmental management of resources and results.	15
	Credible, relevant reporting of plans and performance.	16
An innovative, citizen-centred public service that responds to Canadian priorities for service improvement, and is committed to the goal of delivering services that meet or exceed their expectations.	Improved citizen access to the federal government.	18
	Increased citizen satisfaction with government services.	19
	Government organizations that are more responsive, innovative, efficient and service-oriented.	19

Key Result Commitments	Demonstrated by	See page
A public service that is results-driven, values-based, representative, learning and the best in the world.	Modern and effective human resources management and fulfilment of employer responsibilities in the key results areas articulated in <i>The Framework for Good Human Resources Management in the Public Service</i> : <ul style="list-style-type: none"> ➤ a well-led public service ➤ a workforce built on values ➤ a productive workforce ➤ an enabling work environment ➤ a sustainable workforce 	24
Affordable, responsive and secure delivery of government services through the strategic use of Information Management / Information Technology (IM/IT).	A smooth transition to Year 2000.	21
	A strategic IM/IT infrastructure that provides a secure and trusted environment to conduct business with citizens and the private sector.	21
	Successful adoption of integrated governance frameworks to manage risks, guide investments and set standards.	22
	A highly competent government IM/IT workforce.	22
Physical infrastructure investments that enhance the quality of Canada's environment or support long-term economic growth or improve community infrastructure, and that introduce the best technologies, new approaches and best practices, where feasible.	Implementation of Government On-Line.	23
	Commitments met under the Canada Infrastructure Works Program. Establishment of Infrastructure Canada.	31

• through infrastructure for the 21st century

Commitment to *developing our children and youth*:

Commitment	Demonstrated by	See page
A Federal Public Sector Youth Internship Program that provides youth and youth at risk with access to work experience.	Evaluation of the program.	26, 32

Commitment to *ensuring the quality of our environment*:

Commitment	Demonstrated by	See page
Implementation of the Secretariat's Sustainable Development Strategy to ensure that policies reflect principles of sustainable development and the environmental impact of the Secretariat's operations is reduced.	Continued implementation of the 1997–2000 strategy and development of the next three-year strategy.	34

Commitment to *building stronger communities*:

Commitment	Demonstrated by	See page
Provision of a framework within which all levels of government can report publicly on the effectiveness of social programs as committed to in the Social Union Framework.	Development of the accountability framework in partnership with other levels of government.	16

Program Expenditures

Expenditures for the Management Board Program totalled \$1.1 billion.

The largest portion (84 per cent or \$950.4 million) of these expenditures were contributions 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. Also included in this amount are payments under the *Public Service Pension Adjustments Act* of 1959 and the *Special Retirement Arrangements Act*, as well as employer costs for pension, benefits and social security plans to which local employees engaged outside of Canada are subject.

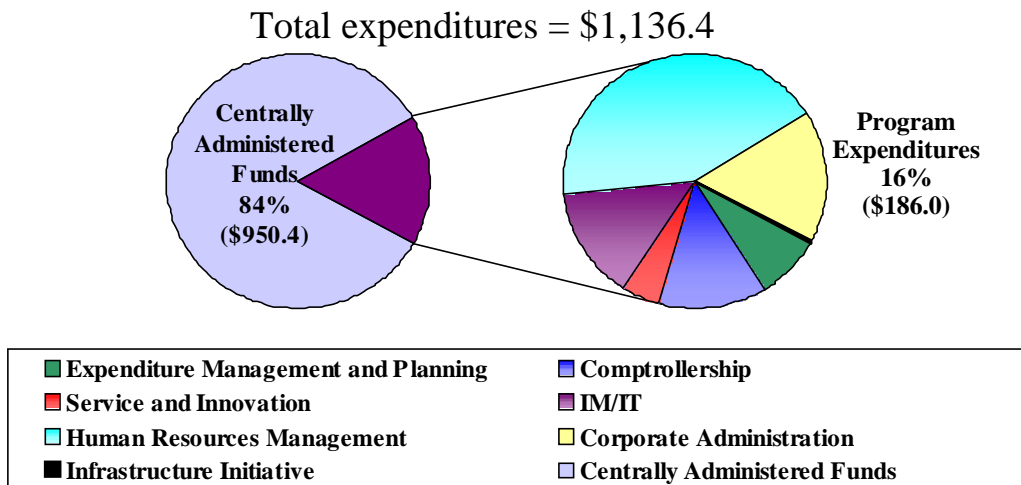
The program’s seven business lines are responsible for the remaining 16 per cent, or \$186.0 million of the total expenditure. The key performance accomplishments and expenditures by business line are detailed on the following pages.

Management Board Program

Figure 2

Use of Resources 1999–2000

(\$ millions)



Performance Accomplishments by Business Line

Expenditure Management and Planning Business Line

Resources allocated to align with government priorities, as demonstrated by:

- ✓ Additional funds approved in the 2000 budget of \$1.2 billion in fiscal year 2000–01 and approximately \$1 billion in each of the next two fiscal years, to be invested in areas essential to the health and safety of Canadians or critical to sustaining high-quality public services.

The government allocated these funds on the basis of advice provided by the Secretariat concerning government's capacity to deliver existing programs. This advice results from a Program Integrity review, which will be a continuing part of the government's priority-setting process on issues of resources and management.

- ✓ The tabling of accurate and timely Main and Supplementary Estimates in Parliament following collaboration with departments.
- ✓ Management of the allocation of the Government Contingencies Vote, which provided interim spending authority, with Treasury Board approval, for urgent requirements arising after Main Estimates and pending specific approval from Parliament in Supplementary Estimates.
- ✓ The provision of advice to the Treasury Board (TB), departments and other central agencies on policy, program and expenditure management issues.

This advice primarily focused on the approximately \$50 billion direct program expenditures by the federal government (operating and capital expenditures by departments and agencies; grants and contributions; and, funding to Crown corporations).

Facilitation of decision making by providing appropriate information and analysis, as demonstrated by:

- ✓ The advancement, by means of cross-Secretariat teams, of an integrated perspective on the issues facing departments and agencies, including policy, program delivery, expenditure and management issues.

*Key Result Commitment:
Government-wide resource allocation consistent with government priorities and the fiscal framework.*

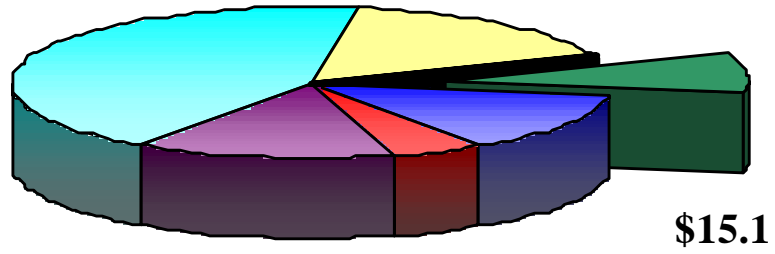


<http://www.tbs-sct.gc.ca/tb/estimate/estime.html>

Expenditure Management and Planning

Figure 3

Use of Resources 1999–2000
(\$ millions)



Comptrollership Business Line

Appropriate standards for departmental and government-wide management of resources, as demonstrated by:

- ✓ The progressive implementation of Modern Comptrollership principles over the next decade.

Twelve pilot departments, representing 55 per cent of government expenditures, volunteered by March 2000 to spearhead this initiative. Assessment of capacity and related plans were completed for five of the pilot departments. Using the [roadmap](http://www.tbs-sct.gc.ca/CMO_MFC/publications.htm) (http://www.tbs-sct.gc.ca/CMO_MFC/publications.htm), which was updated in September 1999, pilot departments are expected to achieve significant progress toward a shared goal of modernization by 2001.

Modernization of comptrollership across the government is expected to take seven to ten years. Building on a strong base of sound management practices, modern comptrollership will enable decision-makers to make more appropriate choices and communicate them, thereby leading to better service for Canadians and better public policy for the achievement of results.

- ✓ The development and publication of *Results for Canadians: A Management Framework for the Government of Canada*.

This framework describes the agenda for change that departments and agencies must adopt to provide programs that are citizen-focused, values-based, and results-oriented, while spending responsibly.

Responsible stewardship of public resources, as demonstrated by:

- ✓ Implementation of the Financial Information Strategy (FIS), including full accrual accounting.

The strategy remains on target for its deadline of April 1, 2001. By April 1, 2000, 35 departments and agencies had successfully implemented their new financial systems and connected them to the new Public Works and Government Services Canada (PWGSC) central systems. Implementation of FIS will allow costs to be linked to activities and results. FIS is essential for the integration of performance information, the stewardship of resources and the accountability for results that are expected by Canadians. FIS will also move the government's basis of accounting closer to that of the private sector by recording the cost of its physical assets (e.g. land, buildings, equipment) on its balance sheet.

Key Result Commitment:
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.



http://www.tbs-sct.gc.ca/CMO_MFC/events_index.htm



http://www.tbs-sct.gc.ca/fin/FIS/FIS_SIF_e.html

- ✓ The completion of a new [Treasury Board Policy on Transfer Payments](http://www.tbs-sct.gc.ca/Pubs_pol/dcgpubs/TBM_142/ptp_e.html) (http://www.tbs-sct.gc.ca/Pubs_pol/dcgpubs/TBM_142/ptp_e.html) for implementation by departments on June 1, 2000.

This policy reinforces the management framework for the administration of the government's grants and contributions programs.

- ✓ The launch of a new [Policy on the Disposal of Surplus Moveable Crown Assets](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/MaterielManage/dsmca_e.html) (http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/MaterielManage/dsmca_e.html), effective February 10, 2000.

The goals of the policy are to obtain the highest net value for assets through disposal; to ensure that the process is characterized by prudence, honesty and integrity; to protect the environment and the health and safety of persons; and to treat heritage items appropriately.

Other initiatives in progress to improve the government's stewardship of public resources include the following:	
<i>Risk Management</i>	Determining key elements of an integrated risk-management framework and best practices.
<i>Procurement</i>	Establishing a modern framework for procurement so that departments can better serve the public while offering opportunities to Canadian suppliers.
<i>Internal Audit</i>	Completing a study of audit in the federal government as part of the revision of the internal audit policy.
<i>Program Evaluation</i>	Determining the resources needed to evaluate programs and ensure "value for money" as part of results-based management.
<i>Receivables Management</i>	Preparing a draft revised policy to ensure that government accounts receivable are managed fairly, efficiently and effectively, and that risk of loss is minimized.

Capable staff to promote sound management of public resources in order to achieve results, as demonstrated by:

- ✓ The completion of a Financial Officer Competency Profile—A Self-Assessment Tool, and, in partnership with the financial community, the completion of a Universal Classification Standard (UCS) Reference Tool.

These tools promote professionalism in the financial community. A recruitment and development program for financial officers and internal auditors was managed on behalf of all federal departments and agencies. In 1999–2000, 105 university graduates were recruited, a 20 per cent increase from two years previous.

- ✓ The design of 14 courses to strengthen the management of physical resources in the federal government, and their delivery to the procurement, materiel and asset management community.

Credible, relevant reporting of plans and results-based performance information, as demonstrated by:

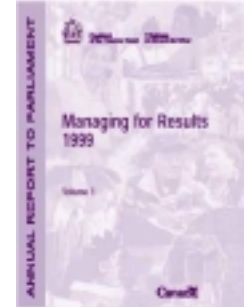
- ✓ The focus on results in serving Canadians in the departmental planning and performance reports.

This enables parliamentarians and Canadians generally to judge the value of the results achieved for the public resources spent.

- ✓ The acceptance by Parliament of the government's proposals for improving the quality of the information in the departmental reports (*37th Report of the Standing Committee on Procedures and House Affairs: Improved Reporting to Parliament Project – Phase 2: Moving Forward*).

- ✓ The government's overview report on performance, [Managing for Results](#), which proposed a more comprehensive approach to reporting results, tabled in the House of Commons in October 1999.

The report now includes information on results achieved for Canadians on both interdepartmental and intergovernmental initiatives as well as results for departmental programs.



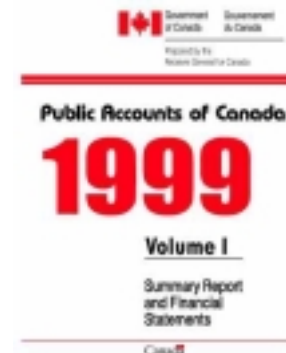
http://www.tbs-sct.gc.ca/report/govrev/mfr99_e.html

- ✓ The implementation of a method to measure and report on performance that responds to the performance reporting and accountability principles of the Social Union Framework Agreement. It will improve reporting to Canadians on the effectiveness of social programs.

- ✓ The tabling of [Public Accounts](#) (<http://www.pwgsc.gc.ca/text/pubacc-e.html>), (for the fiscal year ended March 31, 1999) in the House of Commons in October 1999, about which the Auditor General expressed no reservations.

- ✓ The provision of a pilot Web site for members of Parliament, including all tabled Estimates documentation, *Managing for Results*, and departmental planning and performance reports.

Thus the information on program spending and results was readily available to help them carry out their duties as parliamentarians efficiently.

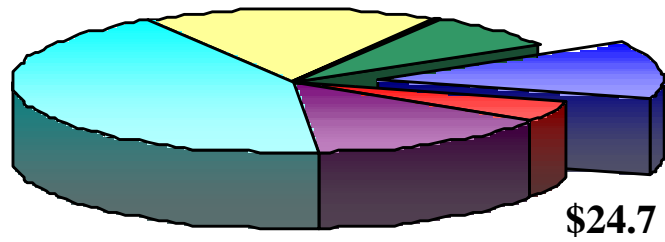


<http://www.pwgsc.gc.ca/text/pubacc-e.html>

Comptrollership

Figure 4

Use of Resources 1999–2000
(\$ millions)



Service and Innovation Business Line

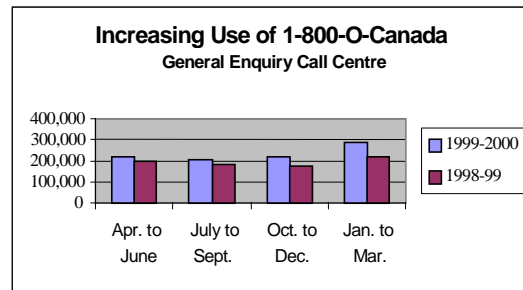
Improved citizen access to government programs and services, as demonstrated by:

- ✓ The continued implementation of Service Canada, an initiative for multi-channel service delivery (in-person, Internet, and telephone) that provides Canadians with one-stop access to federal programs in a fast, reliable, convenient and cost-effective manner, including:
 - A network of over 100 Service Canada in-person access centres established in communities across Canada as part of a pilot project involving 13 departments and agencies.

Over 100 partners (provincial, territorial and municipal governments as well as libraries) are participating in seven community networks. Approximately 34,000 citizens have been served at these recently established centres during the first three months of the Year 2000.

- Integration of the Canada Site (Internet portal) and “1-800-O-Canada” (the Government of Canada’s general enquiry call centre) by PWGSC into the Service Canada delivery network.

In 1999–2000, the Canada Site recorded 23.8 million requests for “pages,” and 12,000 e-mail messages, 70 per cent of which were requests for information. The 1-800-O-Canada line received 929,993 calls in this same period. The Secretariat has developed the requirements for state-of-the-art Internet and telephone portals, including the provision of fully bilingual services, in collaboration with PWGSC.



- ✓ A revision of the “Blue Pages” of government programs and services in public telephone directories so that programs and services are listed functionally.

This co-operative effort involving provincial and municipal governments and the private sector is at various stages of completion, depending on provincial and municipal participation. A full-scale rollout is underway throughout Ontario. All Government of Canada listings will be revised by December 2001.

Key Result Commitment:
Innovative, citizen-centred public service that responds to Canadians’ priorities for service improvement, and is committed to the goal of service delivery that meets or exceeds their expectations.



- ✓ The creation of the “Lost Wallet” initiative to be launched in June 2000, providing citizens with a single Web site to help them replace missing federal and provincial documents, in co-operation with a number of provincial governments.
- ✓ Improving the Federal Identity Program, thus making it easier for Canadians to recognize the services and programs of the Government of Canada.



http://www.gc.ca/programs/wallet/wallet_e.html

“Common look and feel” standards were developed for all Government of Canada Web sites, beginning with the Canada Site. The “Canada” wordmark was increasingly used as the identifier of the Government of Canada by all government departments, most special operating agencies and alternative service delivery agencies, and two thirds of Crown corporations.

Increased citizen satisfaction with government services, as demonstrated by:

- ✓ The creation of the five-year, three-phase Service Improvement initiative, with a launch date in May 2000, has as its goal to increase the level of citizens’ satisfaction with the delivery of services by a minimum of 10 per cent by 2005.

Progress will be measured by survey and reported annually.

- ✓ The implementation of a common tool, originally developed in 1998, for use by all levels of government to measure levels of client satisfaction with the delivery of government services and to determine client priorities for improvement. Further work is underway to produce an electronic version.

Government organizations that are more responsive, innovative, efficient and service-oriented, as demonstrated by:

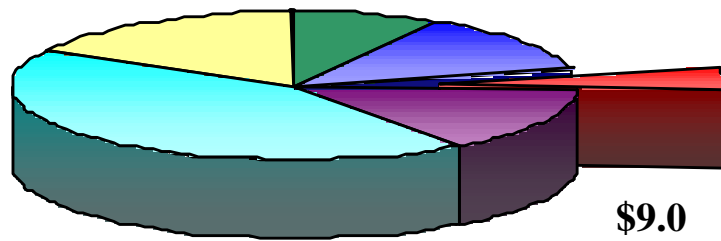
- ✓ The completion of an Alternative Service Delivery framework for implementation in 2000–01 to identify more effective ways of providing services to Canadians, encompass new government arrangements for private-public partnerships, and integrate policy advice and requirements for all relevant policy areas.
- ✓ The completion and sharing of a report on governance-related activities and issues with the Chairs and Chief Executive Officers of Crown corporations to improve Crown corporation governance.
- ✓ Support for Regional Federal Councils in organizing learning and recognition events for federal public servants across the country, meetings with officials from all levels of government (including First Nations and Métis associations), and facilitation of the management of files common to all departments in individual regions.
- ✓ Agreements with the governments of three countries to exchange information on public sector management and innovation, thereby increasing the capacity to manage, renew and develop public service organizations and systems for the future.

A 1999 Memorandum of Co-operation with the Ministry of Supervision of the People's Republic of China has led to an exchange on values and ethics in governance.

Service and Innovation

Figure 5

Use of Resources 1999–2000
(\$ millions)



Information Management / Information Technology (IM/IT) Business Line

Assured a smooth transition to the Year 2000, as demonstrated by:

- ✓ The Secretariat's work, through the Year 2000 Project Office, in co-ordinating the government-wide response to the Year 2000 and all communications with Canadians.
- ✓ No disruption of services to Canadians by any government organizations.

The scope and complexity of the transition to the Year 2000 was truly unprecedented. This global challenge involved managing an intricate web of computing systems, technical interfaces and business interdependencies, and contingency planning. A comprehensive plan was developed in collaboration with partners across the federal government for the 23 departments that delivered the services deemed essential to the health, safety, security and economic well-being of Canadians. This plan established a clear and achievable framework against which to measure the government's progress and report to members of Parliament and to Canadians.



http://www.info2000.gc.ca/welcome/stream_e.htm

- ✓ The maintenance of open communications with Canadians, key stakeholders and the media. This approach won praise from private sector groups and the news media as a model for conveying information in an open, timely and accurate fashion.
- ✓ The partnerships fostered with provincial and municipal governments, international partners and the private sector.
- ✓ A study of lessons learned to help improve the management of other government-wide projects.

A strategic IM/IT infrastructure that provides a secure and trusted environment in which to conduct business with citizens and the private sector, as demonstrated by:

- ✓ The implementation of a model and governance structure for a secure, government-wide strategic IM/IT infrastructure that will underpin electronic service delivery to Canadians.



http://www.cio-dpi.gc.ca/pki/Initiatives/initiatives_e.html

- ✓ The completion of a policy framework for the management of public key infrastructure, a component of the larger strategic IM/IT infrastructure, that will help the government meet its commitment to have all services and information on-line by 2004.

The Government of Canada is the first government in the world to have such a comprehensive [Policy for Public Key Infrastructure Management](http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/PKI/pki_e.html) (http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/PKI/pki_e.html).

Public key infrastructure—a combination of policies, software, encryption technologies and services—will enable the Government of Canada to keep electronic communications and business transactions with Canadians confidential and secure.

Successful adoption of integrated governance frameworks to set standards, guide investments and manage risks, as demonstrated by:



http://www.cio-dpi.gc.ca/EMF/EMFIndex_e.html

- ✓ The updating and promotion of the Enhanced Management Framework (EMF). The EMF, launched in 1998, is a comprehensive and integrated management model (including frameworks, tools, best practices, and guidelines) designed to improve the success rate of IM/IT projects.

Successful projects are delivered on time, within budget and achieve expected benefits. The EMF helps to minimize the risks associated with the estimated \$3 billion spent annually government-wide on IM/IT projects and helps ensure that these projects provide “value for money.”

- ✓ The improved management of IM/IT investments to support government objectives and deliver results to Canadians.

More active executive oversight, ongoing risk management, and third-party risk assessment on IM/IT projects are becoming standard practices. EMF practices also helped to deliver Year 2000 projects successfully.

A highly competent government IM/IT workforce, as demonstrated by:

- ✓ The recruitment and maintenance of a world-class IM/IT workforce.

In an increasingly digital world, IM/IT professionals are critical to delivering the Government of Canada’s ambitious electronic service delivery agenda and meeting its commitments to Canadians. Some of the steps taken over the last fiscal year included:

- The design and implementation of three programs aimed at the IM/IT workforce, in partnership with the Public Service Commission of Canada (PSC), the Canadian Centre for Management Development and the Institute at PWGSC.
 - The IM/IT Management Development Program, which prepares IM/IT professionals for middle management positions, had 17 participants from 13 departments.
 - The IM/IT Executive Development Program, which prepares IM/IT executives for senior management positions, attracted 24 applicants.
 - The Bridging Program, which prepares administrative employees for IM/IT careers, had 35 participants from 15 departments.

- The aggressive recruitment of IM/IT professionals in partnership with the PSC. Last year 1,626 new IT professionals joined the Government of Canada.

Implementation of Government On-Line, as demonstrated by:

- ✓ The design and implementation, in co-operation with departments and agencies, of a framework and phased approach to meeting the government’s commitment in the 1999 Speech from the Throne “to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their choosing” by 2004.
- ✓ The securing of initial funding (\$160 million over two years) to design and launch the Government On-Line initiative.
- ✓ The Project Management Office for Government On-Line, established to co-ordinate this initiative, to work with departments and agencies, and to report on progress to Treasury Board ministers and to Canadians, will use the proven Year 2000 approach as a model.

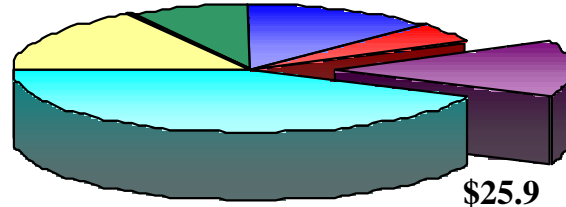


<http://www.gol-ged.gc.ca/>

Information Management / Information Technology

Figure 6

Use of Resources 1999–2000
(\$ millions)



Human Resources Management Business Line

The best public service in the world is one that is well-led, values-based, productive and sustainable. The following accomplishments contributed to the development of such a workforce:

- ✓ Initiated the first-ever public service-wide survey of employees on issues that affect workplace satisfaction.



<http://www.survey-sondage.gc.ca/menu-e.html>

Over 104,000 employees responded, representing 55 per cent of the workforce. The survey found that 87 per cent of respondents are proud of their organization's work.

The Deputy Ministers' Committee on Workplace Well-being, chaired by the Secretary of the Treasury Board, is overseeing the development of a corporate action plan to respond to the results of the survey.

Various tools and forums were created for departmental and corporate analysis, for learning and for preparation of plans to address employees' concerns.

The survey results serve as a baseline for assessing progress. Improving job satisfaction should increase productivity and help recruit and retain highly marketable individuals. This is key for a productive and sustainable workforce.

- ✓ Improved organizational performance by fostering the use of [The Framework for Good Human Resources Management](#), which links human resources management to the achievement of business results.

Fourteen medium to large-sized departments are currently at various stages of implementing the *Framework*. This means that 55 per cent of the total employee population for which Treasury Board is the employer is managed according to principles that link human resources management to the achievement of business results.



http://www.tbs-sct.gc.ca/hr_connexions_rh/sigs/Framework/FRAME_e.html

- ✓ Improved accountability for the achievement of business results by the continued phase-in of a performance management program for executives, whereby total compensation is linked to results achieved. Improving organizational performance and accountability are expected to provide improved service to citizens and demonstrate results for Canadians.
- ✓ Carried out the settlement of pay equity complaints with the Public Service Alliance of Canada and the Personnel Administration group during 1999–2000.

Key Result Commitment:
A public service that is results-driven, values-based, representative, learning and the best in the world.

Implementation of the new gender-neutral occupational group structure—the Universal Classification Standard (UCS)—continued during 1999–2000. Following some delays, the conversion is expected to be completed during the 2000–01 fiscal year. Gender-neutrality, simplicity and universality in job-classification are the goals of the new standard. UCS is also an integral part of a modern human resources framework that will make the public service more flexible in serving Canadians in the 21st century. Further details on the progress of implementation are available on the Secretariat’s Web site.

UNIVERSAL
CLASSIFICATION
STANDARD



<http://www.tbs-sct.gc.ca/ucs-ngc/english/home.html>

- ✓ Recorded steady statistical increases in each Employment Equity group since 1998 (though representation of persons with disabilities and visible minorities remained below the workforce availability rates).

There was support for the Task Force on the Participation of Visible Minorities by engaging departments and key public service leaders to develop strategies for improving representation. There was also help for the Task Force on an Inclusive Public Service to promote diversity in the federal public service, which is expected to translate into enhanced service to Canadians. The [1998–99 Annual Report on Employment Equity](http://www.tbs-sct.gc.ca/report/empequi/ee_99_e.html) (http://www.tbs-sct.gc.ca/report/empequi/ee_99_e.html), prepared and tabled during 1999–2000, gives greater detail on employment equity expectations and results.

Employment Equity Representation

Figure 7

Employment Equity Category	Workforce Availability	Representation		
		March 31, 1998	March 31, 1999	Per Cent Change
Women	48.7%	50.5%	51.5%	+ 1.0
Aboriginal Peoples	1.7%	2.7%	2.9%	+ 0.2
Persons with Disabilities	4.8%	3.9%	4.6%	+ 0.7
Visible Minorities	8.7%	5.1%	5.9%	+ 0.8

- ✓ Increased the vitality of official language minority communities, by improving, where necessary, the ability of government-wide regional offices, to serve official language minorities and by improving the capacity of public service executives to function in both official languages.

The eleventh [Annual Report on Official Languages](http://www.tbs-sct.gc.ca/report/ofLang/olar99_e.html) (http://www.tbs-sct.gc.ca/report/ofLang/olar99_e.html), tabled in Parliament in November 1999, shows the participation rate of Anglophones and Francophones in the public service at 70 per cent and 30 per cent respectively for 1999. The government-wide cost of the Official Languages Program is reported to be \$249.2 million. Linguistic duality is

expected to help Canada make a mark worldwide and meet the challenges of the new millennium.

- ✓ Addressed retention and recruitment problems to maintain a sustainable workforce by:
 - negotiating collective bargaining agreements with 18 of the 22 bargaining groups, within the resources of the fiscal framework;
 - negotiating recruitment and retention allowances with certain occupational groups that have specific retention and recruitment issues;
 - improving the Travel Directive, the Isolated Posts Directive and the Living Accommodation Charges Directive, implemented July 1, 2000, to benefit employees cost-effectively;
 - introducing an Integrated Relocation Pilot Program on April 1, 2000, to help affected employees and their families at a reasonable cost;
 - creating a program to help employees who return to work after prolonged absences; and
 - expanding the mandates of the pension advisory committee to increase the input of members and their representatives in the design and operation of the plans. These changes make the plan more open and make the decision making process regarding design and administration more transparent.
- ✓ The Secretariat proposed legislation to extend survivor benefits to same-sex partners and developed a dental plan for 330,000 pensioners that should be implemented in January 2001. It also established the Public Service Health Care Plan Trust.
- ✓ Since October 1997, provided 4,500 Canadian youth with work experience and employability skills through the Federal Public Sector Youth Internship Program, set to terminate in September 2000.

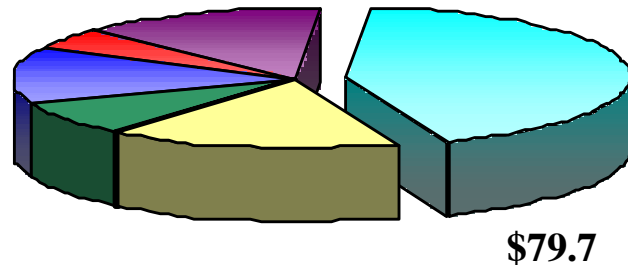
A sample of 955 participants revealed that over 50 per cent had found employment and 20 per cent had returned to school. The Program was renewed on a permanent basis in the 2000 federal budget to help unemployed youth obtain experience and skills. Consistent with its commitment to developing our children and youth, the government is taking a leadership role in providing work experience to youth within federal government departments. Further details of this program are provided on page 32.

Human Resources Management

Figure 8

Use of Resources 1999–2000

(\$ millions)



Corporate Administration Business Line

High-quality executive and administrative services and support to the various organizations within the Secretariat, provided by three service lines: Communications and Executive Services, Legal Services² and Corporate Services.

Communications and Executive Services

Treasury Board meetings that reflect the government's priorities and the Treasury Board's role as management board for the federal government, as demonstrated by:

- ✓ Provision to Treasury Board ministers of the most complete and up-to-date information to help them in their decision making.

Information was presented within an appropriate context, providing a more holistic approach to issues management in line with the management board structure, and ensuring that the best use was made of the ministers' time.

Provision of valuable, strategic communications advice and guidance to help meet commitments to Canadians, as demonstrated by:

- ✓ Increased involvement with interdepartmental committees to provide liaison with the Privy Council Office and other departments and central agencies.
- ✓ Preparation of high-quality communications strategies, plans and products to convey the Secretariat's messages effectively.

Timely provision of information requested by Canadians, as demonstrated by:

- ✓ Provision of strong leadership, advice and co-ordination in administering the *Access to Information Act* and the *Privacy Act*.

Corporate Services

- ✓ Improved access to accurate, relevant, and integrated information to support well-informed decisions in the corporate management and administration of the Secretariat.
 - Implemented an FIS-compliant departmental Integrated Financial Management System on April 1, 2000, and established the 2000–01 FIS project to complete a review of accounting policies, to improve internal financial reporting and to provide training to financial and non-financial staff.

**Key Result
Commitment:**
To provide effective corporate administration that supports all business lines in meeting their commitments to Canadians.

² The Treasury Board Legal Services unit provides advice on behalf of the Department of Justice Canada, and thus the services of this unit are described in the Performance Report of that department.

- Established a Modern Comptrollership Office to lead the comptrollership pilot program in the Secretariat and completed the capacity check. The results of the capacity check formed the basis for a plan.
- Set the stage for developing an integrated planning and performance measurement framework for the Secretariat and for testing it as a pilot program in one branch.
- ✓ Provided a safe and secure workplace where employees have appropriate furnishings and effective tools for carrying out their day-to-day business and the mandate of the Secretariat.
 - Responded to all security and medical emergency situations and completed investigations on all incidents of a serious nature.
 - Conducted a Records, Document, and Information Management System (RDIMS) pilot program and prepared a detailed strategy to roll out RDIMS across the Secretariat.

This employee tool enables better management of electronic information and access to it, which is critical to well-informed decision making and thus to producing results for Canadians.

- Participated in the government-wide Y2K preparations, developed a Y2K contingency plan and a business resumption plan for the Secretariat, and upgraded all non-compliant software, whereby the Secretariat moved smoothly into the Year 2000.

Departmental business was not disrupted.

- Addressed urgent accommodations needs, such as those of the Y2K project office and the Infrastructure Project and, in conjunction with PWGSC, undertook the development of a long-term accommodation strategy for the Secretariat.

The management of accommodations issues contributed to the stability of operations and supported the delivery of the Secretariat's mandate.

- ✓ Helped maintain an effective, sustainable and motivated Secretariat workforce that was able to implement results for Canadians.
 - In 1999–2000, 95 per cent of job descriptions were written and evaluated under UCS.

The remaining 5 per cent, which includes job descriptions for new or modified positions, will be completed in fiscal year 2000–01.
 - Created and implemented a plan for improving hiring, retention and career development practices as a result of an Employee Systems Review.

See the Secretariat's Web site for [results of the review](http://www.tbs-sct.gc.ca/report/orp/2000/esr-1999_e.html) (http://www.tbs-sct.gc.ca/report/orp/2000/esr-1999_e.html).

- Identified priorities for human resources in consultation with senior management.

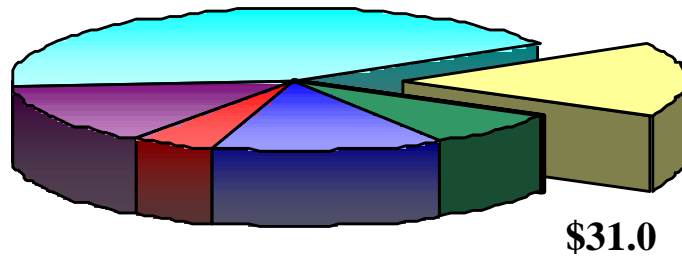
These priorities were communicated to all employees and a Human Resources Committee was established in January 2000 to address these priorities.

Corporate Administration

Figure 9

Use of Resources 1999–2000

(\$ millions)



Special Projects Business Line

Infrastructure—National Office

Meeting commitments under the Canada Infrastructure Works Program, as demonstrated by:

- ✓ The monitoring of approximately 460 projects that had not been completed at the start of the fiscal year, and reporting on them.
- ✓ Responses to approximately 200 pieces of correspondence that expressed support for the program and requested that it be extended or that a new program be created to address the need for infrastructure renewal.

Setting up Infrastructure Canada, as demonstrated by:

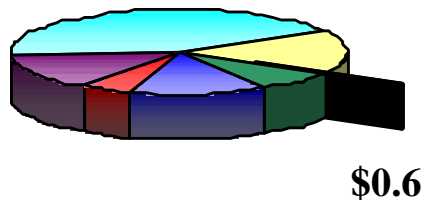
- ✓ Establishment of the National Office for the new Infrastructure Canada Program that was announced in the Speech from the Throne in October 1999 and provided for in the federal budget of February 2000.
- ✓ Development of a preliminary policy and design framework in consultation with ministers and officials from provinces, territories, federal regional delivery agencies and local governments.
- ✓ Development of the initial design for an Internet-based information management system to support the program.

Key Result Commitment:
Physical infrastructure investments that enhance the quality of Canada's environment or support long-term economic growth or improve community infrastructure and that introduce best technologies, new approaches and best practices where feasible.



<http://www.tbs-sct.gc.ca/ino-bni/>

Infrastructure
Figure 10
 Use of Resources 1999–2000
 (\$ millions)



Consolidated Reporting

Modernizing Comptrollership

Accelerating the implementation of Modern Comptrollership at the Secretariat, one of 12 pilot departments, as demonstrated by:

- ✓ Establishment of the Secretariat's Modern Comptrollership Office and completion of the comptrollership capacity check.

The results of the capacity check formed the basis for a plan that includes a project to develop an integrated planning and performance measurement framework for the Secretariat and to test it within one branch. The terms of reference for this project were defined.

Transfer Payments

Administering the Federal Public Sector Youth Internship Program (FPSYIP) contributions, so that unemployed and underemployed youth have a chance to get valuable work experience, make business contacts and develop their resumes, as demonstrated by:



<http://www.tbs-sct.gc.ca/yip-psj/english/isitset.html>

- ✓ The placement, in partnership with Career Edge and the YMCA, of interns in host federal government departments, agencies and Crown corporations for 12-month terms.

This program began on October 1, 1997, and will run to September 30, 2000.

- ✓ The *Process Evaluation of the Federal Public Sector Youth Internship Program (FPSYIP)*, which reported the following:

“Based upon preliminary evidence provided by this Process Evaluation, the Program has been successful. Indications of this success include the following:

- “From the perspective of the mentors, the Program helped interns develop many new skills including increased confidence, improved work habits and work experience that was directly related to their career aspirations.
- “In terms of employment, 66% of interns had found at least one job following completion of their internship. Significantly, some 23% of interns reported that, following completion of the Program, they continued to work for their internship employer.
- “For those interns completing their internship, 9% returned to school full-time; 11% returned on a part-time basis. As well, 67% of the interns reported that, as a

result of their internship, they had determined they required more education or training to get the job they wanted.

- “Mentors reported that the interns had a positive impact on their organization, typically by bringing new ideas and creativity. This allowed the organization to engage in new activities and improve the quality of existing activities.”

See the full report at http://www.tbs-sct.gc.ca/report/orp/2000/yip-2000_1_e.html including recommendations for improving the program.

Program Expenditures to Date (\$ millions)

1997–98	–	\$ 3.2
1998–99	–	39.9
1999–2000	–	<u>36.0</u>
Total to March 31, 2000	–	<u>\$ 79.1</u>

New Program

The Federal Public Sector Youth Internship Program was renewed on a permanent basis in the 2000 budget and will continue under revised terms and conditions. Planned spending of \$20 million per year was approved.

Sustainable Development Update

The Secretariat's first sustainable development strategy was published in December 1997. The following chart shows the results achieved during the strategy's second fiscal year alongside the commitments set out in the 1999–2000 Report on Plans and Priorities (RPP).

In July 1999, the Secretariat established a team to evaluate the 1997 strategy and incorporate lessons learned into a new, three-year strategy to be tabled in December 2000. This new strategy will provide direction for the Secretariat's sustainable development activities to the end of fiscal 2003–04.

Sustainable development through Human Resources Management Practices	
Commitments made in 1999–2000 RPP	Results achieved
Ensure that TBS policy fosters a management culture favourable to sustainable development.	<p>Worked with science-based departments and agencies in a review of the capacity of the government to meet its mandates and future challenges in all scientific areas. This review is expected to result in a public service-wide renewal strategy that will be pivotal to the recruitment, retention and sustainability of a vibrant and world-class scientific community. By extension, this will have an impact on the government's ability to meet its commitments to sustainable development.</p> <p>In June 1999 the <i>Framework for Good Human Resources Management in the Public Service</i> was released and is based on five guiding principles—leadership, workforce built on values, productive workforce, enabling work environment and sustainable workforce—for the management of a workforce focused on results for Canadians. The Public Service Survey, the Comptrollership initiative, <i>Results for Canadians</i> and Sustainable Development are but a few initiatives that will require an update of this framework to assist in the delivery of positive results for Canadians.</p>

Sustainable development through Human Resources Management Practices	
Commitments made in 1999–2000 RPP	Results achieved
Ensure that sustainable development principles are considered during the development and review of human resources legislation, policy and procedures.	<p>The Government's Travel Directive (http://www.tbs-sct.gc.ca/travel/travel_e.html) was amended to reflect social, economic and environmental considerations. For example, first-class rail travel is now permitted because it is cost-effective compared to air travel and, compared to alternatives, it reduces the environmental impact of travel.</p> <p>The new job classification system has been designed to rely largely on an electronic database, thereby reducing the consumption of paper for the former quarterly reports, annual reports and triennial reviews.</p>
Incorporate concepts of sustainable development into job classification criteria.	The principles of good stewardship of financial and physical assets have been incorporated in the Universal Classification Standard (UCS).
Promote the environmental benefits of alternative work arrangements, such as telework and flexible hours of work.	The Telework Policy (http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_853/siglist_e.html) was publicized in January 2000.

Sustainable development through Comptrollership	
Commitments made in 1999–2000 RPP	Results achieved
Participating in the investigation, proposal and development of a common federal approach to the management of contaminated sites under federal custody.	An outline for a federal contaminated sites management framework was developed in consultation with the federal community.
Developing, in co-operation with other departments, a policy to account for and report costs and liabilities related to contaminated sites under the jurisdiction or responsibility of the federal government.	Advanced work on a Federal Contaminated Sites and Solid Waste Landfills Inventory Policy (http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/RealProperty/dwnld/tbfcswlip_e.rtf) for consideration by custodial departments. The initiative is aimed at strengthening the database of contaminated sites and solid waste landfills.

Sustainable development through Comptrollership	
Commitments made in 1999–2000 RPP	Results achieved
Facilitating the implementation of a system to make the costs of purchasing and holding assets visible to departments and end users (e.g. accrual accounting).	Accounting policies and training materials were developed in support of the government's commitment to implementing full accrual accounting on April 1, 2001, as part of its Financial Information Strategy (FIS).
Reviewing performance reports and reports on plans and priorities and providing advice on sustainable development performance measurements.	Lessons learned from the review of reporting practices on sustainable development have been incorporated into subsequent guidance to departments for reporting to Parliament.

Sustainable development through improved use of Information Technology	
Commitments made in 1999–2000 RPP	Results achieved
<p>Make electronic service delivery the preferred way of doing business by:</p> <ul style="list-style-type: none"> ➤ establishing a Public Key Infrastructure (PKI) to enhance electronic service delivery; and, ➤ continuing to help departments and agencies implement on-line reports and forms. 	<p><u>The Policy for Public Key Infrastructure Management in the Government of Canada</u> (http://www.tbs-sct.gc.ca/pubs_pol/ciopubs/pki/pki_e.html) was approved in 1999. The licence for PKI was procured. A secure infrastructure will be critical to electronic service delivery.</p> <p>More than ever, Canadians are looking for information on the World Wide Web, making it increasingly important to have consistency across government Web sites. Common Look and Feel (CLF) standards and guidelines are now in effect.</p> <p>CLF for the Internet will ensure that electronic information that is provided to the public is consistent in format, navigation and content.</p>
Set IM/IT standards to ensure accessibility of electronic text and database information.	Initiated development of policies, guidelines and a management framework for government's information resources.

Year 2000

Development and deployment of contingency plans and upgrade of any non-compliant software to ensure that the Secretariat would be prepared for the transition to the Year 2000 (Y2K), as demonstrated by:

- ✓ Preparation and testing of a contingency plan to ensure that all department-wide mission critical functions could be delivered in the event of a Year 2000 disruption to essential utilities.
- ✓ Preparation of a Business Resumption Plan to ensure that the Secretariat would recover as quickly as possible from the effects of a Year 2000 disruption.
- ✓ Organization of crisis response teams to carry out the responsibilities identified in the contingency plan and the Business Resumption Plan.
- ✓ Upgrade and repair of all systems to Y2K compliance, with testing completed by November 30, 1999.
- ✓ No disruption to key systems during the transition to the Y2K.

Financial Performance

This section provides a summary of the Secretariat's financial performance, which is reported in terms of the single Management Board Program and the related seven business lines in accordance with the approved Planning, Reporting and Accountability Structure in place during the reporting period.

The tables included in this section show a comparison of three amounts: Planned Spending, Total Authorities and Actual. The Planned Spending column is the amount included in the department's Report on Plans and Priorities for 1999–2000 and represents what the department planned to spend at the beginning of the year. Total Authorities includes the planned spending (main estimates), supplementary and other estimate amounts approved by Parliament to reflect changing priorities and unforeseen events during the fiscal year. Major differences between these amounts are explained in the footnotes accompanying the tables.

Significant variances are addressed by way of footnotes to the tables.

The following tables are included in this section:

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
- 4.1 Crosswalk from the Resource Allocation Structures of 1998–99 to Those of 1999–2000 – Planned Expenditures
- 4.2 Crosswalk from the Resource Allocation Structures of 1998–99 to Those of 1999–2000 – Actual Expenditures
5. Comparison of 1999–2000 Planned Spending, and Total Authorities to Actual Expenditures by Organization and Business Line
6. Respendable Revenues
7. Non-Respendable Revenues
8. Transfer Payments

Financial Table 1: Summary of Voted Appropriations**Financial Requirements by Authority (\$ millions)**

Vote	1999–2000			
	Planned Spending	Total Authorities	Actual	
Management Board Program				
1	Operating Expenditures ¹	100.8	140.8	136.5
2	Grants and Contributions ²	37.5	36.0	36.3
(S)	President of the Treasury Board – Salary and Motor Car Allowance ³	–	0.1	0.1
(S)	Contributions to Employee Benefits Plans ⁴	67.2	12.9	12.9
(S)	Refunds of Amounts Credited to Revenues in Previous Years	–	0.2	0.2
5	Government Contingencies ⁵	550.0	416.8	–
10	Government-Wide Initiatives ⁵	33.8	2.2	–
15	Collective Bargaining ⁵	280.0	40.7	–
20	Public Service Insurance ⁶	846.4	846.2	684.7
(S)	<i>Public Service Pension Adjustment Act</i>	0.1	0.1	0.1
(S)	<i>Special Retirement Arrangement Act</i>	–	254.4	254.4
(S)	Unallocated Employer Contributions Made Under the <i>Public Service Superannuation Act</i> , Other Retirement Acts and the <i>Employment Insurance Act</i>	–	11.2	11.2
Total		1,915.8	1,761.6	1,136.4

¹ Total Authorities include \$100.8M reported in the 1999–2000 Reports on Plans and Priorities, plus additional funding of \$40.0M, itemized as follows: \$32.2M from the 1999–2000 Supplementary Estimates (mainly for IM/IT Infrastructure, Universal Classification Standard, Financial Information System (FIS), Y2K, Task Force on an Inclusive Public Service, Dental Plan, the Infrastructure Program), \$7.8M for Government-Wide Initiatives (FIS), Employment Equity and the Employment Equity Positive Measures Program, Joint Career Transition Committee, Public Service Survey, Service Canada Pilots, Functional Communities and Modern Comptrollership), and \$1.0M for Collective Agreements. Actual expenditures, primarily in the areas of the Universal Classification Standards, preparations for Y2K and translation costs, were \$4.3M less than anticipated.

² \$1.5M planned spending for the Youth Internship Program was transferred from the 1999–2000 budget to that for 2000–01.

³ Planned Spending is \$48,900. Authorities and Actual Spending are \$50,988.

⁴ The difference between the Planned Spending and the Authorities reflects the inclusion in Planned Spending of funding for Employee Benefits related to Collective Agreements. This funding was, in fact, transferred to other departments, so that Authorities and Actuals reflect Treasury Board requirements only.

⁵ 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.

⁶ Actual costs in Insurance Plan payments were less than anticipated because the coverage and cost of new drugs was less than estimated and there were unforeseen changes in membership.

Financial Table 2: Comparison of Total Planned Spending to Actual Spending

Business Lines ¹	Statutory								
	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal Gross Voted Expenditures	Grants and Contributions	Total Gross Expenditures	Less Respendable Revenues	Total Net Expenditures
Expenditure Management and Planning									
Secretariat Operations									
(Planned Spending)	118	10.9	–	–	10.9	–	10.9	–	10.9
(Total Authorities)	143	14.6	–	–	14.6	–	14.6	–	14.6
(Actuals)	138	14.6	0.5	–	15.1	–	15.1	–	15.1
Centrally Administered Funds									
(Planned Spending)	–	550.0	–	–	550.0	–	550.0	–	550.0
(Total Authorities)	–	416.8	–	–	416.8	–	416.8	–	416.8
(Actuals)	–	–	–	–	–	–	–	–	–
Comptrollership									
Secretariat Operations									
(Planned Spending)	153	17.9	–	–	17.9	–	17.9	0.6	17.3
(Total Authorities)	165	25.4	–	–	25.4	–	25.4	0.5	24.9
(Actuals)	155	24.6	0.5	–	25.1	0.1	25.2	0.5	24.7
Centrally Administered Funds									
(Planned Spending)	–	9.0	–	–	9.0	–	9.0	–	9.0
(Total Authorities)	–	0.4	–	–	0.4	–	0.4	–	0.4
(Actuals)	–	–	–	–	–	–	–	–	–
Service and Innovation									
Secretariat Operations									
(Planned Spending)	35	6.2	–	–	6.2	–	6.2	–	6.2
(Total Authorities)	56	9.0	–	–	9.0	–	9.0	–	9.0
(Actuals)	60	9.0	–	–	9.0	–	9.0	–	9.0
Centrally Administered Funds									
(Planned Spending)	–	9.0	–	–	9.0	–	9.0	–	9.0
(Total Authorities)	–	–	–	–	–	–	–	–	–
(Actuals)	–	–	–	–	–	–	–	–	–
Information Management and Information Technology									
Secretariat Operations									
(Planned Spending)	111	18.6	–	–	18.6	–	18.6	0.5	18.1
(Total Authorities)	142	27.2	–	–	27.2	–	27.2	0.2	27.0
(Actuals)	123	25.5	0.6	–	26.1	–	26.1	0.2	25.9
Centrally Administered Funds									
(Planned Spending)	–	–	–	–	–	–	–	–	–
(Total Authorities)	–	–	–	–	–	–	–	–	–
(Actuals)	–	–	–	–	–	–	–	–	–

Business Lines ¹	Statutory								
	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal Gross Voted Expenditures	Grants and Contributions	Total Gross Expenditures	Less Respendable Revenues	Total Net Expenditures
Human Resources Management									
Secretariat Operations									
(Planned Spending)	310	33.4	–	37.5	70.9	–	70.9	0.1	70.8
<i>(Total Authorities)</i>	370	45.8	–	36.0	81.8	–	81.8	1.1	80.7
(Actuals)	349	43.8	0.8	36.2	80.8	–	80.8	1.1	79.7
Centrally Administered Funds									
(Planned Spending)	–	1,254.7	–	0.2	1,254.9	–	1,254.9	56.6	1,198.3
<i>(Total Authorities)</i>	–	1,210.1	–	0.3	1,210.4	–	1,210.4	56.6	1,153.8
(Actuals)	–	1,006.6	–	0.2	1,006.8	–	1,006.8	56.4	950.4
Corporate Administration									
(Planned Spending)	233	26.2	–	–	26.2	–	26.2	–	26.2
<i>(Total Authorities)</i>	284	32.8	–	–	32.8	–	32.8	–	32.8
(Actuals)	245	29.5	1.5	–	31.0	–	31.0	–	31.0
Centrally Administered Funds									
(Planned Spending)	–	–	–	–	–	–	–	–	–
<i>(Total Authorities)</i>	–	0.7	–	–	0.7	–	0.7	–	0.7
(Actuals)	–	–	–	–	–	–	–	–	–
Special Programs:									
Infrastructure									
(Planned Spending)	–	–	–	–	–	–	–	–	–
<i>(Total Authorities)</i>	7	0.9	–	–	0.9	–	0.9	–	0.9
(Actuals)	4	0.5	0.1	–	0.6	–	0.6	–	0.6
Total									
(Planned Spending)	960	1,935.9	–	37.7	1,973.6	–	1,973.6	57.8	1,915.8
<i>(Total Authorities)</i>	1,167	1,783.7	–	36.3	1,820.0	–	1,820.0	58.4	1,761.6
(Actuals)	1,074	1,154.1	4.0	36.4	1,194.5	0.1	1,194.6	58.2	1,136.4
Other Revenues and Expenditures									
Non-Respendable Revenues									
(Planned Spending)									7.1
<i>(Total Authorities)</i>									7.1
(Actuals)									8.0
Cost of Services Provided by Other Departments									
(Planned Spending)									11.9
<i>(Total Authorities)</i>									13.0
(Actuals)									14.3
Net Cost of the Secretariat									
(Planned Spending)									1,920.6
<i>(Total Authorities)</i>									1,767.5
(Actuals)									1,142.7

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.

Financial Table 3: Historical Comparison of Total Planned Spending to Actual Spending

By Business Line (\$ millions)

Business Lines ¹	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Expenditure Management and Planning					
Secretariat Operations	14.3	10.2	10.9	14.6	15.1
Centrally Administered Funds	-	-	550.0	416.8	-
Comptrollership					
Secretariat Operations	9.7	17.7	17.3	24.9	24.7
Centrally Administered Funds	-	-	9.0	0.4	-
Service and Innovation					
Secretariat Operations	3.4	5.1	6.2	9.0	9.0
Centrally Administered Funds	-	-	9.0	-	-
Information Technology and Information Management					
Secretariat Operations	19.7	18.0	18.1	27.0	25.9
Centrally Administered Funds	-	-	-	-	-
Human Resources Management					
Secretariat Operations	30.0	81.6	70.8	80.7	79.7
Centrally Administered Funds	1,050.6	839.5	1,198.3	1,153.8	950.4
Corporate Administration					
Secretariat Operations	22.0	25.6	26.2	32.8	31.0
Centrally Administered Funds	-	-	-	0.7	-
Canada Infrastructure Works					
Secretariat Operations	0.8	0.8	-	0.9	0.6
Total	1,150.5	998.5	1,915.8	1,761.6	1,136.4

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.

Financial Table 4.1: Crosswalk from the Resource Allocation Structures of 1998–99 to those of 1999–2000—Planned Expenditures

Management Board Program (\$ millions)											
OLD STRUCTURE	NEW STRUCTURE	Expenditure Management and Planning	Comptrollership	Service and Innovation	IM/IT	Human Resources Management	Corporate Administration	Special Programs	Old Structure Totals		
									(\$\$\$)	FTEs	% of Total
Central Administration of the Public Service Program											
	Resource Planning and Expenditure Management	10.9	–	6.2	–	–	–	–	17.1	153	0.9%
	Human Resources Management	–	–	–	–	70.8	–	–	70.8	310	3.7%
	Comptrollership	–	17.3	–	–	–	–	–	17.3	153	0.9%
	Information Management and Information Technology	–	–	–	18.1	–	–	–	18.1	111	0.9%
	Corporate Administration	–	–	–	–	–	26.2	–	26.2	233	1.4%
	Canada Infrastructure Works	–	–	–	–	–	–	–	–	–	0.0%
Government Contingencies and Centrally Financed Programs											
	Government Contingency	550.0	–	–	–	–	–	–	550.0	–	28.7%
	Government-wide Initiatives	–	9.0	9.0	–	15.8	–	–	33.8	–	1.8%
	Collective Bargaining	–	–	–	–	336.0	–	–	336.0	–	17.5%
Employer Contributions to Insurance Plans Program											
	PS Insurance	–	–	–	–	846.4	–	–	846.4	–	44.2%
	PS Pensions	–	–	–	–	0.1	–	–	0.1	–	0.0%
New Structure Totals:											
(\$\$\$)		560.9	26.3	15.2	18.1	1,269.1	26.2	–	1,915.8		
FTEs		118	153	35	111	310	233	0	960		
% of Total		29.3%	1.4%	0.8%	0.9%	66.2%	1.4%	0.0%			100.0%

Please Note: The planned spending in the 1999–2000 Report on Plans and Priorities was reported against the old PRAS Structure. The current page maps the planned spending from the old PRAS to the new PRAS structure approved in September 1999.

Financial Table 4.2: Crosswalk from the Resource Allocation Structures of 1998–99 to those of 1999–2000—Actual Expenditures

		Management Board Program (\$ millions)							Old Structure Totals		
OLD STRUCTURE	NEW STRUCTURE	Expenditure Management and Planning	Comptrollership	Service and Innovation	IM/IT	Human Resources Management	Corporate Administration	Special Programs	(\$\$\$)	FTEs	% of Total
Central Administration of the Public Service Program											
Resource Planning and Expenditure Management		15.1	—	9.0	—	—	—	—	24.1	198	2.1%
Human Resources Management		—	—	—	—	79.7	—	—	79.7	349	7.0%
Comptrollership		—	24.7	—	—	—	—	—	24.7	155	2.2%
Information Management and Information Technology		—	—	—	25.9	—	—	—	25.9	123	2.3%
Corporate Administration		—	—	—	—	—	31.0	—	31.0	245	2.7%
Canada Infrastructure Works		—	—	—	—	—	—	0.6	0.6	4	0.1%
Government Contingencies and Centrally Financed Programs											
Government Contingency		—	—	—	—	—	—	—	—	—	0.0%
Government-wide Initiatives		—	—	—	—	—	—	—	—	—	0.0%
Collective Bargaining		—	—	—	—	—	—	—	—	—	0.0%
Employer Contributions to Insurance Plans Program											
PS Insurance		—	—	—	—	950.3	—	—	950.3	—	83.6%
PS Pensions		—	—	—	—	0.1	—	—	0.1	—	0.0%
New Structure Totals:											
(\$\$\$)		15.1	24.7	9.0	25.9	1,030.1	31.0	0.6	1,136.4		
FTEs		138	155	60	123	349	245	4		1,074	
% of Total		1.3%	2.2%	0.8%	2.3%	90.6%	2.7%	0.1%			100.0%

Financial Table 5: Comparison of 1999–2000 Planned Spending, and total Authorities to Actual Expenditures by Organization and Business Line

Organization¹	Expenditure Management and Planning	Comptrollership	Service and Innovation	Information Management and Information Technology	Human Resources Management	Corporate Administration	Special Programs: Infrastructure	TOTALS
Service and Innovation Sector								
Secretariat Operations								
(Planned Spending)	–	–	6.2	–	–	–	–	6.2
(Total Authorities)	–	–	9.0	–	–	–	–	9.0
(Actuals)	–	–	9.0	–	–	–	–	9.0
Centrally Administered Funds								
(Planned Spending)	–	–	9.0	–	–	–	–	9.0
(Total Authorities)	–	–	–	–	–	–	–	–
(Actuals)	–	–	–	–	–	–	–	–
Expenditure and Management Strategies Sector								
Secretariat Operations								
(Planned Spending)	1.5	–	–	–	–	–	–	1.5
(Total Authorities)	1.4	–	–	–	–	–	–	1.4
(Actuals)	1.4	–	–	–	–	–	–	1.4
Centrally Administered Funds								
(Planned Spending)	550.0	–	–	–	–	–	–	550.0
(Total Authorities)	416.8	–	–	–	–	–	–	416.8
(Actuals)	–	–	–	–	–	–	–	–
Economic Sector								
(Planned Spending)	3.6	–	–	–	–	–	–	3.6
(Total Authorities)	4.3	–	–	–	–	–	–	4.3
(Actuals)	4.3	–	–	–	–	–	–	4.3
Social and Cultural Sector								
(Planned Spending)	2.4	–	–	–	–	–	–	2.4
(Total Authorities)	2.9	–	–	–	–	–	–	2.9
(Actuals)	3.0	–	–	–	–	–	–	3.0

Organization¹	Expenditure Management and Planning	Comptrollership	Service and Innovation	Information Management and Technology	Human Resources Management	Corporate Administration	Special Programs: Infrastructure	TOTALS
Government								
Operations Sector								
(Planned Spending)	3.4	-	-	-	-	-	-	3.4
<i>(Total Authorities)</i>	6.0	-	-	-	-	-	0.9	6.9
(Actuals)	6.4	-	-	-	-	-	0.6	7.0
Chief Human Resources Officer								
Secretariat Operations								
(Planned Spending)	-	-	-	-	70.8	-	-	70.8
<i>(Total Authorities)</i>	-	-	-	-	80.7	-	-	80.7
(Actuals)	-	-	-	-	79.7	-	-	79.7
Centrally Administered Funds								
(Planned Spending)	-	-	-	-	1,198.3	-	-	1,198.3
<i>(Total Authorities)</i>	-	-	-	-	1,153.8	-	-	1,153.8
(Actuals)	-	-	-	-	950.4	-	-	950.4
Comptrollership Branch								
Secretariat Operations								
(Planned Spending)	-	17.3	-	-	-	-	-	17.3
<i>(Total Authorities)</i>	-	24.9	-	-	-	-	-	24.9
(Actuals)	-	24.7	-	-	-	-	-	24.7
Centrally Administered Funds								
(Planned Spending)	-	9.0	-	-	-	-	-	9.0
<i>(Total Authorities)</i>	-	0.4	-	-	-	-	-	0.4
(Actuals)	-	-	-	-	-	-	-	-
Chief Information Officer								
Secretariat Operations								
(Planned Spending)	-	-	-	18.1	-	-	-	18.1
<i>(Total Authorities)</i>	-	-	-	27.0	-	-	-	27.0
(Actuals)	-	-	-	25.9	-	-	-	25.9

Organization¹	Expenditure Management and Planning	Comptrollership	Service and Innovation	Information Management and Technology	Human Resources Management	Corporate Administration	Special Programs: Infrastructure	TOTALS
Centrally Administered								
Funds								
(Planned Spending)	-	-	-	-	-	-	-	-
<i>(Total Authorities)</i>	-	-	-	-	-	-	-	-
(Actuals)	-	-	-	-	-	-	-	-
Corporate Services								
Secretariat Operations								
(Planned Spending)	-	-	-	-	-	26.2	-	26.2
<i>(Total Authorities)</i>	-	-	-	-	-	32.8	-	32.8
(Actuals)	-	-	-	-	-	31.0	-	31.0
Centrally Administered								
Funds								
(Planned Spending)	-	-	-	-	-	-	-	-
<i>(Total Authorities)</i>	-	-	-	-	-	0.7	-	0.7
(Actuals)	-	-	-	-	-	-	-	-
TOTALS								
(Planned Spending)	560.9	26.3	15.2	18.1	1,269.1	26.2	-	1,915.8
<i>(Total Authorities)</i>	431.4	25.3	9.0	27.0	1,234.5	33.5	0.9	1,761.6
(Actuals)	15.1	24.7	9.0	25.9	1,030.1	31.0	0.6	1,136.4
% of TOTAL	1.3%	2.2%	0.8%	2.3%	90.6%	2.7%	0.1%	100.0%

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.

Financial Table 6: Respendable Revenues**By Business Line (\$ millions)**

Business Lines	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities¹	Actual
Expenditure Management and Planning	0.1	-	-	-	-
Comptrollership	0.8	0.1	0.6	0.5	0.5
Service and Innovation	-	-	-	-	-
Information Technology and Information Management (IM/IT)	22.2	0.4	0.5	0.2	0.2
Human Resources Management: Secretariat Operations	0.8	1.0	0.1	1.1	1.1
Centrally Administered Funds	67.7	67.3	56.6	56.6	56.4
Corporate Administration	-	-	-	-	-
Special Programs (Infrastructure Initiative)	-	-	-	-	-
Total Respendable Revenues	91.6	68.8	57.8	58.4	58.2

¹ The Total Authorities for Respendable Revenues were increased from the Planned Revenues because of unplanned sponsorship of conferences (registration fees) and costs related to Public Service Week activities.

Financial Table 7: Non-respendable Revenues**By Business Line (\$ millions)**

Business Lines	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual
Revenue from Parking Fees	7.8	7.4	7.1	7.1	8.0
Total Non-Respendable Revenues	7.8	7.4	7.1	7.1	8.0

Financial Table 8: Transfer Payments**By Applicable Business Line (\$ millions)**

Business Lines	Actual 1997–98	Actual 1998–99	1999–2000		
			Planned Spending	Total Authorities	Actual
Grants					
Human Resources Management					
Public Service Insurance ¹	0.2	0.2	0.2	0.2	0.1
Public Service Pensions ²	0.2	–	0.1	0.1	0.1
Total Grants	0.4	0.2	0.3	0.3	0.2
Contributions					
Expenditure Management and Planning	–	–	–	–	–
Comptrollership ³	–	–	–	–	0.1
Service and Innovation	–	–	–	–	–
Information Management and Information Technology ⁴	0.2	–	–	–	–
Human Resources Management ⁵	3.3	39.9	37.5	36.0	36.2
TBS Corporate Administration	–	–	–	–	–
Special Programs: Infrastructure Initiative	–	–	–	–	–
Total Contributions	3.5	39.9	37.5	36.0	36.3
Total Transfer Payments	3.9	40.1	37.8	36.3	36.5

¹ Benefit Plan for survivors of employees slain on duty.² *Public Service Pension Adjustment Act*.³ Actual 1999–2000 includes Canadian Comprehensive Auditing Foundation (\$75,000).⁴ Actual 1999–2000 includes Canadian Standards Association (\$10,000).⁵ Actual 1999–2000 includes Youth Internship Program (\$36 million) and contribution to United Way (\$250,000).

Key Legislation Administered and Associated Regulations

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 and Other Departmental Reports

Annual Report on the Administration of the *Members of Parliament Retiring Allowances Act*

Annual Report on the Administration of the *Public Service Superannuation Act*

Annual Report on Government Contracting by Departments and Agencies

Annual Report on Crown Corporations and Other Corporate Interests of Canada

Annual Report on Employment Equity in the Public Service

Annual Report on Official Languages in Federal Institutions

Annual Report on the Administration of the *Supplementary Retirement Benefits Act*

Main Estimates and Supplementary Estimates

Report on Plans and Priorities

Departmental Performance Report

Managing for Results

Appendix—Web sites for further information

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 Crossroads – http://www.tbs-sct.gc.ca/CMO_MFC/contents.htm

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

Service and Innovation – http://www.tbs-sct.gc.ca/si-si/home_e.htm

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

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

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

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