



Treasury Board of Canada Secretariat

Performance Report

For the period ending
March 31, 1999

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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Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/15-1999

ISBN 0-660-61027-2



Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

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.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, 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 pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

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 and develop both managing for and reporting of results. 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/tb/key.html>

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Treasury Board of Canada Secretariat

Departmental Performance Report

For the Period Ending March 31, 1999

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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Executive Summary

For the 1998–99 reporting period, the Treasury Board of Canada Secretariat identified four major priorities: leading Public Service workforce renewal at the federal level; focusing on service and innovation; improving modern governance and performance management; and harnessing information management and information technology to support government-wide objectives. The major initiatives undertaken in these priority areas are outlined below.

Leading Public Service workforce renewal at the federal level

Key accomplishments:

TBS is focusing on developing capacity in people and functional communities, streamlining structures and systems, and improving results and accountability. The Framework for Good Human Resources Management was developed by TBS in co-operation with departments to help them measure the quality of the management of their people in five key results areas: leadership, values, productivity, an enabling environment and sustainability. These terms are explained more fully in the body of the document.

The new Performance Management Program for Executives links total cash compensation to the achievement of commitments ensuring a focus on management by results.

Under the Employment Equity Positive Measures Program, which came into effect on October 8, 1998, up to \$10 million a year is available until March 31, 2002, to help departments and agencies meet their employment equity objectives.

The Universal Classification Standard (UCS) has effectively reduced the number of occupational groups from 72 to 29, thereby allowing for more effective human resources management and greater employee mobility. The conversion to UCS will be done gradually throughout 1999.

Collective agreements were signed with 27 of 30 groups in the latest round of negotiations.

Formal consultations with Public Service employee and pensioner representatives were held on proposed pension changes.

TBS worked to increase awareness and promote the proper use of official languages in the federal workplace.

TBS was able to reach agreements on the rights and responsibilities of employees and departments affected by workforce reductions.

The Federal Public Sector Youth Internship Program has created 4,100 internships in over 70 federal organizations in all parts of Canada.

Focusing on service and innovation

Key accomplishments:

A service improvement architecture was developed with the goals of improving access to service for Canadians and improving service performance.

A Service Canada (one-stop access for Canadians to federal services) strategic business plan has been established and a three-phase implementation plan for the initiative was developed.

A project has been initiated to redesign the Blue Pages telephone listings to relieve citizens' frustration in trying to locate government services.

Steps were taken in 1998–99 to apply the Federal Identity Program (FIP) more vigorously.

The government is continually investigating alternative methods of providing services to Canadians. TBS gave advice and assistance to 17 different organizations.

Improving modern governance and performance management

Key accomplishments:

TBS provided departments with advice and assistance on the development of new policy initiatives, major new policy frameworks, major agreements and changes to existing programs. TBS also gave advice to Treasury Board ministers, the President of the Treasury Board and other central agencies. Input was also provided to the budget.

The Canada Infrastructure Works program, a federal-provincial-municipal cost-sharing partnership, ended March 31, 1999. Since 1994, the government has invested \$2.4 billion in more than 17,000 projects creating approximately 130,000 jobs and resulting in much-needed improvements to local infrastructure across Canada.

A renewed approach to business planning in departments was developed with their co-operation and was implemented in 1998–99.

The President tabled all key annual expenditure management documents in Parliament.

TBS is working with its partners in several areas related to modernizing comptrollership, results measurement and stewardship of public resources. This includes the comptrollership framework where such issues as the implementation of accrual accounting as well as improvements to risk management and accounts receivable management are being addressed.

Harnessing information management and information technology (IM/IT) to support government-wide objectives

Key accomplishments:

TBS developed the *Strategic Directions for Information Management and Information Technology in Government*. This document sets out a multi-year action plan focusing on key priorities.

TBS co-ordinated efforts across government related to the Year 2000 date challenge.

TBS further developed the Enhanced Management Framework (EMF), which provides a structure for the strategic use of IM/IT investment through a stronger alignment with business requirements.

TBS provided integrated IM/IT leadership, advice and support to Treasury Board ministers and client departments.

A multi-level policy framework has been developed and adopted for Public Key Infrastructure management.

Message

As the new President of the Treasury Board, I am pleased to table in Parliament the *Performance Report for the Period Ending March 31, 1999*, of the Treasury Board of Canada Secretariat.

It is my duty to ensure that all Canadians receive the best information possible about the actions undertaken by the Secretariat as the management board for all departments.

Whether your areas of interest are the management of human and financial resources, modern comptrollership, information management and the new information technologies, or service and innovation, this report will provide you with full information on the Secretariat's achievements.

This report, like all those of my colleagues in other departments and government agencies, is an excellent tool for comparing our promises with our achievements. Canadians will be able to decide for themselves how well the Secretariat pursues its goal of putting in place the best possible system of public administration.

I invite you, therefore, to take the time to read the report and to send me your comments.

Lucienne Robillard
President of the Treasury Board

Departmental Overview

Mandate, Mission and Vision

The Treasury Board, one of four current Cabinet committees of the Queen's Privy Council for Canada, consists of the President of the Treasury Board, the Minister of Finance, and five other ministers appointed by the Governor in Council.

The Treasury Board of Canada Secretariat (TBS, or 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.

For the relevant legislation, see p. 54.

Mandate

To support the Treasury Board as a committee of ministers, to support the President, and to fulfil the statutory responsibilities of a central agency within government.

Mission

To help 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

An integrated, strategic and policy-oriented organization providing single-window service, leadership and facilitation to assist departments to achieve desired results, to provide whole-of-government advice for ministerial decision making and to provide accountability information to Parliament and Canadians.

The following principles guide the Secretariat in its work:

Performance: improvement through results-based management and reporting and a commitment to core values.

Prudence: an informed, balanced approach to resource allocation, programs and new policy priorities and strategic investment.

Productivity: innovation and technology; a learning and knowledge-based culture; frameworks, toolkits.

Partnership: recognizing interdependencies at all levels; shared accountabilities and work with partners; transparency.

Public Service renewal: human resources management approaches that value employees, invest in them, promote their professional growth and give priority to the balance between their personal lives and work.

Role

The Treasury Board is the management board for the government. Two key roles of this board are to provide advice to the government on how its resources should be managed, and to ensure that Parliament and Canadians have the information they need to hold the government to account.

TBS works to help ensure that there is consistency in the government's overall policy directions, that they are supported by appropriate program design and costing, prudent risk management strategies and clear articulation of anticipated results. TBS provides departments with advice and assistance on the development of new policy initiatives, major new policy frameworks, major agreements and changes to existing programs in order to maintain their effectiveness. TBS also provides advice to Treasury Board ministers, the President of the Treasury Board and other central agencies.

The Secretariat is expected to provide leadership as the employer of the federal Public Service.

In April 1998, the President of the Treasury Board, in tabling the government's response to the Public Accounts Committee, informed Parliament that the government was adopting a new 'citizen-centred' approach to service delivery that: *will build on and broaden the former quality services initiative to include new integrated approaches to service delivery such as single windows and partnerships, including partnerships with other levels of government.*

Many of the results referred to in this document are centred on ensuring that the energies of the Public Service are focused on service to Canadian citizens, and that the people and infrastructure comprising the Public Service are directed towards accomplishing this strategic goal.

Departmental Performance

Performance Expectations

The Secretariat's goal for this period, as set out in the *1998–99 Report on Plans and Priorities*, was to support the Treasury Board's evolution to a management board.

Four major priorities flowed from this:

1. Leading Public Service workforce renewal at the federal level

This section will include performance against commitments made in the areas of modern and effective human resources management; a well-trained, motivated workforce; effective management of official languages; a representative Public Service and effective management of the Federal Public Sector Youth Internship Program. Performance information pp. 6-10.

2. Focusing on service and innovation

This section will include performance against commitments made in the area of modernizing delivery of government programs and services. Performance information pp. 10-14.

3. Improving modern governance and performance management

This section will include performance against commitments made in the areas of effective allocation of resources in accordance with government priorities; program analysis and advice; an effective business planning process; effective expenditure management information for Parliament; modernizing comptrollership; improved results measurement and reporting; vigorous stewardship of public resources and an effective management framework for comptrollership. Performance information pp. 14-20.

4. Harnessing information management and information technology (IM/IT) to support government-wide objectives

This section will include performance against commitments made in the areas of strategic leadership in government IM/IT, efficient and effective government-wide IT infrastructure investment, and competent IT professionals. Performance information pp. 20 – 25.

NOTE: TBS has developed a new *Planning, Reporting and Accountability Structure*. The new structure, together with an explanation of the changes, is included in the description of departmental organization at the end of this document.

For the purposes of reporting non-financial performance information, this report will be framed around the four strategic priorities identified in the 1998–99 Report on Plans and Priorities.

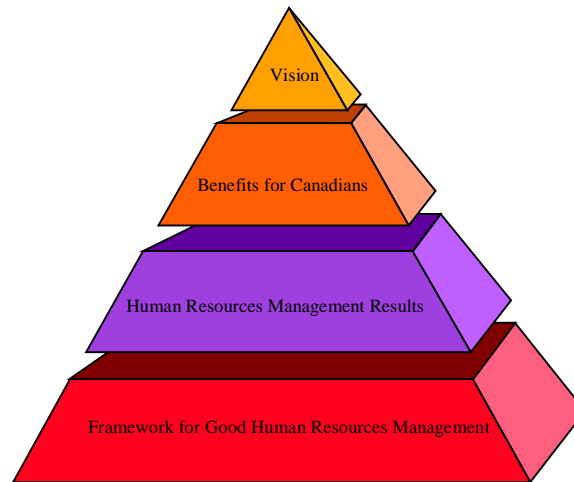
However, for the purpose of comparison with planning documents, the financial tables in the financial performance section will be based on the old structure.

Performance Accomplishments

1. *Leading Public Service workforce renewal at the federal level*

To improve human resources management in the Public Service, TBS is focusing on developing capacity in people and communities, streamlining structures and systems and improving results and accountability.

Much of this is being accomplished through the Framework for Good Human Resources Management developed by TBS in co-operation with departments.



The framework is aimed at helping departments measure the quality of the management of their people. The five key results areas are: leadership, values, productivity, enabling environment and sustainability.

Summary Financial Information by Priority

Planned Spending (1998–99 RPP)*	\$70,964,000
Total Authorities	\$85,225,800
1998–99 Actuals	\$81,816,475

* Report on Plans and Priorities

1.1 A well-led Public Service

Leadership is the ability to establish a shared vision, to build the organization required to deliver program results, to eliminate barriers to success and to mobilize the energies and talents of staff.

- Following recommendations made by the Advisory Committee on Senior Level Retention and Compensation (January 1998), TBS worked closely with an interdepartmental committee in developing a new Performance Management Program for Executives. The new program links total cash compensation to the achievement of commitments ensuring a focus on management by results.
- Human resources leadership includes respect for and promotion of the linguistic rights of employees. To this end, federal institutions were asked to raise the linguistic profile of bilingual positions in the Executive group to the CBC level in designated bilingual regions and, accordingly, to increase the bilingual competency of incumbents.

1.2 A workforce built on values

A workforce built on values is one that demonstrates competency, representativeness and non-partisanship and is supported by fairness, equity and transparency.

- The Employment Equity Positive Measures Program came into effect on October 8, 1998, and is being delivered jointly with the Public Service Commission of Canada. Up to \$10 million a year is available until March 31, 2002, to help departments and agencies meet their employment equity objectives and increase the presence of the four designated groups.
- The Task Force on the Participation of Visible Minorities in the Federal Public Service and the Task Force on an Inclusive Public Service were launched. Both initiatives demonstrate that employment equity is a core value of the federal Public Service and is key to its rejuvenation and renewal.

1.3 A productive workforce

A productive workforce is managed effectively and strives for continuous improvement.

- The Universal Classification Standard (UCS) will serve as the cornerstone of human resources management reforms including collective bargaining,

compensation and staffing. A major milestone was reached on March 27, 1999, when the government published the new UCS occupational group definitions in the *Canada Gazette*. This effectively reduced the number of occupational groups from 72 to 29, thereby allowing for more effective human resources management and greater employee mobility. Conversion of the Public Service will be administered on a staggered basis throughout 1999, as collective agreements expire and are renegotiated.

- Of the 30 negotiating tables for this round of bargaining, collective agreements were signed with 27 groups. Of the remaining three there is agreement in principle with one group, one agreement (Correctional Group) was imposed through legislation and there is one that remains to be settled. Overall, negotiated settlements were reached with 97 per cent of the unionized workforce.
- There was a 10-week rotating strike by the 14,000 blue-collar workers represented by the Public Service Alliance of Canada. However, a negotiated settlement was eventually reached. The government imposed back-to-work legislation (Bill C-76) to end the strike of the blue-collar workers that would have continued while the negotiated settlement was being ratified. In addition, because of concern about public safety and security in case of a strike by Correctional Officers (CX), the government had to impose a collective agreement and direct the CX group to maintain operations in correctional institutions through the same legislation.
- The hearings of the Canadian Human Rights Tribunal in the Public Service Alliance of Canada pay equity case were concluded and the decision was rendered in July 1998. The case has been referred to the Federal Court for judicial review. The government's position was delivered to the Court at the end of January 1999 and arguments were heard from May 31 to June 11, 1999.
- Formal consultation with Public Service employee and pensioner representatives continued on pension changes to deal with long-standing issues relating to the cost of the programs, joint management of the plan, risk sharing, and market investments. Consultations ended in December 1998 without achieving agreement on a joint management structure for the Public Service pension plan, mainly because of a disagreement over the disposition of the current plan surplus.
- On June 17, 1999, the *Budget Implementation Act 1999* received Royal Assent. It included two amendments to each of the following Acts: the *Public Service Superannuation Act*, the *Canadian Forces Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act*. These amendments

improve the benefits of future pensioners by improving the basic benefit formula and the integration of benefits with the Canada Pension Plan.

- Further changes to the public sector pension plans to ensure the long-term sustainability of the plans and improve the financial management of the pension funds were tabled on April 15, 1999, (Bill C-78, *An Act to establish the Public Sector Pension Investment Board*).

1.4 An enabling work environment

An enabling work environment reinforces good working relationships and teamwork. It respects the individuals and their rights, and values diversity and linguistic duality. It accommodates differences; encourages open communication; and is safe, fair and free from discrimination and harassment.

- Throughout 1998–99, with the assistance of a number of departments, TBS worked on developing a survey questionnaire for all members of the Public Service. The purpose of the survey was to seek the views of employees on the work environment, their career aspirations, and their learning and developmental needs. The results, which will be made available later this fall, will be used to improve the working environment to make the Public Service of Canada a great place to work.
- TBS worked diligently to increase awareness and promote the proper use of official languages in the federal workplace by participating in the *National Symposium on Canada's Official Languages*, conducting an audit on the language of work, and delivering orientation courses at various sites across Canada.

1.5 A sustainable workforce

A sustainable workforce is one in which the energies, skills and knowledge of people are valued as key assets to be managed wisely. Continual renewal of essential competencies is planned to provide for the organization's viability now and in the future.

- Following major downsizing as a result of Program Review, TBS was able to reach agreements on the rights and responsibilities of employees and departments affected by workforce reductions through Work Force Adjustment with all participating unions of the National Joint Council (14 of 16 unions). These agreements promote employment continuity by providing for a guarantee of a reasonable job offer or transitional employment arrangements.

- Joint Career Transition Committees have been established centrally and regionally to address the issue of transition assistance for over 3,000 employees and those ‘at risk’ due to employment adjustment decisions or other organizational changes.
- TBS has committed to tabling a final report to Parliament in the fall of 1999 on the Early Departure Incentive and the Early Retirement Incentive programs associated with Program Review. The focus of the report will be on a comparison of the up-front costs with the recurring savings — the ‘payback’ — from the investment in these programs.
- TBS worked closely with National Defence in recommending measures concerning quality of life initiatives in the Canadian Forces. For example, the pay of medical and dental officers was restructured to re-establish comparability with the private sector and to attempt to stem high attrition rates. These actions confirmed the government’s commitment to the Canadian Forces.
- To date the Federal Public Sector Youth Internship Program, managed by TBS and delivered in partnership with Career Edge and the YMCA, has created 4,100 internships in over 70 departments, agencies and Crown corporations in all parts of Canada. Internships involve placing young people between the ages of 15 to 30 in federal public sector work sites for 12 months. The assignments are designed to provide a practical learning experience for young people and to help increase youth participation in the workforce over the long term.

2. *Focusing on service and innovation*

Through recent surveys and focus groups, a significant proportion of Canadians indicates that it experiences difficulties in finding the federal, provincial or municipal government services it needs. Surveys also reveal that Canadians have higher expectations for public sector service quality than for the private sector. Canadians’ expectations focus on five key elements of the service experience: timeliness of service, knowledgeable and competent staff, courtesy, fairness, and obtention of the desired service outcome.

TBS has a holistic government-wide service strategy driven by two key objectives: meeting the needs of citizens and those of government, which must be clearly balanced. The strategy is one of striving to increase the government’s visibility and profile while strengthening the relationship of citizens to their government. A service improvement architecture was developed anchored around two pillars: improving access to service for Canadians and improving service

performance. This has been widely communicated to departments, agencies and Crown corporations.

Advice and guidance for this initiative are being provided through a senior interdepartmental assistant deputy minister advisory committee. In addition, an intergovernmental service delivery officials forum is also being used as a key instrument to foster collaboration among jurisdictions, share research, information and best practices, and help put in place innovative approaches to government service delivery.

Developments in information management and information technology are also critical to innovation and the improvement of service to Canadians. For more information on this aspect see pp. 20-25.

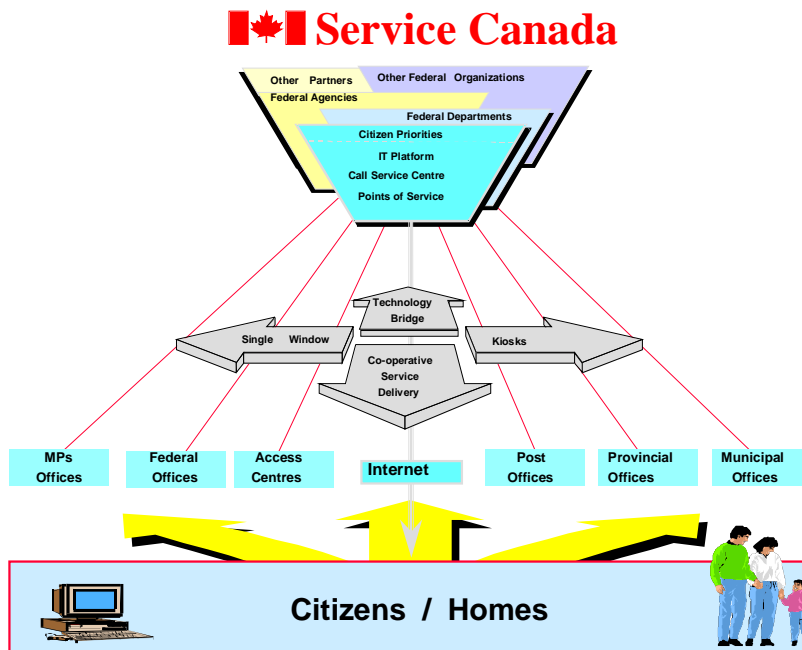
Summary Financial Information by Priority

Planned Spending (1998–99 RPP)*	\$5,460,200
Total Authorities	\$6,332,300
1998–99 Actuals	\$5,063,679

* Report on Plans and Priorities

2.1 Improving access to government services

The focus has been on making progress in key priority areas: Service Canada, the Blue Pages, and the Federal Identity Program.



Service Canada

- Service Canada reflects what Canadians have told us are their three priorities for improving government services: better access, less ‘red tape,’ and timely and courteous service.
- A Service Canada implementation team and a Service Canada Co-ordinating Committee were formed and included members from Public Works and Government Services Canada (PWGSC), Human Resources Development Canada (HRDC), Canada Post Corporation, Industry Canada, Revenue Canada and TBS. A three-phased plan was developed for the implementation of the initiative. A Service Canada strategic business plan to develop and test one-stop access for Canadians to federal services has also been established. (These documents are available on the Internet at http://www.tbs-sct.gc.ca/si-si/service_cnda/english/index_e.htm.)

Blue Pages

- The Blue Pages redesign initiative was developed to relieve citizens’ frustration in trying to locate telephone listings for government services. Moving to functional listings of programs and services and identifying the federal offices with an obligation to provide service to the public in both official languages will enable citizens to directly access those programs and services that meet their needs without having to know which department delivers those services.
- TBS and PWGSC have collaborated on research and pilot testing and will continue to work together to implement a national rollout in partnership with regional telephone service carriers, provincial governments and, where practicable, municipal governments. The Province of Ontario has agreed to a province-wide rollout beginning with the City of Toronto directory. The target date is May 1, 2000. Subsequent Ontario directories will be published according to carrier and publisher schedules. Results from the implementation will be reported in future Performance Reports.

Federal Identity Program (FIP)

- The Federal Identity Program serves to strengthen federal presence, increase the visibility of the Government of Canada and help Canadians recognize at a glance their government at work by showing how and where federal tax dollars are being spent. Thanks to a new FIP draft standard lease agreement, federal institutions are now displaying the Canadian flag on or in their facilities across Canada.

- Draft ‘common look and feel’ standards have been developed for all federal Internet sites. The ‘Canada’ site was redesigned to act as a ‘common look and feel’ model for institutions to follow.
- Design standards developed for the installation of the ‘Canada’ wordmark atop selected high-profile buildings across Canada have resulted in over 60 ‘Canada’ wordmarks being installed across the country.



2.2 Improving service performance

- TBS is assisting departments and agencies with their service improvement plans (SIP) by developing guidelines based on best practices to help them continually close the gap between Canadians’ service expectations and departments’ and agencies’ service delivery performance. Research suggests that results-based service improvement planning can significantly improve the quality of service when action is based on clients’ priorities for service improvement.
- TBS is actively encouraging departments and agencies to use the Common Measurements Tool (CMT) as a key measurement, benchmarking and service improvement tool; 16 federal departments are currently piloting the CMT in the Quebec Region.
- The use of the SIP guidelines and the CMT will permit both the organizations and TBS to monitor progress towards performance objectives based on citizen and client satisfaction.
- During the reporting period, selected government offices were audited on the level of compliance with their obligations to serve the public in both official languages. Findings were positive.

2.3 Strengthening governance and accountability

- The government is continually investigating alternative methods for providing services to Canadians. During the reporting period, TBS provided advice and assistance on organizational options and on corporate governance, control and accountability to some 17 different organizations. These organizations included: the Canadian Wheat Board, the Canada Pension Plan Investment Board, the Federal Bridge Corporation Limited, the Canada Customs and

Revenue Agency, the Parks Canada Agency, the Atmospheric Environment Service, and the Public Sector Pension Investment Board.

- TBS recognizes the value of sharing information and experiences in areas of common interest with other governments and international institutions. This led to the development of regular dialogue and communication with the United Kingdom Cabinet Office and to information gathering and analyses of key international trends and developments that influence the service and innovation and the broader Treasury Board agenda.

3. *Improving modern governance and performance management*

The Treasury Board and its Secretariat are strongly positioned to play a lead role in advising the government on the resources required to meet government objectives and on the effective management of these resources. The Secretariat supports the Treasury Board by providing analysis and advice on resource allocation to departments, agencies and Crown corporations for ongoing programs and new initiatives. This is done in the context of a whole-of-government view while keeping program integrity in mind.

TBS also has a responsibility to provide strategic leadership to government organizations on all matters related to comptrollership. Modern comptrollership is a management reform. It is about the sound management of resources and effective decision making leading to better service, better public policy and better results. It is based on the integration of financial and non-financial performance information, a mature approach to risk management, appropriate control systems, and a common set of values and ethics.

Summary Financial Information by Priority

Planned Spending (1998–99 RPP)*	\$22,960,200
Total Authorities	\$30,553,300
1998–99 Actuals	\$27,928,572

* Report on Plans and Priorities

3.1 *Effective allocation of resources in accordance with government priorities*

- After four years of implementing Program Review decisions, an increase in departmental spending in line with the rate of inflation (1.5 per cent) was factored into the program spending estimates in the 1998 budget to address price increases. In addition, TBS developed the allocation framework and led

the needs assessment supporting the recommendations for individual departmental allocations to deal with workload pressures.

- During 1998–99, responsibility for regulatory affairs was transferred in a phased approach from the Treasury Board to the Special Committee of Council (SCC) of the Privy Council Office (PCO). TBS has retained responsibility for support and co-ordination of regulatory issues within TBS, including advice to the President and the Secretary in support of their participation on various committees.
- Work was begun on developing a tool for assessing federal spending on a cross-government or cross-program basis, focusing on performance, prudence, productivity, partnerships and public sector renewal.
- The Canada Infrastructure Works program, a federal-provincial-municipal cost-sharing partnership, was launched in 1994 as a short-term solution to the pressing problems of high unemployment during a period of low economic growth. The program was targeted to create jobs while addressing municipalities' need for assistance to upgrade local infrastructure. The program, which ended March 31, 1999, has generated infrastructure investments exceeding \$8.3 billion of which the federal government contributed approximately \$2.4 billion. The program's 17,000 projects have created nearly 130,000 jobs in the construction sector and associated supply sectors. The program is viewed as a successful model of a close federal partnership with other levels of government in delivering programs.

3.2 *Understanding of departmental and interdepartmental priorities, pressures and issues (program analysis and advice)*

- TBS continued to improve its comprehensive cross-government overview of current and emerging resource pressures — and management, policy and program issues — and linkages between expenditures and results. In 1998–99, work was initiated on program integrity issues with a more detailed analysis of departments facing the largest resource pressures. Identification of capital rust-out as a horizontal issue in the last departmental business planning exercise led directly to a review of the physical condition of federal assets to judge the magnitude of the situation.
- In its work with departments, TBS is progressively adopting a 'single-window' approach in order to facilitate service. Cross-TBS teams were established to work with individual departments on business planning and other areas of interaction between TBS and departments.

- As part of its role in supporting the integrity of the Expenditure Management System and the alignment of resources with government priorities, TBS provided departments with advice and assistance on the development of new policy initiatives, major new policy frameworks, major agreements and changes to existing programs.

Some examples include: the continued shift of Transport Canada and the entities in the portfolio from a provider/operator role to a facilitator/regulator; the creation of new blood system; the Immigration Legislative Review; *Gathering Strength*, which sets out the government's action plan for responding to issues raised by the Royal Commission on Aboriginal Peoples; Canadian health 'infostructure' initiatives, consisting of new information systems to better meet the needs of health care providers and patients and to foster greater public accountability; the Canadian Firearms Registration System, which includes a licensing and registration system for firearm use; and the federal Strategy for Science and Technology to strengthen Canadian innovation.

3.3 *Effective business planning process*

- A renewed approach to business planning was initiated in 1998–99 following an extensive review of the business plan concept and its processes. The objective is to strengthen the business planning process and its usefulness for departmental and government-wide resource planning and expenditure management. Two immediate results were: a more focused assessment of strategic directions and key issues, and the elimination of the formal requirement for departments and agencies to submit business plans to the Treasury Board.
- A project was undertaken to reduce the reporting burden. Research was begun to identify all of the non-routine policy compliance reports and the statutory reports that departments must submit to TBS. There were 73 reports under review. At the time this report was finalized, 17 reports had been identified for elimination.

3.4 *Effective expenditure management information for Parliament*

- The President tabled in Parliament all key annual expenditure management documents, such as the Main Estimates, the Reports on Plans and Priorities and the Departmental Performance Reports for parliamentary review and supply purposes. The Reports on Plans and Priorities contain specific commitments — what each department expects to achieve in the next three years — that establish a basis against which actual performance will be

measured. The departmental performance reports demonstrate progress made against commitments and the value Canadians are receiving from government departments.

- Supplementary Estimates were also tabled in May, October and March. These estimates totalled approximately \$6.1 billion in voted requirements. They obtained Parliament's approval for: new spending authority for items unforeseen or insufficiently developed when the Main Estimates were prepared; the realignment of existing spending authority to permit the 5-per-cent operating budget carry forward; and other spending-related legislative authorities such as debt forgiveness, debt write-off and changes in grants.

3.5 Modernizing comptrollership

- The Comptrollership Modernization Office provides support to co-ordinate initiatives and work with pilot departments. The first group of pilot departments include Agriculture and Agri-Food Canada, Human Resources Development Canada, Indian and Northern Affairs Canada, National Defence, Natural Resources Canada and TBS. Together they represent about 40 per cent of the budgets and staff of the federal government.
- There is broad support for this initiative across the federal government. Advice and guidance for this initiative are being provided through a deputy minister advisory committee, an assistant deputy minister committee and a standards council made up of executives from the private sector.
- The cultural change towards modern comptrollership includes challenging traditional work methods, practices and attitudes. This is achieved, in part, through the use of the Breaking Barriers initiative, whereby TBS continues to promote innovative approaches and sharing of best practices government-wide, to identify and remove impediments to better service. To date, TBS has issued two progress reports and a third will be released in mid-August.
- Developing capacity is critical. Several projects were approved and funded to improve current capacity. In pilot departments, initial assessments were made to identify any significant gaps in capacity. The Assessment Framework is available on the Internet at http://www.tbs-sct.gc.ca/CMO_MFC/assessment_framework_note.htm.
- TBS has worked closely with the Public Service Commission of Canada in ensuring that the comptrollership community has the right skills, education and training as the Public Service moves towards modern comptrollership. In

so doing, TBS promotes comptrollership community development through its recruitment and development programs and through the creation of new work tools. http://www.tbs-sct.gc.ca/CMO_MFC/assessment_framework_note.htm.

- More information on modern comptrollership is available through the Internet at http://www.tbs-sct.gc.ca/CMO_MFC.

3.6 Improved results measurement and reporting

- TBS has developed Evaluation and Accountability Frameworks with six departments. This is expected to expand across the government and improve program management through performance monitoring and results-based reporting.
- The fall performance package, comprised of *Managing for Results 1998* and the 80 departmental reports, provided a comprehensive picture of the government's results commitments to Canadians and its performance in delivering on these commitments. One of the principal objectives of *Managing for Results 1998* was to describe the federal strategy for implementing results-based management and to provide an update on progress against this strategy.
- Electronic access to information on results commitments and performance, as well as annual federal contracting activity, has been improved considerably. This information provides an important resource for managers within government, as well as for Parliament and the public (see list of Web sites on pp. 52-53).

3.7 Vigorous stewardship of public resources

- TBS, in partnership with PWGSC and the Canada Lands Company, is developing a policy proposal to improve the effectiveness and efficiency of the real property disposal system and to provide incentives for its use. TBS and PWGSC are also developing a new policy and process to improve disposal of Crown materiel assets.
- TBS and PWGSC jointly requested a review by the Department of Justice Canada of the Robinson treaties in Ontario and the numbered treaties across Canada to determine the impact of a recent court decision. The review was successfully completed and is intended to help federal custodians proceed with real property transactions such as the disposals planned in Program Review.

- The Procurement Reform Initiative was developed in 1998–99. Procurement Reform broadly consists of modernizing procurement to help departments better serve the public while maintaining opportunities for Canadian suppliers and the integrity of the procurement system. Implementation of recommendations supporting this initiative will be ongoing.

3.8 *Effective management framework for comptrollership*

- The Financial Information Strategy (FIS), including full accrual accounting for budgeting and reporting, is on schedule to be implemented as of April 1, 2001. The financial systems of the first group of departments became FIS compliant on April 1, 1999. A new Chart of Accounts was developed and implemented permitting departmental phase-in to accrual accounting.
- Once FIS is fully implemented, Canadians will benefit from improved management of the \$30-billion cost of administering and delivering government programs.
- A key FIS milestone that was met last year was the implementation by PWGSC of the new central systems for processing receipts and payments and for producing the annual consolidated financial statements.
- The Accounts Receivable Project was established in the fall of 1998 with the mandate to provide leadership to the government’s initiatives to improve the management and collection of non-tax receivables valued at approximately \$6.2 billion.
- TBS has contributed to the development of national project performance standards that will assist departments in carrying out projects within approved cost and schedule objectives. The Secretariat provided advice to departmental managers on procurement strategies and project management policies for Major Crown and other projects, resulting in more effective delivery of projects and related socio-economic benefits.
- During the reporting period, work was begun on the government-wide risk management framework in consultation with departments to help employees better understand and manage risk. TBS led several studies on risk management that identified national and international best practices applicable to government.
- To support a cohesive and comprehensive approach to managing cost recovery, departments and agencies were asked to submit a Cost Recovery Plan with their 1998–99 business plans. The first set of plans demonstrated progress in the areas of consultation, ongoing stakeholder relations, and the

conducting of impact assessments. They were considered a good start. The plans have also pointed out common areas for further policy work useful to the Secretariat as it initiates the triennial review of the *Cost Recovery and Charging Policy* and further develops cost recovery as a good governance tool.

4. *Harnessing information management and information technology to support government-wide objectives*

With the rapid evolution of information and communication technologies, the advent of globalization, and a shift to a knowledge-based economy, information management (IM) and information technology (IT) are critical to helping the federal government achieve its objectives.

Providing leadership and focusing on the strategic use of IM/IT and facilitating horizontal action to achieve shared results on a focused agenda is a crucial role for TBS.

In the fall of 1998, TBS developed the *Strategic Directions for Information Management and Information Technology in Government*, which identifies the key priorities that had to be addressed to build the foundation for service delivery and related IM/IT investments in the twenty-first century. This document sets out a focused multi-year action plan.

Summary Financial Information by Priority

Planned Spending (1998–99 RPP)*	\$7,212,000
Total Authorities	\$18,605,900
1998–99 Actuals	\$17,973,113

* Report on Plans and Priorities

4.1 *Minimizing disruption of services essential to Canadians at Year 2000*

An enormous amount of effort has been made across government to meet the Year 2000 date challenge.

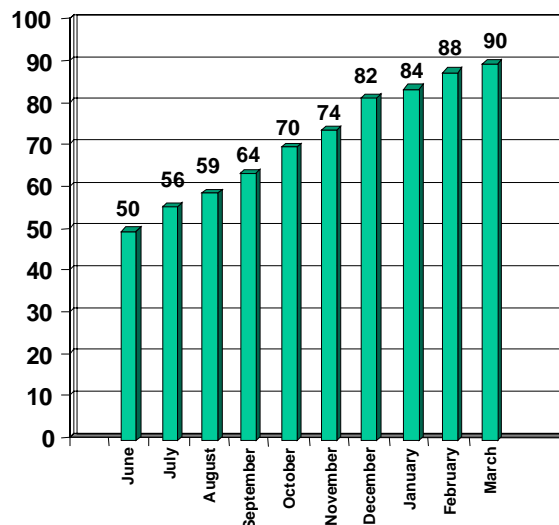
- The Year 2000 Project Office co-ordinated the overall government readiness. Appearances before the Standing Committees on Public Accounts and Industry, and monthly reporting to Treasury Board ministers and parliamentarians on the readiness of federal departments and agencies, helped

to ensure that timely information on the pace of remediation was available for decision-making purposes.

- The health, safety, security and economic well-being of Canadians were a priority as TBS prepared for Year 2000 remediation. As such, departments and agencies invested significant resources from their own budgets. For organizations that did not have sufficient internal resources to carry out the work, the Treasury Board provided them with more than \$600 million in loans.
- TBS did not try to deal with the problem in isolation. Workshops with federal, provincial and territorial representatives, utility companies, and the gas, oil and banking industries took place to share information, identify common issues and develop strategies for collaboration on key areas.
- TBS also worked collaboratively with departments to identify and address common needs. Examples of collaborative efforts include: the setting up and funding of two centres of expertise that helped departments to address many of their testing issues, and the production of guides to undertake risk assessments, prepare contingency plans and deal with the remediation of embedded systems and telecommunications equipment.
- The rate of progress for the 43 Government-wide Mission Critical (GWMC) functions moved from 50 per cent ready in June 1998 to 90 per cent ready in March 1999. (www.info2000.gc.ca)

**Year 2000 Progress
June 1998 to March 1999**

Completion Index (%)



- Communication is very important. Effective January 1999, monthly information on the government's Year 2000 action plan was being published and made available to Canadians. The Web site, www.info2000.gc.ca is also extensively used to provide information to departments and the public. Interviews with the media and presentations to groups both within and outside the government are ongoing to explain the government's efforts and achievements and encourage everyone to keep up the pace and work towards minimal disruption of critical federal services during the passage to the Year 2000.

4.2 Strategic leadership in government IM/IT

Enhanced Management Framework

- The Enhanced Management Framework (EMF) provides a structure for the overall management and governance of IM/IT investments. The framework provides for the strategic use of IM/IT investment through a stronger alignment with business requirements. Three products, the IM/IT investment management guide, the business case guide and the project charter guide have been developed. They are crucial to ensuring alignment of IM/IT investments with business directions and defining shared accountabilities (http://www.cio-dpi.gc.ca/emf/EMFIndex_e.html).
- There is a sense of renewed commitment in departments to continue to implement and institutionalize the EMF. Although departments are at different stages in this process, 14 of the 20 large departments have developed plans to implement the EMF.

Portfolio management

- The monitoring of IM/IT projects, provision of strategic advice and single-window integrated IM/IT service to departments have resulted in a better alignment of IM/IT investments with business and government-wide objectives and facilitated the exchange of best practices (http://www.cio-dpi.gc.ca/PM/PM_index_e.html).
- The establishment of a co-ordinated review process and recommendations have ensured that an integrated, whole-of-government view is applied to major IM/IT investment issues so that early warning signals and risk management strategies can be provided to Treasury Board ministers and departments.
- Identification of current and emerging horizontal IM/IT issues through the integrated business planning process has increased the awareness of potential

risks that need to be addressed by government and the associated resource implications. For example, IT capital deterioration in departments was derived as a horizontal issue based on analysis and integration of information gathered by TBS.

- The regular meetings for information system auditors, which are co-ordinated by TBS, have resulted in new information and auditing strategies for information system auditors. Such information sharing has enabled auditors to complete more effective studies.

4.3 Efficient and effective government-wide IT infrastructure investment

IM/IT infrastructure

- Given that governmental infrastructure must be able to support service delivery goals, there is a need to take a government-wide approach to its development, management and funding. The case for a reliable and secure electronic infrastructure to support the new service vision is stronger than ever and is a critical enabler of service delivery to Canadians. In the last quarter of 1998–99, TBS, in collaboration with 23 departments, has performed extensive work to build a framework to manage the Strategic IM/IT Infrastructure.
 - ⇒ The high-level ‘Federated Architecture’ model for government-wide strategic infrastructure was endorsed by departments and will form the basis for guiding IM/IT infrastructure investments.
 - ⇒ An IM/IT Management Board, comprised of both program and IM/IT senior managers, was established to oversee investments and strategies for the government-wide IM/IT infrastructure.
 - ⇒ A strategy for network technology was developed to review proposed network services acquisitions to ensure compatibility with the ‘Federated Architecture’.

The key benefit of the ‘Federated Architecture’ approach is that it will facilitate achievement of the government’s strategic service delivery objectives and initiatives. It also offers the potential to increase the return on technology investments, improve overall cost effectiveness and allow small- and medium-sized departments to participate fully in the service delivery vision.

Implementing a secure environment for electronic service delivery

- An Interdepartmental Public Key Infrastructure (PKI) Task Force was created within TBS in April 1998 to build and maintain affordable, secure and accessible electronic service delivery to Canadians and electronic commerce within government (http://www.cio-dpi.gc.ca/home_e.html).
- A multi-level policy framework has been developed and adopted, which led to approval of the *Policy for the Public Key Infrastructure Management in the Government of Canada*. The framework is the first of its kind in the world and has been favourably received both nationally and internationally.
- The Pathfinder Program was established to highlight leadership and innovation in federal government departments. One key pilot involves secure messaging. This pilot, under the leadership of TBS/CIOB and PWGSC/GTIS, will test the **government's** ability to protect the confidentiality and integrity of information and provide an indisputable personal electronic signature. The lessons learned will be applied to other implementations of PKI across government.

Shared Systems review

- A review of the Shared Systems Initiative was conducted with key stakeholders during the period of December 1998 through March 1999. Major findings included the need for: a governance structure, management frameworks and processes, and contracting and procurement and enterprise resource planning. Recommendations were identified for approval by the IM/IT Management Board.

4.4 Competent IM/IT professionals

- A community renewal strategy to achieve a world-class IM/IT workforce was launched during the past year. It was developed in partnership with departments, central agencies and bargaining agents. This strategy focuses on eight projects to recruit, develop and retain IM/IT executives, managers, and professionals (http://www.cio-dpi.gc.ca/home_e.html).
- Development programs were initiated with departmental champions and interdepartmental teams. These programs are aimed at:
 - ⇒ developing the next generation of Chief Information Officers;
 - ⇒ preparing IT professionals for executive roles;

- ⇒ establishing a stream of professional project managers;
- ⇒ educating program managers in IT; and
- ⇒ starting a bridging program for administrative support and employment equity target group members to enter the Computer Systems (CS) group.

5. **TBS Corporate Administration**

The Secretariat's Corporate Administration business line provides executive and ministerial direction and advice, as well as legal, public affairs, financial, human resources, and administrative services.

Summary Financial Information*

Planned Spending (1998–99 RPP)**	\$21,562,000
Total Authorities	\$27,604,100
1998–99 Actuals	\$26,388,158

* (includes the offices of the President, Secretary–Comptroller General and Associate Secretary)

** Report on Plans and Priorities

Implementation of SAP, the integrated financial and materiel management system

- The review of internal SAP reporting tools conducted in 1998–99 led to recommendations for the development of a Financial Management Training course for Administrative Officers, the development of a job aid, and the design of a new reporting tool. The work on these initiatives will be completed in 1999–2000. The first full fiscal year cycle with SAP was experienced during 1998–99 during which time a series of successful upgrades were performed that stabilized the system.

Management of Executive Information System

- A new correspondence management system was successfully implemented in TBS, meeting both Y2K objectives and shared system objectives.

Records and Document Information Management System

- The government-wide RFP process came to a successful conclusion in 1998–99. Internally, the detailed project planning and pilot selection were completed. Pilot implementations and development of training and change management strategies will be undertaken in 1999–2000.

Strike/Demonstration Management

- Contingency plans are in effect for the management of strikes and demonstrations to ensure the safety and security of employees and physical assets.

Access Control and Intrusion Detection System

- Controlling software for the above system was updated to be Y2K compliant. This new software now provides flexibility in the system's security features, which enables it to be tailored to different clients' needs while retaining system integrity.

***La Relève* and the renewal of TBS**

- TBS recruited CS and program analysts to address capacity issues in areas where the Secretariat believes itself to be vulnerable.
- A mobility program was developed and implemented for assignments/secondments into and out of the Secretariat to broaden its spectrum of knowledge and experience.
- The management board concept and the modern management agenda were further defined and branch/sector business objectives were aligned with these directions. The familiarization of staff with these continuing changes involved some restructuring of the organization.
- The results of an employee poll dealing with the needs of employees in a changing organization will be followed up.

Implementation of a corporate Human Resources Planning Framework

- An Accountability Framework was developed for the Secretariat describing the accountabilities of the Secretary and all the senior executives directly linked to the performance management process at TBS.
- The Secretariat defined parameters for its succession planning in response to the special needs of a central agency and initiated this exercise at the corporate level.

Implementation of the revised classification system

- A Steering Committee was established to oversee the implementation of the UCS within the department. Evaluation committees, consisting of a cross-section of employees from across the Secretariat, were used to evaluate

work descriptions as part of the government-wide sampling process. Eighty per cent of jobs had been described under the new method with a view to converting to the new UCS-based system in 1999.

Consolidated Reporting

Y2K Readiness

TBS Year 2000 progress is being regularly updated. The results represent a continuation of a monitoring process that has been established specifically to provide a more detailed analysis of departmental Year 2000 plans as they relate to the Secretariat's department-wide mission critical (DWMC) functions.

The overall completion index for Year 2000 IT conversion in TBS is calculated at 100 per cent.

Function	Total No. of DWMC Systems	Compliant/ Non-Compliant	Last Conversion Date	Last Testing Date	Last Implementation Date	Function Completion Index
TBS	3	3/0	N/A	31-Mar-99	31-May-99	100%

Three applications were reported. Each one is a single-system application.

- Two of the critical applications have been designed with Year 2000 compliance and are in production (Cabinet Documents and Submission Tracking).
- The third, the Expenditure Management System, has been fully tested and implementation was complete by May 31, 1999.

As for embedded systems, all systems for which TBS is responsible have been tested and, for those areas not compliant, plans have been set up to resolve the problem.

The end-user inventory of individual applications has been completed and is updated weekly. Plans have been established for the end-user environment and applications.

Server and desktop software are kept up to date.

Desktop computers (hardware) have been tested, repaired or replaced as necessary.

Sustainable Development Update

The structure of TBS has changed since the Sustainable Development Strategy was developed. The following information reflects progress against the commitments made in the strategy but recasts them in the context of the new structure.

Integrating sustainable development principles into human resources management

- TBS is working to ensure that sustainable development principles are considered during the development and review of human resources legislation, policies and procedures, and departmental submissions to the Treasury Board. TBS is keeping informed about specific sustainable development issues and initiatives by departments (e.g. climate change), and ensuring that human resources considerations are included wherever possible. TBS is working with departments and agencies to ensure that strategic human resources plans address such sustainable development principles as appropriate recruitment and retention.
- The TBS Framework for Good Human Resources Management incorporates the principles of sustainable development. TBS is promoting the sustainable development benefits of flexible working arrangements to departments and agencies, including alternative service delivery.

Integrating sustainable development principles into modern comptrollership

- Results-based management is a critical component to making the government more effective and efficient and these elements have a direct effect on sustainable development. The government's overview report, *Managing for Results 1998*, provides information on the steady progress related to results-based management. Each department and agency prepares reports on both its performance and its plans, which are organized in response to the key results commitments in *Managing for Results*. These reports provide improved information for parliamentarians on what results departments have committed to achieve for Canadians.
- To improve reporting to Parliament, a more open and co-operative approach has been initiated.
- TBS is reducing the reporting burden on departments by eliminating many non-essential reports and reducing the size of others.
- TBS is working with federal partners to create and sustain a mature, supportive risk management environment to best achieve government objectives. The application of an integrated risk management approach that reconciles economic development, social equity and environmental quality objectives in operations and policy decision-making processes fully supports the key elements of sustainable

development as they pertain to improved quality of life, a commitment to equity and improved and more integrated decision making.

Service improvement

- One of the objectives of improving the quality of government services to Canadians is increased efficiency. This can result in significant reductions in resources used and quantities of waste produced. A service improvement architecture has been approved and is being widely promoted to improve our service approach over the next two years.
- Results-based service improvement planning can make a difference in the quality of service citizens receive based on client priorities for service improvement. TBS is assisting departments and agencies with their service improvement plans to help to continually close the gap between Canadians' service expectations and the departments' and agencies' service delivery performance.

Addressing sustainable development through improved use of information technology

- Effective utilization of information management and information technology (IM/IT) has significant effects on sustainable development. TBS has undertaken several key initiatives in this area.
 - ⇒ The Strategic Infrastructure Initiative will enhance the delivery of services and information to Canadians using a government-wide approach to maintain and improve the government's strategic IM/IT Infrastructure.
 - ⇒ The Enhanced Management Framework for IM/IT helps to improve government's capability to manage its IM/IT investments successfully, thereby contributing to IM/IT investments that meet specified organizational needs and fulfil strategic requirements.
 - ⇒ Public Key Infrastructure (PKI) will provide the confidentiality, data integrity and other features required to ensure private, secure electronic transactions in support of the government's Electronic Commerce strategy. TBS has established the policy framework and resolved many of the implementation challenges facing the implementation of PKI.
 - ⇒ Electronic access to departmental and government-wide information has been improved considerably through the use of Web sites and databases. This information provides an important resource both for managers within government, as well as Parliament and the public, and reduces the requirement for paper documents.

- ⇒ Reduced paper use adds to environmental savings on account of reduced fuel consumed to transport documents and people to Public Service/business locales. Electronic transactions (e.g. making applications on-line or accessing certain Web-based on-line information), reduce the need to store forms, brochures and other publications, thus adding to further energy savings.
- ⇒ The use of embedded technology in systems helps sustainable development by contributing to such functions as regulating temperature and lighting and monitoring airflow, heating, cooling, and other operational activities.

Greening operations

- TBS is a tenant in a building 'leased to purchase' through Public Works and Government Services Canada (PWGSC), which is reviewing the building's energy and water consumption to recommend opportunities for environmental and financial savings. The report will be completed in the fall 1999.
- On behalf of TBS, PWGSC intends to review the existing building recycling program to determine whether opportunities exist for greater waste reduction.
- To facilitate the purchase of environmentally preferred office supplies, TBS officials have met with co-located merchants to encourage the promotion of these products.
- A list of all retailers selling ethanol-blended fuel (E10) in the National Capital Region has been posted on the TBS's InfoSite to educate staff on the availability of alternative fuels.

Implementing Modern Comptrollership at TBS

Following the recommendation of the Standards Advisory Board and the Modernization Task Force of Deputy Ministers, the Secretariat became the sixth pilot site for implementing modern comptrollership in December 1998. The Assistant Deputy Minister (ADM) of Corporate Services was given responsibility for the pilot. After consulting with the ADMs of the five other pilot departments on strategies and lessons learned, it was decided that the best approach for TBS would be to create a special unit to plan and organize the implementation.

Funding for this unit has been received from the Comptrollership Innovations Fund and staff has been hired. This unit will begin operations in September 1999. Because TBS and the Department of Finance Canada share many corporate services, the lessons learned in TBS will have implications for Finance. It is the intent of the pilot to focus first on TBS and later apply the lessons learned to Finance.

Further information will be provided in the upcoming Report on Plans and Priorities.

Financial Performance

Financial Performance Overview

This section provides a summary of the Secretariat's financial performance, which is reported against three separate program areas and 11 business lines in accordance with the approved Planning, Reporting and Accountability Structure in place during the reporting period. This structure has been subsequently revised as indicated in the Departmental Organization section of this document.

The tables included in this section show a comparison of three amounts: Planned, Total Authorities and Actual. The Planned column is the amount included in the department's Report on Plans and Priorities for 1998–99 and represents what the plan was at the beginning of the year. Total Authorities includes main, supplementary and other estimate amounts approved by Parliament to reflect changing priorities and unforeseen events. Actual shows what was actually spent. Major differences between these amounts are explained in the footnotes accompanying 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. Resource Requirements by Organization and Business Line
5. Respendable Revenues
6. Transfer Payments
7. Public Service Insurance
8. Public Service Pensions

Financial Table 1: Summary of Voted Appropriations

Financial Requirements by Authority (\$ millions)

Vote	Program Name	1998-99		
		Planned Spending	Total Authorities	Actual
Central Administration of the Public Service Program				
1	Program Expenditures	74.6	114.3	109.3
2	Grants and Contributions	44.2	44.2	39.9
(S)	President of the Treasury Board – Salary and motor car allowance ¹	–	–	–
(S)	Contributions to Employee Benefit Plans	9.3	9.8	9.8
(S)	Refunds of amounts credited to revenues in previous years	–	–	–
Total Program²		128.1	168.3	159.0
Government Contingencies and Centrally Financed Programs				
5	Government Contingencies	450.0	385.7	–
10	Government-wide Initiatives ³	–	6.5	–
15	Training Assistance	10.0	–	–
Total Programs		460.0	392.2	–
Employer Contributions to Insurance Plans Program				
20	Public Service Insurance ⁴	766.8	766.9	622.1
(S)	<i>Public Service Pension Adjustment Act</i>	0.1	0.1	0.1
(S)	<i>Special Retirement Arrangements Act⁵</i>	200.0	241.4	241.4
(S)	Unallocated employer contributions made under the <i>Public Service Superannuation Act</i> and other retirement acts and the <i>Employment Insurance Act.⁶</i>	–	-24.1	-24.1
Total Program		966.9	984.3	839.5
Total Secretariat		1,555.0	1,544.8	998.5

¹ Actual amount: \$49,978.

² 'Total Authorities' includes \$128.1 million reported in the 1998-99 Report on Plans and Priorities and additional funding of \$40.2 million (\$30.2 million from 1998-99 Supplementary Estimates and \$10 million transferred from the Training Assistance Vote) for: Y2K compliance requirements, Core Government of Canada Shared Systems, *La Relève*, modernization of comptrollership, Universal Classification Standard and employment equity initiatives, workload requirements and compensation for collective bargaining. It also includes the 1997-98 5-per-cent carry forward provision. Actual expenditures, which were less than anticipated for the Youth Internship Program and Service Canada initiatives and staffing and project delays as a result of a major reorganization in the Secretariat, accounted for the overall program costs being less than the approved authorities resulting in a lapse of \$9.3 million.

³ Supplementary Estimates approved \$15 million for Government-wide Initiatives regarding: employment equity, modernization of comptrollership and the Joint Career Transition Committees of which \$8.5 million was transferred to other departments.

⁴ Actual costs in Insurance Plan payments were less than anticipated due to the overestimation of the potential coverage of new drugs that did not materialize and also to general downsizing in the Public Service.

⁵ There was an increase in employer contributions resulting from increased Early Retirement Incentive (ERI) payments to eligible employees. The ERI provision terminated in 1998.

⁶ This adjustment is to reflect the actual amount of employer contributions made on behalf of departments.

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

Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Resource Planning and Expenditure Management									
(Planned Spending)	150.0	18.0	–	–	18.0	–	18.0	–	18.0
(Total Authorities)	144.0	17.8	–	–	17.8	–	17.8	–	17.8
(Actuals)	137.0	14.7	0.6	–	15.3	–	15.3	–	15.3
Human Resources Management									
(Planned Spending)	249.0	26.9	–	44.2	71.1	–	71.1	0.1	71.0
(Total Authorities)	347.0	42.0	–	44.2	86.2	–	86.2	1.0	85.2
(Actuals)	320.0	42.0	0.7	39.9	82.6	–	82.6	1.0	81.6
Comptrollership									
(Planned Spending)	94.5	10.9	–	–	10.9	–	10.9	0.6	10.3
(Total Authorities)	151.0	19.2	–	–	19.2	–	19.2	0.1	19.1
(Actuals)	142.0	17.3	0.5	–	17.8	–	17.8	0.1	17.7
Information Management and Information Technology									
(Planned Spending)	64.0	7.6	–	–	7.6	–	7.6	0.4	7.2
(Total Authorities)	98.0	19.0	–	–	19.0	–	19.0	0.4	18.6
(Actuals)	89.0	17.7	0.7	–	18.4	–	18.4	0.4	18.0
Canada Infrastructure Works									
(Planned Spending)	–	1.0	–	–	1.0	–	1.0	–	1.0
(Total Authorities)	12.0	1.1	–	–	1.1	–	1.1	–	1.1
(Actuals)	7.5	0.7	0.1	–	0.8	–	0.8	–	0.8
TBS Corporate Administration									
(Planned Spending)	223.0	20.6	–	–	20.6	–	20.6	–	20.6
(Total Authorities)	249.0	26.5	–	–	26.5	–	26.5	–	26.5
(Actuals)	248.0	25.3	0.3	–	25.6	–	25.6	–	25.6
Government Contingencies									
(Planned Spending)	–	450.0	–	–	450.0	–	450.0	–	450.0
(Total Authorities)	–	385.7	–	–	385.7	–	385.7	–	385.7
(Actuals)	–	–	–	–	–	–	–	–	–
Training Assistance									
(Planned Spending)	–	10.0	–	–	10.0	–	10.0	–	10.0
(Total Authorities)	–	–	–	–	–	–	–	–	–
(Actuals)	–	–	–	–	–	–	–	–	–
Government-wide Initiatives									
(Planned Spending)	–	–	–	–	–	–	–	–	–
(Total Authorities)	–	6.5	–	–	6.5	–	6.5	–	6.5
(Actuals)	–	–	–	–	–	–	–	–	–

Business Lines	FTEs	Operating	Capital	Voted Grants and Contri- butions	Subtotal Gross Voted Expendi- tures	Statutory Grants and Contri- butions	Total Gross Expendi- tures	Less: Respend- able Revenues	Total Net Expendi- tures
Public Service									
Insurance									
(Planned Spending)	–	819.6	–	0.2	819.8	–	819.8	76.0	743.8
<i>(Total Authorities)</i>	–	819.6	–	0.2	819.8	–	819.8	76.0	743.8
(Actuals)	–	666.1	–	0.2	666.3	–	666.3	67.3	599.0
Public Service Pensions									
(Planned Spending)	–	223.0	–	–	223.0	0.1	223.1	–	223.1
<i>(Total Authorities)</i>	–	240.4	–	–	240.4	0.1	240.5	–	240.5
(Actuals)	–	240.4	–	–	240.4	0.1	240.5	–	240.5
Total									
(Planned Spending)	780.5	1,587.6	0.0	44.4	1,632.0	0.1	1,632.1	77.1	1,555.0
<i>(Total Authorities)</i>	1,001.0	1,577.8	0.0	44.4	1,622.2	0.1	1,622.3	77.5	1,544.8
(Actuals)	943.5	1,024.2	2.9	40.1	1,067.2	0.1	1,067.3	68.8	998.5
Other Revenues and Expenditures									
Non-Respendable Revenues									
(Planned Spending)	–	–	–	–	–	–	–	–	7.8
<i>(Total Authorities)</i>	–	–	–	–	–	–	–	–	7.8
(Actuals)	–	–	–	–	–	–	–	–	7.4
Cost of Services Provided by Other Departments									
(Planned Spending)	–	–	–	–	–	–	–	–	12.4
<i>(Total Authorities)</i>	–	–	–	–	–	–	–	–	12.4
(Actuals)	–	–	–	–	–	–	–	–	12.0
Net Cost of the Secretariat									
(Planned Spending)	–	–	–	–	–	–	–	–	1,547.2
<i>(Total Authorities)</i>	–	–	–	–	–	–	–	–	1,565.0
(Actuals)	–	–	–	–	–	–	–	–	1,017.9

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

Historical Comparison of Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Lines	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
Resource Planning and Expenditure Management	17.9	17.7	18.0	17.8	15.3
Human Resources Management	21.6	30.0	71.0	85.2	81.6
Comptrollership	10.2	9.7	10.3	19.1	17.7
Information Management and Information Technology	21.3	19.7	7.2	18.6	18.0
Canada Infrastructure Works	0.8	0.8	1.0	1.1	0.8
TBS Corporate Administration	21.1	22.0	20.6	26.5	25.6
Government Contingencies	–	–	450.0	385.7	–
Training Assistance	–	–	10.0	–	–
Government-wide Initiatives	–	–	–	6.5	–
Public Service Insurance	615.5	612.4	743.8	743.8	599.0
Public Service Pensions	270.5	438.2	223.1	240.5	240.5
Total	978.9	1,150.5	1,555.0	1,544.8	998.5

Financial Table 4: Resource Requirements by Organization and Business Line

Comparison of 1998–99 Planned Spending and Total Authorities to Actual Expenditures by Organization and Business Line (\$ millions)

Organization	Business Lines											TOTAL
	Resource Planning and Expenditure Management	Human Resources Management	Comptrollership	Information Management and Information Technology	Canada Infrastructure Works	TBS Corporate Administration	Government Contingencies	Training Assistance	Government-wide Initiatives	Public Service Insurance	Public Service Pensions	
Service and Innovation Sector												
(Planned Spending)	5.4	–	–	–	–	–	–	–	–	–	–	5.4
(Total Authorities)	6.3	–	–	–	–	–	–	–	–	–	–	6.3
(Actuals)	5.1	–	–	–	–	–	–	–	–	–	–	5.1
Expenditure and Management Strategies Sector												
(Planned Spending)	4.1	–	–	–	–	–	450.0	–	–	–	–	454.1
(Total Authorities)	1.6	–	–	–	–	–	385.7	–	–	–	–	387.3
(Actuals)	0.9	–	–	–	–	–	–	–	–	–	–	0.9
Economic Sector												
(Planned Spending)	4.1	–	–	–	–	–	–	–	–	–	–	4.1
(Total Authorities)	4.1	–	–	–	–	–	–	–	–	–	–	4.1
(Actuals)	4.0	–	–	–	–	–	–	–	–	–	–	4.0
Social and Cultural Sector												
(Planned Spending)	2.0	–	–	–	–	–	–	–	–	–	–	2.0
(Total Authorities)	2.2	–	–	–	–	–	–	–	–	–	–	2.0
(Actuals)	2.0	–	–	–	–	–	–	–	–	–	–	2.0
Government Operations Sector												
(Planned Spending)	2.4	–	–	–	1.0	–	–	–	–	–	–	3.4
(Total Authorities)	3.6	–	–	–	1.1	–	–	–	–	–	–	4.7
(Actuals)	3.3	–	–	–	0.8	–	–	–	–	–	–	4.1
Chief Human Resources Officer												
(Planned Spending)	–	71.0	–	–	–	–	–	10.0	–	743.8	223.1	1,047.9
(Total Authorities)	–	85.2	–	–	–	–	–	–	2.5	743.8	240.5	1,072.0
(Actuals)	–	81.6	–	–	–	–	–	–	–	599.0	240.5	921.1

Organization	Business Lines											TOTAL
	Resource Planning and Expenditure Management	Human Resources Management	Comptrollership	Information Management and Information Technology	Canada Infrastructure Works	TBS Corporate Administration	Government Contingencies	Training Assistance	Government-wide Initiatives	Public Service Insurance	Public Service Pensions	
Comptrollership												
(Planned Spending)	–	–	10.3	–	–	–	–	–	–	–	–	10.3
(Total Authorities)	–	–	19.1	–	–	–	–	–	4.0	–	–	23.1
(Actuals)	–	–	17.7	–	–	–	–	–	–	–	–	17.7
Chief Information Officer												
(Planned Spending)	–	–	–	7.2	–	–	–	–	–	–	–	7.2
(Total Authorities)	–	–	–	18.6	–	–	–	–	–	–	–	18.6
(Actuals)	–	–	–	18.0	–	–	–	–	–	–	–	18.0
Corporate Services												
(Planned Spending)	–	–	–	–	–	20.6	–	–	–	–	–	20.6
(Total Authorities)	–	–	–	–	–	26.5	–	–	–	–	–	26.5
(Actuals)	–	–	–	–	–	25.6	–	–	–	–	–	25.6
TOTALS												
(Planned Spending)	18.0	71.0	10.3	7.2	1.0	20.6	450.0	10.0	0.0	743.8	223.1	1,555.0
(Total Authorities)	17.8	85.2	19.1	18.6	1.1	26.5	385.7	0.0	6.5	743.8	240.5	1,544.8
(Actuals)	15.3	81.6	17.7	18.0	0.8	25.6	0.0	0.0	0.0	599.0	240.5	998.5
% of TOTAL	1.5%	8.1%	1.8%	1.8%	0.1%	2.6%	0.0%	0.0%	0.0%	60.0%	24.1%	100.0%

Note: Due to rounding, figures do not add to totals shown.

Financial Table 5: Respendable Revenues**Respendable Revenues by Business Line (\$ millions)**

Business Lines	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Revenues	Total Authorities¹	Actual
Resource Planning and Expenditure Management	0.3	0.1	–	–	–
Human Resources Management	0.9	0.8	0.1	1.0	1.0
Comptrollership	0.5	0.8	0.6	0.1	0.1
Information Management and Information Technology	11.2	22.2	0.4	0.4	0.4
Canada Infrastructure Works	–	–	–	–	–
TBS Corporate Administration	0.2	–	–	–	–
Government Contingencies	–	–	–	–	–
Training Assistance	–	–	–	–	–
Government-wide Initiatives	–	–	–	–	–
Public Service Insurance	70.4	67.7	76.0	76.0	67.3
Public Service Pensions	–	–	–	–	–
Total Respendable Revenues	83.5	91.6	77.1	77.5	68.8

¹ The increase in Respendable Revenues is related to the unplanned sponsorship of conferences (registration fees).

Financial Table 6: Transfer Payments**Transfer Payments by Applicable Business Line (\$ millions)**

Business Lines	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
GRANTS					
Not applicable					
CONTRIBUTIONS					
Resource Planning and Expenditure Management	-	-	0.0	0.0	0.0
Human Resources Management ¹	-	3.3	44.2	44.2	39.9
Comptrollership	-	-	0.0	-	-
Information Management and Information Technology ²	0.2	0.2	0.0	0.0	0.0
Canada Infrastructure Works	-	-	0.0	0.0	0.0
TBS Corporate Administration ³	0.1	-	-	-	-
Government Contingencies	-	-	-	-	-
Training Assistance	-	-	-	-	-
Government-wide Initiatives	-	-	-	-	-
Public Service Insurance ⁴	0.2	0.2	0.2	0.2	0.2
Public Service Pensions ⁵	0.1	0.2	0.1	0.1	0.1
Total Contributions	0.6	3.9	44.5	44.5	40.2
Total Transfer Payments	0.6	3.9	44.5	44.5	40.2

¹ Youth Internship Program² International Institute of Administrative Sciences (IIAS) and Canadian Comprehensive Auditing Foundation³ Conference Board of Canada⁴ Benefit plan for survivors of employees slain on duty⁵ Public Service Pension Adjustment Act

Financial Table 7: Public Service Insurance**Public Service Insurance Expenditures (\$ millions)**

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Insurances	441.3	435.4	552.8	552.8	440.6
Employment Insurance Premium Reduction	0.9	0.8	1.4	1.4	0.8
Premiums for Locally Engaged Employees	4.1	5.2	5.5	5.5	5.1
Payroll Taxes	234.4	234.6	255.3	255.3	215.7
Quebec Sales Taxes	5.2	4.1	4.8	4.8	4.1
	685.9	680.1	819.8	819.8	666.3
Less: Respendable Revenues	70.4	67.7	76.0	76.0	67.3
Total Public Service Insurance	615.5	612.4	743.8	743.8	599.0

Financial Table 8: Public Service Pensions

Public Service Pension Expenditures (\$ millions)

	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
<i>Public Service Pension Adjustment Act</i>	0.1	0.1	0.1	0.1	0.1
Early Retirement Incentive Program	250.5	392.7	200.0	241.4	241.4
Pension Plans for Locally Engaged Employees	8.0	10.6	11.0	11.6	11.6
Social Security for Locally Engaged Employees	10.2	11.0	12.0	11.5	11.5
Contributions to Superannuation and other Employee Benefit Plans	1.7	23.8	–	-24.1	-24.1
Total Public Service Pensions	270.5	438.2	223.1	240.5	240.5

Other Information

Departmental Organization

In August 1999, the Secretariat revised its *Planning, Reporting and Accountability Structure* (PRAS). The following information highlights the major aspects of the new structure.

Program

1. Management Board Program

Objective: *To support the Treasury Board as the government's management board, in partnership with departments, agencies, Crown corporations and other central agencies, to achieve excellence in serving the government, Parliament and Canadians.*

Through this program, the Secretariat helps the Treasury Board deliver on its mandate as the employer, comptroller and general manager of the Public Service. It also supports the Treasury Board in the discharge of its responsibilities for the government's financial, human resources, administrative and other management policies. The Secretariat provides integrated information and advice giving Treasury Board and other ministers a whole-of-government view.

Business lines and accountabilities

1. Expenditure Management and Planning

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

Accountable positions: Assistant Secretaries, Program Sectors;
Assistant Secretary, Expenditure and Management Strategies Sector;
Assistant Secretary, Expenditure Analysis and Operations Sector

2. Comptrollership

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

Accountable position: Deputy Comptroller General

3. Service and Innovation

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

Accountable position: Assistant Secretary, Service and Innovation Sector

4. Information Management and Information Technology

Objective: Affordable and responsive delivery of government services through the strategic use of Information Management and Information Technology.

Accountable position: Chief Information Officer

5. Human Resources Management

Objective: A Public Service that is results-driven, values-based, representative, learning and the best in the world.

Accountable position: Chief Human Resources Officer

6. TBS Corporate Administration

Objective: To provide effective corporate services that support all program areas and their related business lines in meeting their objectives.

Accountable positions: Assistant Deputy Minister, Corporate Services; Executive Director, Public Affairs; Executive Director, Ministerial and Executive Services; Senior General Counsel, Legal Services

Summary of key results commitments

The Treasury Board of Canada Secretariat has committed		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
Government-wide resource allocation consistent with government priorities and the fiscal framework	Resources allocated to align with government priorities Facilitation of decision making by providing for appropriate information and analysis	Departmental Performance Report section 3 Also http://www.tbs-sct.gc.ca/tb/rpem/homee.html http://www.tbs-sct.gc.ca/gos-sog/gos_home_e.html
Management practices that focus on results and values, that integrate financial and results information for planning and reporting, that respond to risks responsibly, and that provide appropriate systems of control	Appropriate <i>standards</i> for departmental and government-wide management of resources Credible, relevant <i>reporting</i> of plans and performance Responsible <i>stewardship</i> of public resources Capable <i>staff</i> supporting departmental management of resources and results	Departmental Performance Report section 3 Also http://www.tbs-sct.gc.ca/CMD_MFC/contents.htm
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 Increased citizen satisfaction with government services Government organizations that are more responsive, innovative, efficient and service-oriented A centre of expertise and provision of leadership for innovation, organizational performance and service improvement	Departmental Performance Report section 2 Also http://www.tbs-sct.gc.ca/SI-SI/home_e.htm

The Treasury Board of Canada Secretariat has committed		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
Affordable and responsive delivery of government services through the strategic use of Information Management and Information Technology (IM/IT)	<p>A strategic IM/IT infrastructure that provides a secure and trusted environment to conduct business with citizens and the private sector</p> <p>Successful adoption of integrated governance frameworks to manage risks, guide investments and set standards</p> <p>A highly competent government IM/IT workforce</p>	<p>Departmental Performance Report section 4</p> <p>Also</p> <p>http://www.cio-dpi.gc.ca/home_e.html</p> <p>http://www.info2000.gc.ca</p>
A Public Service that is results-driven, values-based, representative, learning and the best in the world	<p>Modern and effective human resources management and fulfilment of employer responsibilities in the key results areas articulated in the <i>Framework for Good Human Resources Management in the Public Service</i>:</p> <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 	<p>Departmental Performance Report section 1</p> <p>Also</p> <p>http://www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html</p> <p>http://publiservice.tbs-sct.gc.ca/ollo/english/index.html</p>
Special programs*	<p>Successful delivery of short-term programs and initiatives assigned to TBS as part of its management board responsibilities and in support of government-wide initiatives</p>	

* As the role of the management board continues to evolve, it is anticipated that TBS will be given responsibility for short-lived programs and initiatives of a horizontal nature that do not fall within the mandate of the traditional business lines. The special programs section provides the Secretariat with flexibility in its structure to accommodate these without requiring a modification of the approved PRAS.

Evolution of the Secretariat – crosswalk from old structure

New/Old	Program Planning and Expenditure Allocation	Comptrollership	Service and Innovation	IM/IT	Human Resources Management	Corporate Administration
Resource Planning and Expenditure Management	X	X	X			
Human Resources Management					X	
Comptrollership		X				
IM/IT				X		
Infrastructure Works	This program ended March 31, 1999					
Government Contingencies	X					
Reprography	This was transferred to PWGSC					
Training Assistance	This was no longer required after the end of Program Review					
Government-wide Initiatives		X	X		X	
Public Service Insurance					X	
Public Service Pensions					X	
Corporate Administration						X

Program changes

The decision was made to consolidate the three previous programs (i.e. Central Administration of the Public Service Program, Government Contingencies and Centrally Funded Programs, and Employer Contributions to Insurance Plans Program) for the Secretariat into one. This change was made to more accurately reflect the business of the department and to provide increased accountability. In addition, there were several programs that either ended or were transferred elsewhere during this period. The vote for Reprography that was initially in the program area Government Contingencies and Centrally Funded Programs was transferred to PWGSC and removed from the TBS structure.

The need for Training Assistance, also in the Government Contingencies and Centrally Funded Programs, ended with Program Review.

A new vote has been added in recognition of the new roles associated with the management board. The goal of the Government-wide Initiatives Vote is to assist in funding specific government-wide initiatives such as the Comptrollership Modernization Innovations fund and the Employment Equity Positive Measures Program. This vote is included in the Government Contingencies and Centrally Funded Programs area.

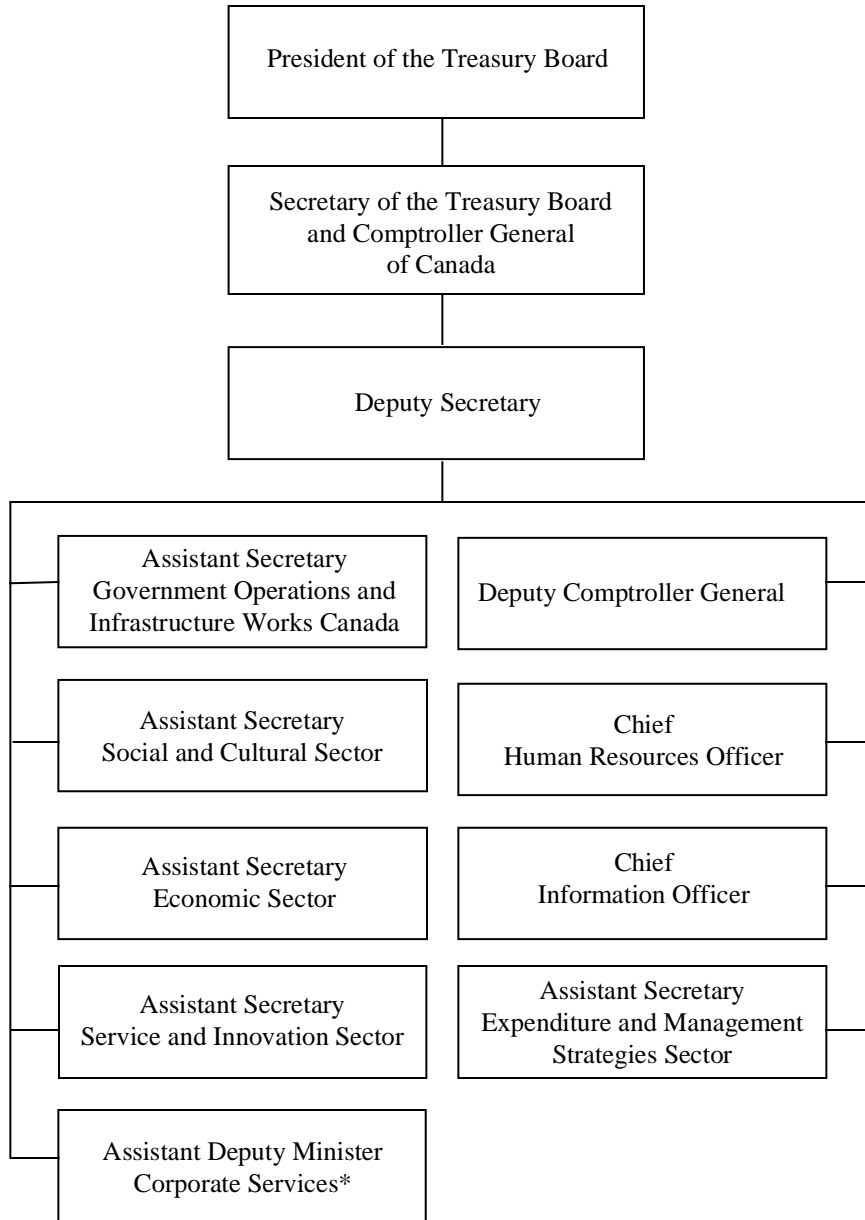
Other changes

The Canada Infrastructure Works Program, which was a business line under the Central Administration of the Public Service Program area, reached the end of its funding period on March 31, 1999, and was not extended.

Changes to the Mission, Vision and strategic objectives have been made to better reflect the evolution of the management board concept and its implications for the Secretariat.

Organizational chart

Treasury Board



* Joint Services with the Department of Finance Canada

Web sites / Contacts for further information

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>

Special initiatives

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

Federal Public Sector Youth Internship Program – <http://www.tbs-sct.gc.ca/yip-psj/english/isitset.html> – <http://www.tbs-sct.gc.ca/yip-psj/english/isitset.html>

Task Force on an Inclusive Public Service – http://www.tbs-sct.gc.ca/inclusive/mainpage_e.html

Official Languages – <http://www.publiservice.tbs-sct.gc.ca/ollo/english/index.html>

Other information

The Edifice Complex is an e-mail newsletter for the real property community.

Official Language Minority Communities: Promoting a Government Objective completed in November 1998 is available from the Department of Canadian Heritage.

Service to the Public: Getting on Board / Le service au public : Moi j'embarque. This publication is a useful tool for managers in helping them to communicate with the public in the official language of its choice.

No Turning Back: Official Languages in the Face of Government Transformations — report of the Task Force on Government Transformations and Official Languages. This report can be seen on the Official Languages Web site.

The study *Impediments to Partnering* is available on the Internet at <http://www.tbs-sct.gc.ca/si-si/asd/english/options/partnership/menu.htm>.

Becoming an SO: Special Operating Agency framework and principles
(<http://www.tbs-sct.gc.ca/si-si/asd/english/options/soa/becomesoa.htm>)

Directory of Federal Real Property (www.tbs-sct.gc.ca/dfrp/)

InfoCentral (www.tbs-sct.gc.ca/rpm-gbi/) the information-sharing hub for the real property community. The site is also accessible outside government and provides information to the Canadian public on federal real property management.

Legislation Administered and Associated Legislation

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* rest with the President of the Treasury Board as minister.

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*

Supplementary Estimates (B)

Report on Plans and Priorities

Performance Report

Managing for Results