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# Introduction

**Our Mission:**

*To provide policy direction and leadership to ensure fiscal responsibility, and to create a secure base for the Nunavut economy, while promoting and maintaining public confidence in the prudence, propriety and integrity of government operations.*

**Our Vision:**

*Provide the government, in its various executive and administrative capacities with open, timely and accurate information on Nunavut's financial position, and the financial and environmental dynamics affecting that position.*

*Our vision includes creating a climate where priorities are developed and pursued to maximize the use of Nunavut's fiscal resources in harmony with the expectations of its citizens.*

The Department of Finance and Administration is the primary advisor to the Government of Nunavut (GN) on all fiscal matters, and has the responsibility to ensure that public funds and resources are used to support government priorities in a manner that is characterized by high ethical standards and openness.

The fundamental roles of the department are defined by the powers and responsibilities that are conferred upon the Minister of Finance and Administration by the Financial Administration Act (FAA). The act also sets out the role of the department in supporting the functions of the Financial Management Board (FMB), and the responsibilities of the Deputy Minister as the Comptroller General for the Government of Nunavut.

In the past year, Finance and Administration has re-structured organizationally to ensure that staff and resources are deployed effectively to fulfill its primary responsibilities and to meet the key challenges facing the department.

Key departmental responsibilities include coordinating the budget development process for the GN, and reporting on the revenue and expenditure positions of the government; providing financial advice to the FMB and Cabinet; managing an accounting framework for government, including the payroll and financial systems; and developing policy direction in financial administration, information technology and the fiscal aspects of human resource management.

In 2001-2002, the department will devote additional resources to monitoring and negotiating the Formula Financing Agreement and other transfer payment arrangements with the federal government to ensure the GN has sufficient revenues to carry out its business. As well, additional emphasis will be placed on refining the data entry and retrieval capacities of central financial reporting systems, and increasing the training available to departments for those functions.

The Department of Finance and Administration has adopted and will adhere to a set of financial principles that flow naturally from the practice of responsible government, and specifically integrate those guidelines with the concepts of **'Healthy Communities, Simplicity and Unity, Self-reliance and Continuing Learning'** that were set out in The Bathurst Mandate.

- Residents of Nunavut have the right to open and full disclosure regarding the government's financial position, transactions and

- “(8). *The Minister of Finance shall:*
- (a) *Be responsible for matters relating to the fiscal policy of the Government;*
  - (b) *Manage the Consolidated Revenue Fund; and*
  - (c) *Direct all other matters relating to the financial affairs of the Government that are not assigned by this or any other enactment to the Board or any other person.”*

...

- “(12). *The Comptroller General shall*
- (a) *Ensure that the Public Accounts are prepared for each fiscal year;*
  - (b) *Establish the form and content of financial records and accounting systems for the Government;*
  - (c) *Establish and maintain systems and procedures...;*
  - (d) *Perform any other duties that may be assigned by the Minister of Finance or the Board.”*

***Financial  
Administration Act  
(Nunavut)***

expenditures, to the extent allowed and required by the FAA, and the Access to Information and Protection of Privacy Act.

- The government is accountable to the residents of Nunavut for the discharge of its financial responsibilities.
- The GN will operate within its financial means.
- Nunavut residents should receive every opportunity to benefit from dollars spent in and by their government.
- The GN has a responsibility to acquire, utilize, protect and retire resources in the most effective and economic means available.

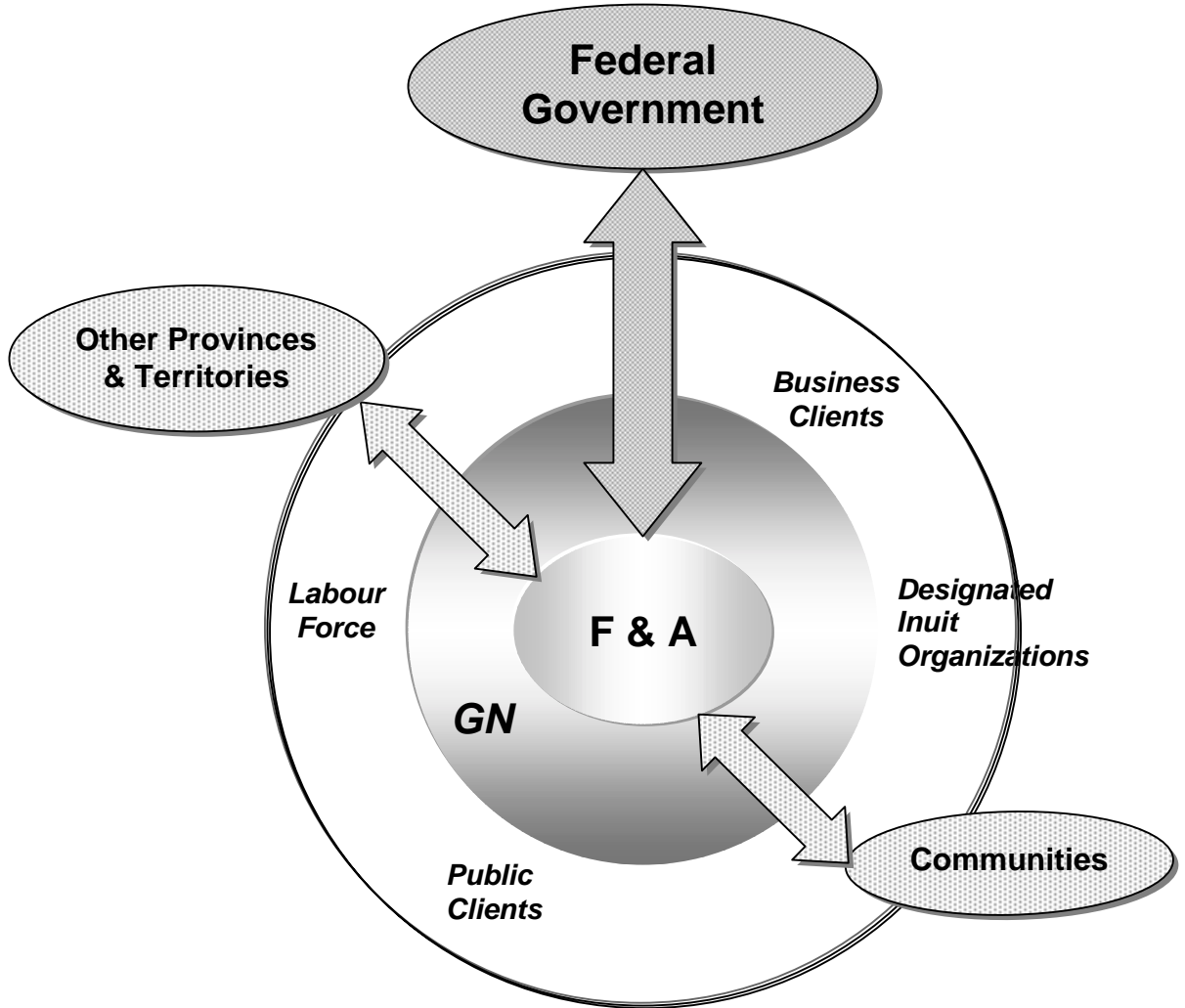
## Core Business

The main organizational relationships of Finance and Administration’s operational environment are shown in Figure 1 on page 5. The department’s core business consists of the following:

- Develop and manage the annual budget development process for the GN including the review and tabling of the Main, Capital and Supplementary Estimates as required under FAA. The Department also prepares the Budget Address and other fiscal and economic documents to support the GN’s annual financial budgetary requirements, revenue levels and financial position;
- Provide the FMB with the necessary financial information required for sound financial management decision-making as well as supply the administrative support needed to prepare and conduct meetings, record and implement decisions, and communicate policy direction to appropriate parties;
- Monitor the fiscal performance of the GN budget throughout the course of the fiscal year, and report periodically to the FMB and Legislature on financial trends and developments in Nunavut and elsewhere that will influence the GN’s current financial status and long-term fiscal strategy;
- Manage the fundamental financial, accounting, audit and reporting roles of government and ensure that the government’s banking, borrowing, risk management and investment programs are developed to reflect industry standards and territorial needs;

- Prepare the Interim Financial Statement and the Final Statement of Public Accounts, due respectively in September and December of the following fiscal year;
- Provide government departments with support, training and advice for financial management to ensure sound decision-making in the control and utilization of the resources assigned to them;
- Negotiate and monitor transfer payment agreements and further develop fiscal relations with the federal government, provinces and territories;
- Formulate, negotiate and implement tax and non-tax revenue generating strategies for Nunavut;
- Maintain a policy and accountability framework for public corporations and boards, and the procedures necessary to guide the regulatory initiatives of the government;
- Offer objective advice to departments, boards and agencies with regard to financial management;
- Provide critical support to the development of information technology initiatives, and pay and compensation packages; and,
- Maintain an on-going dialogue with other governmental jurisdictions to ensure that 'best practices' for performance measurement, systems development and financial planning and policy development are implemented.

Figure 1  
Our audience / stakeholders / partners



# Environmental Scan and Critical Issues

*“In our first budget, the primary focus was to ensure a smooth transition in governing Nunavut, especially the delivery of programs and services for our people.”*

...

*“All provinces and territories rely on federal transfers, even the wealthiest. Our reliance, at about 90 percent of our total revenues, is the highest of any jurisdiction in Canada.”*

...

*“The single most important transfer that Nunavut receives is the territorial formula financing grant. This transfer accounts for approximately 80 percent of our revenues.”*

## ***Budget Address 2000***

## **Environmental Scan**

**D**uring the 2001-2002 fiscal year, Finance and Administration will continue to focus on developing a responsible and responsive financial framework for the conduct of government business. As well, the department will concentrate on refining the basic accounting structure, systems architecture, and providing training and direction to the departments, boards and agencies that rely on this infrastructure in their day-to-day operations.

A sound fiscal plan has been developed, and the critical path for reviewing the annual financial milestones will continue to be refined to reflect the priorities and planning imperatives of the government. A five-year capital plan has recently been adopted, and will be complemented by the development of a long-term capital planning strategy.

The department will continue to incorporate the specific reporting needs of the departments, boards and agencies, where possible, in its ongoing development and enhancement of central financial systems. And, assistance will be offered to departments on stand-alone system needs to ensure that the basic ‘building blocks’ are available for all government operations.

An increased emphasis will be placed on maintaining an effective dialogue with the federal government on transfer arrangements. The current Canada-Nunavut Formula Financing Agreement was signed for a two-year term, prior to the creation of Nunavut and is set to expire on March 31, 2001. Nunavut has an opportunity to sign for an additional three-year term. This opportunity will allow the GN to present the unique demographics and economic conditions of Nunavut in the up-coming renewal of the agreement.

Finance and Administration will work in concert with other GN departments to pursue devolution agreements with the federal government with regard to land and sub-surface rights. Unlike the provincial jurisdictions, the federal government still has control of the revenue generated from developed lands, and devolution agreements would provide Nunavut with control and the opportunity to collect royalties from its natural resources.

Other transfer arrangements and federal funding initiatives also are important to the long-term financial health of Nunavut. The department will continue to assess the implications of all such arrangements and initiatives including declining Canada Mortgage

and Housing Corporation (CMHC) funding for the maintenance of social housing, and changes to the Canada Health and Social Transfer in devising long-term fiscal strategies.

## Critical Issues

**F**inance and Administration faces a number of critical issues in the next fiscal year.

*“Over the next five years... will give priority to completing these objectives:*

...

- *Commence negotiations and work towards agreements with the Government of Canada to assure Nunavut of a fair share of the resources of its lands and waters and to govern allocations and royalty regimes...”*

### ***The Bathurst Mandate***

- There is an increasing need to provide timely, accurate and effective analysis to the FMB on the government's major financial initiatives and options.
- The Formula Financing Agreement with the federal government needs to be renewed for an additional three year term, and other fiscal arrangements and transfer agreements need to be monitored to ensure that eligible claims are submitted, and that the implications of increases, decreases and terminations are fully understood.
- A plan has to be developed for the completion of the repatriation of essential services currently contracted back to the GNWT.
- The GN has to pursue finalizing agreements with the federal government with respect to the devolution of powers, especially as it pertains to control of land and sub-surface rights.
- Options need to be explored for generating sufficient revenues to satisfy the needs of the Government of Nunavut through fiscal transfers and taxation.
- There is a need to provide both effective financial services and comprehensive reporting systems to generate timely and accurate reporting of financial details. The strategies have to be developed to continue to expand a range of financial information provided to Members of the Legislative Assembly and the public.
- Training is required across the GN in various aspects of financial and expenditure management.
- A strategic plan for IT systems development needs to be implemented that: sets out the GN's position with respect to intellectual property; outlines an implementation process for new projects; and establishes a long-term GN plan, complete with budgetary implications.
- The internal audit capacity needs to be expanded to ensure that financial transactions, processes and procedures of the GN comply with the FAA and Financial Administration Manual

(FAM) requirements. As well, the forensic audit capability needs to be strengthened to assist departments in establishing internal controls for programs.

- The FAA and the FAM have to be reviewed and continue to be updated to produce legislation and financial procedures to govern the financial processes of the GN operations.
- The department needs to work closely with the Department of Human Resources to finalize and manage collective bargaining agreements, and to foster the development of a mutually satisfactory labour relations environment for the GN and its employees.
- The department has to work with the Nunavut Power Corporation Implementation Secretariat on the division of assets and liabilities in relation to the establishment of the Nunavut Power Corporation on April 1, 2001.
- The subsidy programs managed by the department need to be reviewed in conjunction with the supports, rate setting and funding practices in the various Nunavut utilities including Nunavut Power Corporation (NPC), Petroleum Products Division (fuel), municipal services (water, sewage and garbage) and the mandate of the Public Utilities Board.

Two of Finance and Administration's most important responsibilities are to provide advice on the utilization the GN's fiscal resources, and to coordinate the budget development process.

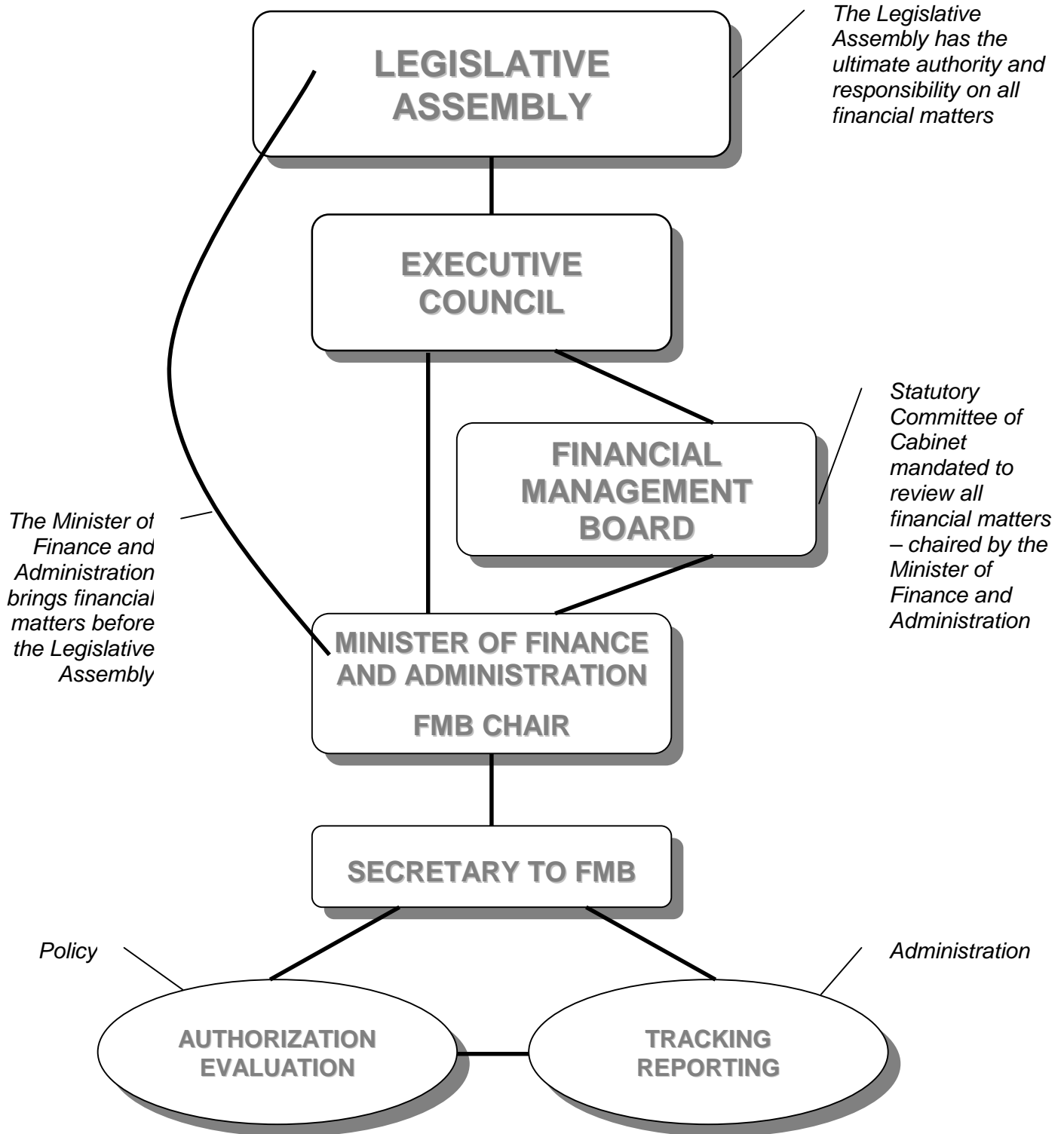
*Figure 2* on page 9 outline the department's support for the FMB on all matters related to the financial management and financial administration of the government in respect to:

- Accounting and budgeting policies;
- Controlling and recording financial commitments, assets, liabilities, expenditures and revenues;
- Evaluating the efficiency, economy and effectiveness of programs;
- Reviewing annual and long-term expenditure and revenue plans; and
- Any other matter referred to it by the Executive Council.

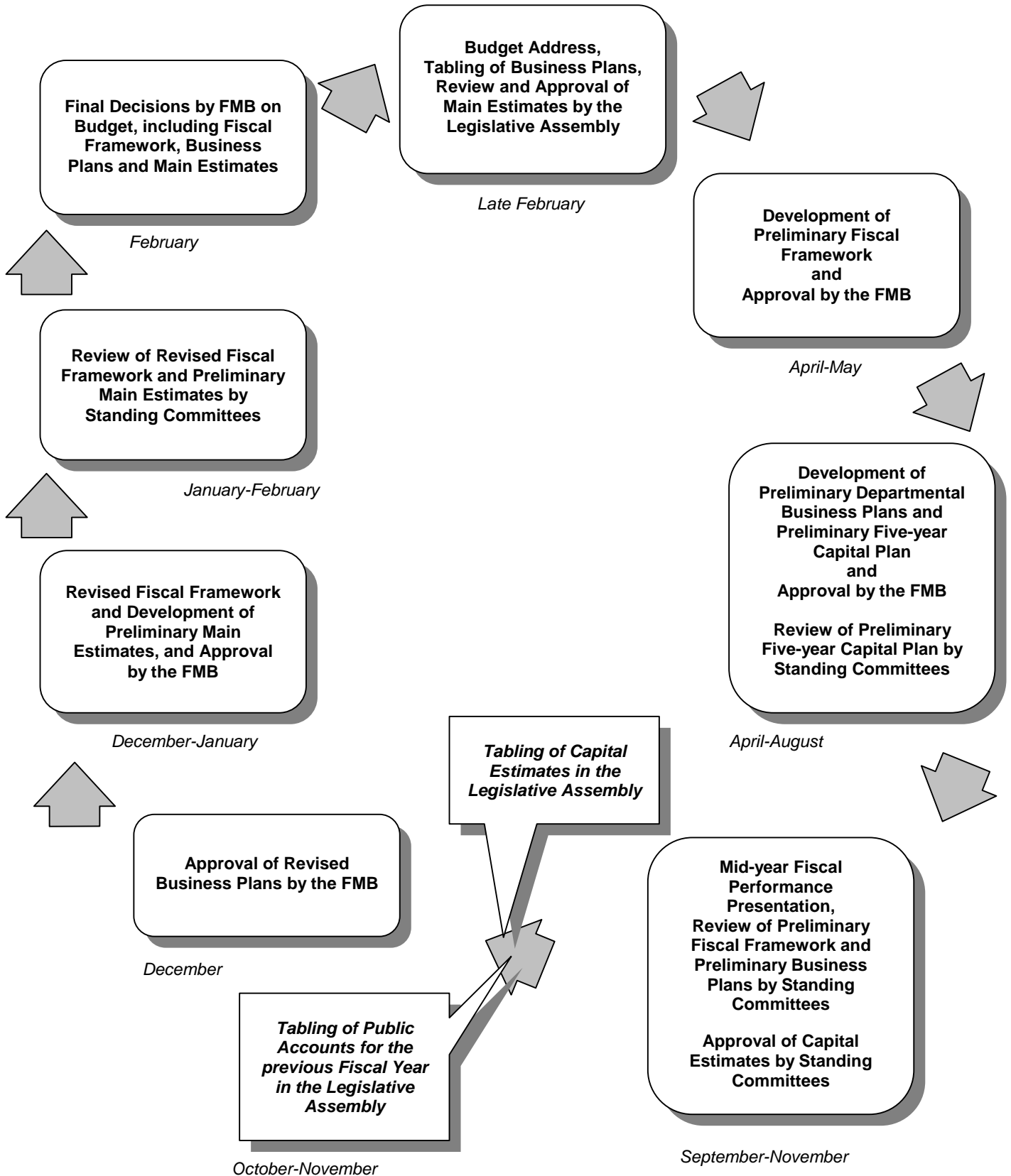
*Figure 3* on page 10 illustrates the budget development process.



Figure 2  
Management of Government Finances



**Figure 3**  
**Budget Development Cycle**



# Goals, Strategies and Targets

*“View every element of the government budget as a potential training budget.”*

...

*“Remove, consolidate or integrate un-needed government structures.”*

## ***The Bathurst Mandate***

The department has six major goals that it will pursue during the 2001-2002 fiscal year. Goals have been selected to reflect the priorities that were set out in the Bathurst Mandate. As well, they are designed to provide additional focus and direction for key components of the department’s mandate that the first year of operations for the GN suggest are either existing or looming priorities.

The recent re-structuring of Finance and Administration will streamline the department’s internal operations. In addition, the new structure will provide greater opportunities to communicate with individual departments, disseminate financial direction, obtain information on gaps and pressure points in the delivery of services, and enhance the training capacity where it is required.

**Goal 1:** *Provide the Minister of Finance and Administration and the FMB with advice to maintain a sound GN fiscal position while supporting Nunavut’s goal of self-reliance, and to provide analysis and recommendations on the financial implications of new and existing government policies and initiatives*

### **Strategies:**

- Provide the FMB with analysis and advice on financial issues, complete with recommendations on the financial implications of new programs and initiatives;
- Consolidate individual departmental submissions to the FMB, reviewing the sponsoring departments rationale, clarifying the financial implications, and providing the FMB with recommendations regarding compliance with the FAA, budgetary allocations, and suggested sources of funding as required;
- Prepare quarterly and periodic financial reports on the GN’s financial position for FMB review, detailing revenue and expenditure levels, and analyzing the economic factors that will affect those levels throughout the fiscal year;
- Provide administrative support by conducting follow-up reviews with departments to ensure that FMB directives are adhered to, and that deadlines for additional information are met; and,

- Provide on-going training to departments on the preparation and submission of requests to the FMB.

**Target:**

- The GN is provided with financial advice and recommendations that provide sufficient information to form the basis for sound decision-making.

**Goal 2:** *Represent the GN at the federal/provincial negotiations to maintain Nunavut's interests in fiscal areas such as taxation issues, transfer payment arrangements, and macro-economic matters.*

**Strategies:**

- Maintain an in-depth understanding of the intricacies that comprise the Formula Financing Agreement, and renew it for the additional three year term;
- Assess the impact to the GN of proposed changes in any of the existing transfer payment or taxation arrangements, and explore the financial implications of potential new agreements and the consequences of recently concluded agreements between the federal government and other territories;
- Maintain an inventory of all federal/provincial/territorial fiscal arrangements and cost shared arrangements, and develop a tracking system to ensure that the GN submits all claims available according to the terms of specific agreements;
- Conduct macro-economic studies and prepare reports on various territorial trends and national developments that will directly and indirectly impact the Nunavut economy; and,
- Lead the GN's initiative to negotiate and conclude devolution agreements with the federal government to ensure that Nunavut receives its fair share of royalties and control of land and sub-surface issues.

**Target:**

- The GN develops a 'made in Nunavut' strategy for transfer payment arrangements and macro-economic issues. Claims are made to the fullest extent allowable, and the unique economic conditions of the territory are demonstrated in negotiations.

**Goal 3:** *Develop annually a fiscal framework and oversee the budget development process for the GN to allow for the fair and equitable allocation of resources that reflect the government's goals and priorities*

**Strategies:**

- Review and approve operating, capital and information technology budgets to ensure a balance between the need for public programs and fiscal resources;
- Maintain the framework for the public reporting of the Main Estimates and Business Plans;
- Introduce a long-term capital planning strategy to augment the five year capital plan, and develop the GN's position on the financial implications of capitalizing long-term leases;
- Continue to strengthen the government budget development process to ensure that program targets are met, and allocated budgets are expended wisely.
- Monitor and evaluate departmental expenditures and produce periodic consolidated variance reports on expenditures and revenues for the GN; and,
- Implement the Standing Committee's recommendation to present the Main Estimates at the standard object level.

**Target:**

- Budgets are prepared and later assessed in a consistent manner; and the GN is given sufficient timely information to re-allocate funds, as shifting fiscal priorities require during the course of the fiscal year.

**Goal 4:** *Provide the necessary accounting and financial functions to report the government's fiscal position, to safeguard the physical and financial assets of the GN and to allow departments, boards and agencies to clearly demonstrate their accountability for the utilization of the resources allocated to them.*

**Strategies:**

- Prepare and release the Annual Public Accounts and Consolidated Financial Statements;
- Manage the Consolidated Revenue Fund, and the GN's banking, borrowing and investment programs;
- Maintain insurance and risk management policies and programs;
- Continue to evaluate the Chart of Accounts to determine the most suitable methods for identifying and displaying financial information to meet the reporting of the GN;
- Review and up-date the FAA and FAM to produce legislation and financial procedures to govern the financial processes of government;
- Continue to review the payroll and benefits system as well as the financial accounting systems of government to maximize the data gathering capacities;
- Expand the use of both internal and forensic audits to ensure compliance with the FAA and FAM, and to assist departments in developing internal controls for programs;
- Provide accountability standards and guidelines for government corporations, boards and agencies;
- In conjunction with the Department of Human Resources, finalize and implement collective bargaining agreements, as well as establish standards, policies, terms and conditions of employment for public servants;
- Work closely with the Nunavut Power Implementation Secretariat on the division of assets and liabilities issue to ensure a smooth transition in the creation of the Nunavut Power Corporation on April 1, 2001; and,
- Review the subsidy programs for various utility services including electricity, fuel, and the water, sewage and garbage

services provided by the municipalities to ensure subsidy levels and rate setting are consistent and fair across Nunavut.

**Target:**

- Records, processes, procedures and auditing practices are adopted for current and new GN organizations that will ensure physical and financial assets of the GN are adequately protected, and that all transactions of the GN are properly displayed and audited in accordance with the FAA and FAM.

**Goal 5:** *Provide training to the departments, boards and agencies to familiarize staff with the central financial and administrative systems, financial procedures and financial reporting requirements of the GN.*

**Strategies:**

- Upgrade a procedure manual to assist the user departments in accessing and utilizing the GN's financial systems to the fullest extent;
- Expand the training capacity to assist departments in assuming the data entry function, and to familiarize new staff with the use of journal vouchers, travel claims, expense vouchers and other generic forms – and, the procedures that govern their use;
- Continue to improve the training capacity for the departments to ensure that staffing actions, clearance documents and other forms used to document the employment history, and status of employees are clear. As well, Finance and Administration will offer training on budget preparation and drafting requests to the FMB;
- Regional offices will continue to provide on going assistance and training to departments with respect to GN financial processing requirements, and play a lead role in assisting departmental decentralized operations with the establishment of a financial services capability; and,
- The department will continue to offer a forensic audit capacity to assist departments in building an appropriate set of procedures to govern the internal control of major departmental programs.

**Target:**

- Staff of all departments, boards, and agencies to have a greater appreciation of the fundamental procedures used in governmental operations, and a deeper understanding of the capabilities of the GN's primary accounting and financial information systems.

**Goal 6:** *Promote the strategic use of information management and technology to support a streamlined and more efficient and cost-effective management of government programs*

**Strategies:**

- Continue to develop an overall IT architecture for the government complete with standards and policies, and prepare a long-term plan for IT in the GN in conjunction with the Department of Public Works and Services (DPWS);
- Work closely with client departments and the DPWS to determine priorities, and provide direction on system requirements, and to prepare submissions for FMB approval;
- Continue to develop enhancements for the major system applications of the GN;
- Provide the IT management expertise needed to develop 'life cycle' costing for new systems;
- Work closely with DPWS to evaluate system and network performance as well as to develop, test and implement strategies to improve and/or upgrade systems and networks as necessary to meet the increasing client requirements; and,
- Transfer to Iqaluit, to the maximum extent possible, the IT functions that are currently provided from the GN project office in Ottawa.

**Target:**

- Effective IT policies and standards are developed to enhance the use and management of information and technology.



# Appendix A

## Bathurst Mandate Status Report

The Bathurst Mandate 5 Year Objectives	Theme #	Actions	Next Steps and Timing	Status
Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building.	1.5.1	Meetings have been held with CG&T to review the structure of municipal funding.	Continue to assist with the development of a GN formula for municipal funding.	Ongoing.
Move to support and fund communities and programs in a manner consistent with each community Capacity Plan, Wellness Plan and Economic Strategy.	1.5.6	Meetings have been held with CG&T to review the structure of municipal funding.	Continue to assist with the development of a GN formula for municipal funding.	Ongoing.
Remove, consolidate or integrate un-needed government structures.	2.1	The department has been re-structured to meet F&A priorities and the emerging needs of the GN.		Completed.  <i>See page 11 – “Goals, Strategies, and Targets”.</i>
Write and maintain simple and understandable policies for every government department.	2.4.	Both FAA and FAM continue to be reviewed.	Revisions will be drafted where applicable.	Ongoing.
Commence negotiations and work towards agreement with the Government of Canada to assure Nunavut of a fair share of the resources of its lands and waters and to govern allocations and royalty regimes.	3.8	An options paper detailing the GN's position has been prepared.	The GN's position will be reflected in upcoming negotiations on transfer payments and devolution arrangements.	Ongoing.  <i>See page 6 - “Environmental Scan”.</i>
View every element of the government budget as a potential training budget.	4.8	Regular meetings of the departmental Professional Development Committee (PDC) have been held.	Drafting departmental training strategy.	Ongoing.  <i>See page 15 – “Goal #5”</i>
Put into place strategies to develop Nunavummiut in every profession as a part of a resident work force.	4.14	Regular meetings of the departmental PDC and IQ Committee have been held.	Drafting departmental training strategy.	Ongoing.  <i>See page 15 – “Goal #5”</i>

# Appendix B

## Departmental Roles

Finance and Administration has a budget of \$30.8 million dollars for the 2001-2002 fiscal year and an approved staff complement of 143 positions. The department is comprised of a Directorate and three (3) branches - Fiscal Management; Informatics Planning and Systems Development; and Comptrollership and Regional Financial Services.

### Directorate

*Financial Management*  
*Support to the FMB*  
*Comptroller General*

The Directorate provides the senior management capacity of the department and ensures that Finance and Administration fulfills its mandate according to specified goals, objectives and priorities. The Deputy Minister also serves as the Secretary of the Financial Management Board and as the Comptroller General for the GN. The Directorate, through the Registrar, provides the FMB with administrative support.

The Directorate also is responsible for implementing an Inuit Employment plan for the department, as well as developing strategies for training and mentoring.

### Fiscal Management

*Fiscal Framework*  
*Fiscal Planning and Analysis*  
*Budget Development Process*  
*Revenue and Taxation*  
*Transfer Payments*  
*Risk Management*

Fiscal Management develops the multi-year fiscal framework for the GN; manages the annual budget development process; provides analysis and recommendations to the FMB on financial and economic conditions that affect the government's fiscal priorities and policies.

The branch coordinates the government's annual budget development process culminating in the presentation of the Main Estimates, Capital and Supplementary Estimates, and ensures that an appropriate framework exists for the public reporting of the government's fiscal year plans and financial position.

The branch provides policy direction and support to departments to ensure that resources are managed in an effective and efficient manner, and provides independent and objective advice on the financial consequences of proposed and existing policies and initiatives.

The branch also provides analysis and advice on Canadian and Nunavut tax policies; manages revenue and tax regimes; monitors

and maintains the Formula Financing Agreement and other fiscal transfer arrangements together with other cost-shared funding arrangements. In addition, the branch ensures the government's banking and investment programs are in accordance with industry standards and reflect territorial needs.

**Key functions include:**

- Consolidate, review and make recommendations with respect to the approval of Main, Capital and Supplementary Estimates, and prepare the Budget Address and other fiscal reports to support the presentation of the GN's fiscal requirements;
- Manage the GN's five year Capital Plan and refine and adjust the government's long term capital planning strategy as additional requirements are known and as fiscal resources will allow;
- Coordinate the review and delivery of the annual departmental business plans with the Department of the Executive and Intergovernmental Affairs;
- Develop fiscal planning techniques and modeling scenarios to project the future financial position of the GN;
- Monitor and evaluate departmental expenditures in specific relation to departmental budgets and mandates;
- Coordinate the presentation of submissions to the FMB, providing recommendations, and clarifying the financial and economic implications of new initiatives;
- Provide training on: developing FMB submissions, preparing budgets, producing variance reports and monitoring yearly allocations;
- Manage existing tax and revenue programs as well as provide analysis and recommendations regarding future policy options;
- Negotiate the devolution of powers and rights with federal authorities, and provide advice on federal, provincial and territorial fiscal policy issues;
- Maintain effective working relationships with the financial services community to meet the government's banking needs;
- Manage the risk management and WCB functions for the GN; and,
- Prepare the department's business plan and budgetary submissions.

## Informatics Planning and Systems Development

### *IT Policy and Planning*

### *Systems Development*

The responsibilities for IT in the GN fall into three areas. The Informatics Planning and Systems Development branch in Finance and Administration establishes the overall IT strategy for the government, develops the appropriate policy framework, sets the standards and coordinates the system development process. DPWS is responsible for the installation, operation and maintenance of computer systems and networks. Client departments are responsible for determining system requirements to meet their needs.

#### **Key functions include:**

- Establish the overall IT architecture for the GN;
- Assist client departments in determining priorities, the need for specific system requirements, and feasibility options for enhancing existing systems;
- Manage projects and budgets to develop (or acquire) and maintain major system applications;
- Develop the budget requirements for new systems in conjunction with the client department and DPWS;
- Develop 'business case' rationale for new systems and assist client department with the development of required FMB submissions for new system projects;
- Work closely with DPWS to evaluate system and network performance as well as to develop, test and implement strategies to improve and/or upgrade systems and networks as necessary to meet the increasing client requirements; and,
- Review IT initiatives; develop standards and policies; and implement a long-range plan for IT in the GN in conjunction with DPWS.

## Comptrollership and Regional Financial Services

### *Financial Accountability Framework*

### *Compensation and Benefits*

### *Public Accounts*

### *Accounts Receivable*

### *Accounts Payable*

### *Financial Audit and Controls*

### *Regulatory Functions*

The branch establishes and manages the form and content of the financial records and accounting systems for the GN.

Branch operations include the provision of the basic systems, processes and procedures for government accounting, payroll and expenditures; maintenance of a Chart of Accounts for government operations; and the preparation of the annual public reporting of assets and liabilities through the Statement of Public Accounts. The branch provides an accounting management framework that supports government mandates and that ensures that effective policies governing regulatory functions are in place.

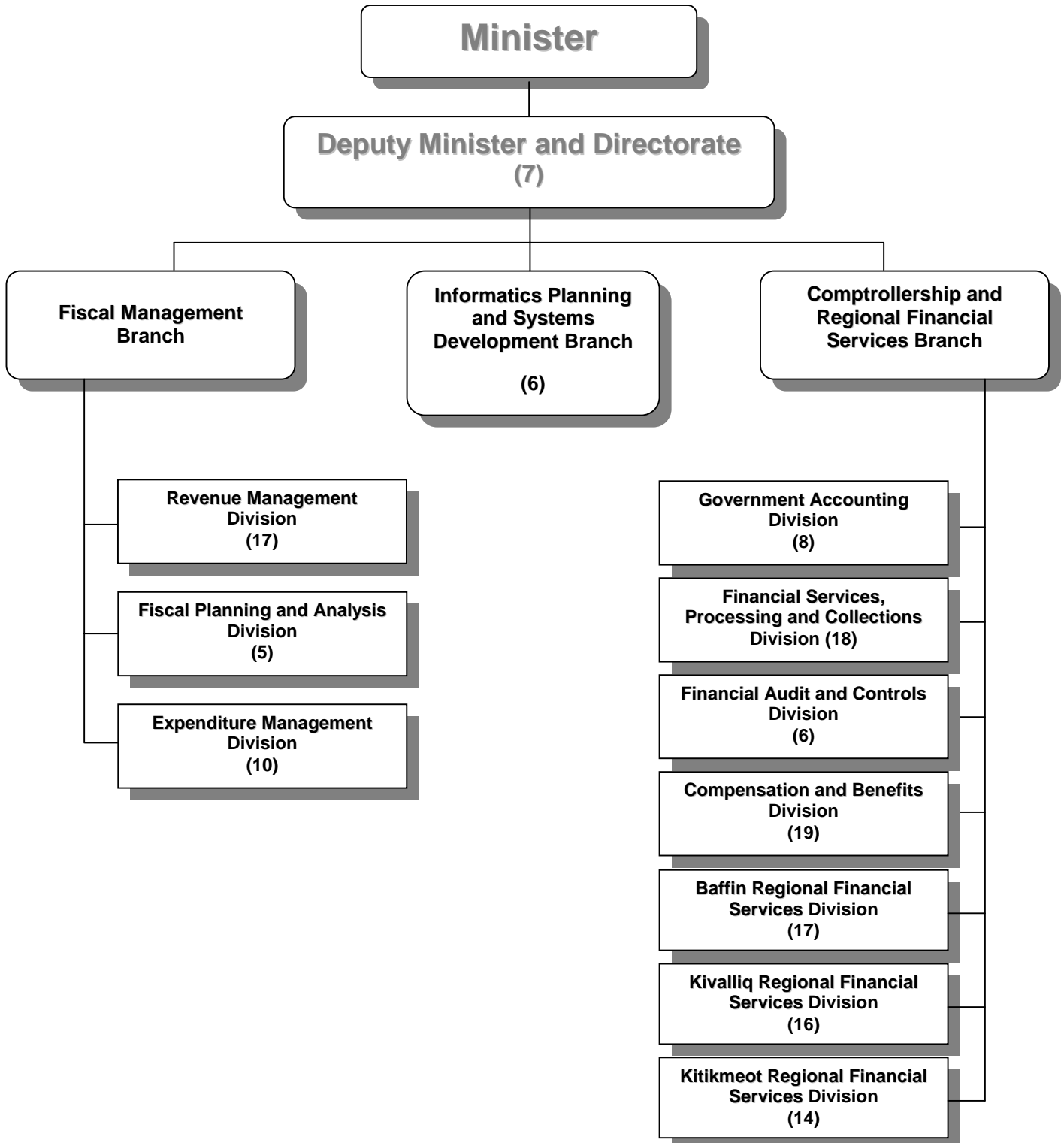
The branch manages a finance and payroll management system that supplies all departments with the specific and government-wide information necessary for all internal management and external reporting needs. Central financial systems provide financial control and expenditure management to ensure effective monitoring, timely payment and collection of revenues, while meeting local managerial needs for flexibility.

#### **Key functions include:**

- Manage the Consolidated Revenue Fund;
- Prepare the Public Accounts for the Government of Nunavut;
- Maintain a policy framework to guide the regulatory initiatives of the GN, and a policy and accountability framework for public corporations and boards;
- Conduct internal and forensic audits that respect the principles of integrity and value for money as the basis for verifying compliance with financial policies, systems, processes, and standards;
- Manage the accounts payable and receivable systems of government;
- Conduct compensation analysis as well as participate in collective bargaining and equal pay processes;
- Conduct training on all aspects of the ADP payroll system and the FreeBalance system; and,
- Administer and up-date the FAA and the FAM to produce appropriate legislation and financial procedures to govern the financial processes of the GN.

# Appendix C

## Organizational Structure



## Appendix D

### Human Resources Strategy

**F**inance and Administration established the Professional Development Committee (PDC) ensuring the development and coordination of consistent training policies and programs, planning, budgeting and evaluation thereof. The PDC is dedicated to implementation of the GN-wide policies and commitments to support and promote the values and traditions of Nunavut.

The department of Finance and Administration will undertake the following hiring practices and training initiatives to ensure a workplace that is increasingly representative of the population of Nunavut:

- Eliminate the systemic barriers imposed by qualification-based selection criteria, and grant full measure to competency-based criteria in filling designated positions;
- Conduct a review of departmental positions to develop a plan for filling more positions with Inuit employees to meet the Inuit employment targets;
- Ensure that the local recruitment program for decentralized functions targets community residents, and that hiring practices reflect the value of life experience and training potential;
- Develop a comprehensive training program for all departmental staff;
- Develop a plan to promote the use of Inuit Qaujimagatuqangit (IQ) in as many aspects of the department's daily activities as possible; and,
- Continue to establish bilingual positions in the department for functions that serve the public directly in English and Inuktitut.

Our departmental human resource strategy is a “work in progress” that applies to all employees and incorporates the Inuit Employment Plan principles, succession planning, and other human resource related GN policies.

# Appendix E

## Financial Summary

Table E-1  
Total Expenditures and Positions – years 2000/2002

Branch		2000 - 2001 Main Estimates (\$000)	2001 - 2002 Business Plan (\$000)
Directorate	\$000's	867	2,726
	Positions	6.0	7.0
Fiscal Policy & Expenditure Management	\$000's	1,687	0
	Positions	20.0	0.0
Fiscal Management	\$000's	0	13,755
	Positions	0.0	32.0
Corporate Services	\$000's	1,397	0
	Positions	10.0	0.0
Information Management and Technology / Informatics Planning and Systems Development	\$000's	7,974	4,654
	Positions	7.0	6.0
Comptrollership and Regional Financial Services	\$000's	18,842	17,820
	Positions	93.0	98.0
<b>Total Department</b>	\$000's	<b>30,767</b>	<b>38,955</b>
	Approved Positions	<b>136.0</b>	<b>143.0</b>



Table E-2  
**Category of Expenditures - years 2000/2002**

Branch		2000 - 2001 Main Estimates (\$000)	2001 - 2002 Business Plan (\$000)
<b>Directorate</b>	Salary	634	858
	Grants & Contributions	0	0
	O&M	233	1,868
	<b>Sub Total</b>	<b>867</b>	<b>2,726</b>
<b>Fiscal Policy &amp; Expenditure Management</b>	Salary	1,367	0
	Grants & Contributions	0.0	0
	O&M	320	0
	<b>Sub Total</b>	<b>1,687</b>	<b>0</b>
<b>Fiscal Management</b>	Salary	0	2,233
	Grants & Contributions	0	0
	O&M	0	11,522
	<b>Sub Total</b>	<b>0</b>	<b>13,755</b>
<b>Corporate Services</b>	Salary	1,102	0
	Grants & Contributions	0	0
	O&M	295	0
	<b>Sub Total</b>	<b>1,397</b>	<b>0</b>
<b>Information Management and Technology / Informatics Planning and Systems Development</b>	Salary	415	591
	Grants & Contributions	0	0
	O&M	7,559	4,063
	<b>Sub Total</b>	<b>7,974</b>	<b>4,654</b>
<b>Comptrollership and Regional Financial Services</b>	Salary	7,521	8,687
	Grants & Contributions	3,900	4,750
	O&M	7,421	4,383
	<b>Sub Total</b>	<b>18,842</b>	<b>17,820</b>
<b>Total Department</b>	Salary	11,039	12,369
	Grants & Contributions	3,900	4,750
	O&M	15,828	21,836
	<b>Total</b>	<b>30,767</b>	<b>38,955</b>