



Treasury Board of Canada Secretariat

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

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

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat and ten other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2001-III-70

ISBN 0-660-61195-3

Treasury Board of Canada Secretariat
2000–2001 Estimates
A Report on Plans and Priorities

Lucienne Robillard
President of the Treasury Board

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Section I: Messages

A. *President's Message*

The Government of Canada has a clear vision as this country enters the 21st century. It is a vision based on the experiences of the past, on a realistic assessment of our current resources and, above all, on an overwhelming desire to provide better governance to Canadians. We are striving to ensure that the quality of life in Canada remains second to none. This means increasing our investment in children and families. It means promoting innovation and research and protecting the health and safety of our population. It also means improving the programs and services that Canadians expect and deserve from their government.



The Government of Canada recognizes and embraces the need to put citizens first. Government must be open, accessible and responsive to the public's changing priorities and interests. Programs and services must be results-focused, cost-effective and administered in a highly ethical manner. These principles are at the heart of the Treasury Board's new mission as a management board for government. They are also reflected in the policies and plans outlined in this document.

As President of the Treasury Board, I am pleased to table the Treasury Board of Canada Secretariat's annual Report on Plans and Priorities for the fiscal year 2000–2001. I am confident that the strategic direction it outlines will help us continue to build the kind of government that Canadians can respect and trust.

Lucienne Robillard
President of the Treasury Board

B. Management Representation

I submit, for tabling in Parliament, the 2000–2001 Report on Plans and Priorities (RPP) for the Treasury Board of Canada Secretariat.

To the best of my knowledge, the information:

- accurately portrays the Secretariat’s mandate, priorities, strategies and planned results;
- is consistent with the disclosure principles contained in the *Guidelines for the Preparation of the 2000–2001 Estimates – A Report on Plans and Priorities*;
- is comprehensive and accurate; and
- based on sound underlying information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the production of the RPP.

The Planning and Reporting Accountability Structure (PRAS), which has been approved by Treasury Board Ministers, is the basis for this document and for the accountability of results achieved with the resources and authorities provided.

Guy Bujold, ADM Corporate Services

Date: _____

Section II: Departmental Overview

A. *Mandate, Roles and Responsibilities*

Mandate

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

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

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

These statutory responsibilities are derived from the broad authority of the *Financial Administration Act* (FAA), as well as from several other Acts: the *Public Service Staff Relations Act*; the *Public Service Superannuation Act*; the *Official Languages Act*; the *Employment Equity Act*; the *Federal Real Property Act*; and, the *Public Service Employment Act*. The responsibilities under the *Access to Information Act* and the *Privacy Act* are shared between the President of the Treasury Board as minister and the Minister of Justice.

Mission

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

Vision

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

Roles and Responsibilities

Treasury Board

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

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

Treasury Board of Canada Secretariat

In support of the management board agenda to improve management practices across the government, the Secretariat works with departments and agencies as summarized below.

Key Responsibilities in Improving Management Practices

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

These do not replace the Secretariat's longstanding, traditional role of advising the Treasury Board on policies, directives, regulations, and program expenditure proposals regarding the management of the government's financial, human and material resources. The Secretariat also provides support to the Treasury Board in its role as the federal Public Service employer.

The Secretariat helps ensure that the government's overall policy directions are consistent and supported by appropriate program design and costing, prudent risk management strategies and clear articulation of anticipated results. It advises and helps the operating departments and other entities develop new policy initiatives, major new policy frameworks, major agreements and changes to existing programs to maintain their effectiveness.

B. Departmental/Program Objective

Management Board Program Objective

The Secretariat's objective is to support the Treasury Board as the government's management board; and, in partnership with departments, agencies, Crown corporations and other central agencies, to achieve excellence in serving the government, Parliament and Canadians.

Planning and Reporting Accountability Structure / Business Lines

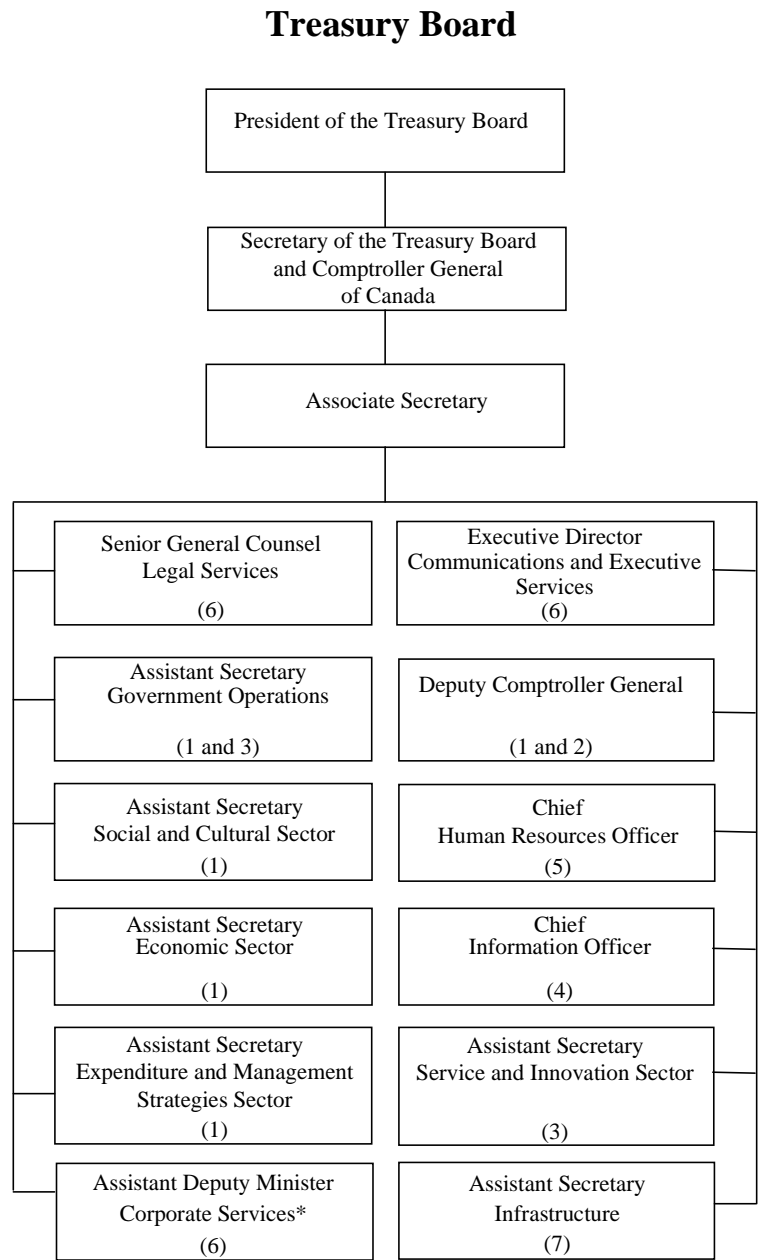
Treasury Board, during 1999–2000, with the view of achieving the above objective approved the following business lines.

Figure 1: Management Board Program – Business Lines and their Objectives

Business Line	Objective / Key Result Commitment
1. Expenditure Management and Planning	Government-wide resource allocation consistent with government priorities and the fiscal framework.
2. Comptrollership	Management practices that focus on results and values, integrate financial and non-financial results information for planning and reporting, respond to risks responsibly, and provide appropriate systems of control.
3. Service and Innovation	Innovative, citizen-centred Public Service that responds to Canadians' priorities for service improvement, and is committed to the goal of service delivery that meets or exceeds their expectations.
4. Information Management and Information Technology (IM/IT)	Affordable, responsive and secure delivery of government services through the strategic use of IM/IT.
5. Human Resources Management	A Public Service that is results-driven, values-based, representative, learning and the best in the world.
6. Corporate Administration	Effective corporate administration that supports all program areas and their related business lines in meeting their objectives.
7. Special Programs: Infrastructure	Physical infrastructure improvements in urban and rural communities that support trade, economic growth, and the quality of life.

C. Organization Chart

Figure 2: The Treasury Board of Canada Secretariat's Organizational chart¹



* Joint Services with the Department of Finance Canada

¹ Business Line Accountabilities are shown in brackets and correspond to the numbers in Figure 1.

D. *Treasury Board of Canada Secretariat Priorities*



V. Peter Harder
Secretary of the Treasury Board
and Comptroller General of Canada

The Secretariat is committed to supporting Treasury Board as its management board while leading the government movement towards quality, service and excellence in management practices.

The Secretariat will actively support the transformation of government departments into **citizen-focused, values-based, results-driven and responsible-spending** organizations. These government commitments will be the foundation for the Secretariat's priorities and initiatives.

Over and above the ongoing roles and activities, the Secretariat will form partnerships with departments and agencies to achieve the following commitments.

The Secretariat is committed to: citizen-centred service delivery, government services on line, strengthening government-wide policies and processes through modern comptrollership and improved reporting to Parliament, maintaining program integrity, the development of an exemplary workplace, and developing infrastructure for the 21st century.

The major initiatives towards achieving these commitments are outlined briefly below; however, detailed information on planned results and related activities by business line are found in Section III.

1. *Citizen-centred Service Delivery*

While strengthening policies and processes, departments must live up to the Government of Canada's commitment to a citizen-centred approach to service delivery. The Secretariat will continue to provide leadership in implementing government-wide approaches to improving Canadians' access to a wide range of government services and citizen satisfaction with the quality of those services.

Service Canada

The Secretariat, through the Service and Innovation business line, will provide leadership in implementing Service Canada – a government-wide approach to a co-ordinated, seamless one-stop access to Government of Canada programs and services. It is delivered in the official language of choice through three integrated delivery channels: telephone, internet, and in person.



http://www.tbs-sct.gc.ca/si_si/home_e.htm

Service Improvement

The Service and Innovation business line will also work with departments and agencies to implement a comprehensive, results-based approach to improving service through plans based on citizen's and client's satisfaction and priorities for improvement.

2. Government of Canada On Line

Guided by the service and performance standards of the Service Improvement Initiative and the Service Canada business principles of better services and improved multiple channel access, the Secretariat will be laying the foundations for Getting Government on Line.

Secure Access Channel

The IM/IT business line will be responsible for ensuring a secure, integrated, government-wide infrastructure that enables electronic access to information and services. The cornerstone will be a single technology infrastructure, including technical and policy components across all departments.

3. Strengthening Government-wide Policies and Processes through Modern Comptrollership and Improved Reporting to Parliament

In cooperation with departments, the Secretariat will work toward strengthened resource management and improved decision making. The Secretariat will need to provide departmental managers with sufficient flexibility to respond to the changing needs of the public they serve while ensuring they remain accountable for results.

The Secretariat will continue to develop the standards and management tools necessary for departments to integrate information for developing investment options, improve decision making, and strengthen departmental business approaches by developing frameworks. To maintain the usefulness of these frameworks, the Secretariat will work with departments to refine, coordinate and fully integrate them into departmental operations.

Modern Comptrollership

The implementation of the Modern Comptrollership initiative is key to realizing this priority. Modernizing means shifting from a primarily financial focus to a broader management perspective. In partnership with eleven pilot departments, the Secretariat, through the Comptrollership business line, is working towards effective decision making, greater accountability, a mature approach to risk management, results-based control systems, and shared values and ethics.

Report of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada



[http://www.tbs-sct.gc.ca/
Pubs_pol/partners/rirp_e.html](http://www.tbs-sct.gc.ca/Pubs_pol/partners/rirp_e.html)

Modernization Events and Mile Posts



[http://www.tbs-sct.gc.ca/
CMO_MFC/events_index.htm](http://www.tbs-sct.gc.ca/CMO_MFC/events_index.htm)

The Secretariat is developing outcome-based standards as the foundation for sound management practices. Pilot departments are leading the implementation through capacity assessments, action plans to address gaps, and demonstration projects.

Improved Reporting to Parliament

After consulting with parliamentarians, the government developed a new reporting regime that includes annual Reports on Plans and Priorities and Departmental Performance Reports. In addition, Treasury Board provides Parliament with an annual report on Managing for Results.

The Secretariat will continue to consult with parliamentarians on tailoring information to better meet their needs, improve channels of access and timeliness, and strengthen financial accountability linking costs to results.

Financial Information Strategy

Implementation of the government-wide Financial Information Strategy (FIS), which is also the responsibility of the Comptrollership business line, will facilitate movement towards a greater financial analysis-and-advisory role to give managers better information for decision making. Costs will be linked closely to activities, operations and results, which is essential for integrated performance information. The current requirement is for all departments to be FIS compliant by April 1, 2001. Departmental financial systems will need to be changed to meet FIS accounting requirements, including full accrual accounting, interface with the Public Works and Government Services Canada treasury systems, and provide new information to departmental managers.



[http://www.tbs-sct.gc.ca/
fis_sif/FIS-SIF_e.html](http://www.tbs-sct.gc.ca/fis_sif/FIS-SIF_e.html)

4. Maintaining Program Integrity

The Secretariat will continue to develop its capacity to advise the Treasury Board and Cabinet on program issues across government including strategic issues, risks, opportunities, costs and investment choices.

The Expenditure Management and Planning business line has primary responsibility for achieving this priority, along with other Treasury Board of Canada Secretariat policy centres, whose expertise and knowledge has been drawn upon to develop a whole-of-government perspective. This perspective and the approach to program integrity derived from it will ensure that government-wide resource allocation is consistent with government priorities and the fiscal framework.

5. Developing an Exemplary Workplace

The movement toward citizen-focused, results-oriented government depends on the sustained efforts of a professional and motivated government workforce. In an exemplary workplace, the focus is on achieving results legally and ethically, while respecting a high standard of public service values such as integrity, transparency, respect for diversity and recognition of both official languages.

Good human resources management achieves results for Canadians by ensuring that competent people are on the job and well supported. The Human Resources Management business line will work with departments, agencies, and unions to:

- foster positive labour relations;
- implement a gender-neutral Universal Classification Standard to streamline and modernize work classification and increase operational flexibility;
- ensure a meaningful follow-up to the 1999 Public Service Survey results; and
- develop and implement recruitment, retention and career development strategies to ensure the Public Service serves Canadians well.

**UNIVERSAL
CLASSIFICATION
STANDARD**



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



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

6. Developing Infrastructure for the 21st Century

The Speech from the Throne announced that the federal government would work with other levels of government and the private sector to reach – by the end of the year 2000 – agreement on a five-year plan for improving physical infrastructure in urban and rural regions across the country. The agreements will set out shared principles, objectives and fiscal parameters for all partners to increase or accelerate resources, which are being directed toward strategic investments in municipal environmental infrastructure and other areas such as transport, tourism, telecommunications, culture, health and safety.

Physical Infrastructure Program

The Physical Infrastructure Program, under the Special Programs business line, will involve partnerships with provinces, territories, municipalities and the private sector that will improve physical infrastructure in urban and rural communities, while supporting a dynamic economy and quality of life for Canadians.

E. External Factors Influencing Treasury Board of Canada Secretariat

Public Expectations and Concerns

Canadians want a government that is citizen focused, affordable, transparent and accountable. They want to be engaged in decisions that affect them and see themselves reflected in their government. To reach this worthwhile objective, communications with citizens must be improved for the ongoing capture of information on needs and expectations.

International Trends

Determining how the government can maintain a distinctly Canadian society, while taking advantage of the global marketplace and trends, is a continuing challenge.

With the political, social and economic challenges posed by globalization, it is imperative that the Secretariat remains current on best management practices and lessons learned from governments worldwide.

Technological Advances

Technological advances are expected to change the way government operates and delivers services to citizens. The Internet, in particular, has the potential for knowledge-sharing with citizens, service delivery, instant feedback on government policies, and engaging citizens in policy making. The appropriate infrastructure must be in place to respond to the needs of government, businesses and citizens, while addressing privacy and security concerns.

Evolving Federalism and Partnerships

The government's recently negotiated Social Union Framework Agreement with the provinces aims to realize the potential for a modern relationship between two levels of government. These are based on principles of partnership that are at the very core of sound public management.

Citizen-focused government cannot be achieved in isolation. Managers must seek partnerships across departmental boundaries and levels of government, with not-for-profit organizations, the private sector and with citizens. These partnerships must be pursued at all stages – from program/service inception to delivery.

By their nature, partnerships require close cooperation and nurturing. In areas where partnership opportunities exist, it is recognized that time is needed to establish the process and for it to take root.

Fiscal Pressures

Government's success at eliminating unsustainable deficits provides the opportunity to consider a balanced approach to managing government expenditures. The funding needs for new initiatives and critical investments to maintain essential existing services can now be considered along with debt reduction and tax relief. This balanced approach, however, also demands the most rigorous management, control and assessments of all requirements for public spending – to ensure that the results justify the resources spent.

F. Treasury Board of Canada Secretariat Planned Spending

Management Board Program Planned Spending

Figure 3: Management Board Program – Planned Spending

(\$ thousands)

	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Budgetary Main Estimates	1,964,416	1,846,523	1,809,841	1,864,605
Less: Respendable Revenue ¹	57,785	114,346	131,707	134,207
Total Main Estimates	1,906,631	1,732,177	1,678,134	1,730,398
Subsequent Adjustments	(390,697)	31,000 ²	110,000	34,000
Total Planned Spending	1,515,934	1,763,177	1,788,134	1,764,398
Less: Non-respendable Revenue ³	7,206	7,200	7,200	7,200
Plus: Cost of services received without charge ⁴	13,283	12,900	12,908	12,919
Total Cost	1,522,011	1,768,877	1,793,842	1,770,117
Full-time Equivalents	1,076	959	929	899

¹ Respendable Revenue is used to cover costs incurred by the Treasury Board of Canada Secretariat on behalf of other government departments for shared initiatives such as; the FIS, the Human Resources Information System, and other shared systems.

² Includes 30,000 for FIS and 1,000 for IM/IT not reflected in approved Main Estimates.

³ Revenue from parking fees.

⁴ Includes the following services received without charge: accommodation charges (Public Works and Government Services Canada); worker's compensation (Human Resources Development Canada); employer's share of employee benefits for insurance premiums (Treasury Board of Canada Secretariat); and legal services (Department of Justice Canada).

Planned Spending by Business Line

Figure 4: Management Board Program Planned Spending by Business Line

	(\$ thousands)			
Business Lines (BL)⁵	Forecast Spending 1999–2000 ¹	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
<i>Expenditure Management and Planning</i>				
Secretariat Operations	14,551	13,029	12,993	12,993
Centrally-administered Funds	485,000	550,000	571,000	584,000
<i>Comptrollership</i>				
Secretariat Operations	23,063	17,315	13,552	13,552
Centrally-administered Funds	–	35,250 ²	9,000	–
<i>Service and Innovation</i>				
Secretariat Operations	9,269	3,905	3,741	3,741
Centrally-administered Funds	–	2,871	–	–
<i>Information Management and Information Technology³</i>				
Secretariat Operations	26,438	8,348	5,939	5,121
Centrally-administered Funds	–	80,000	80,000	–
<i>Human Resources Management</i>				
Secretariat Operations	79,968	54,136	48,530	46,537
Centrally-administered Funds ⁴	846,311	973,750	1,019,788	1,064,863
<i>Corporate Administration</i>				
Secretariat Operations	30,490	24,573	23,591	23,591
Centrally-administered Funds	–	–	–	10,000
<i>Special Programs – Infrastructure Initiative⁶</i>				
Secretariat Operations	844	–	–	–
Total Planned Spending	1,515,934	1,763,177	1,788,134	1,764,398

¹ Includes the 1999–2000 Main Estimates and Supplementary Estimates (A) and (B).

² Includes 30,000 for FIS not reflected in approved Main Estimates.

³ Includes 1,000 for IM/IT not reflected in approved Main Estimates.

⁴ Includes Collective Bargaining and Public Service Insurance.

⁵ For details of Centrally-administered Funds see Figure 18.

⁶ Future Funding for the administration of this initiative is to be determined.

Section III: Business Line Commitments, Results, and Activities

A. Expenditure Management and Planning

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	14,551	13,029	12,993	12,993
Centrally-administered funds	485,000	550,000	571,000	584,000
Planned Spending	499,551	563,029	583,993	596,993
Full-time Equivalents	127	140	138	138

A1. Business Line Description

The Treasury Board and its Secretariat are strongly positioned to play a lead role in advising the government on the resources needed to meet government objectives and respond to citizen needs.

The Secretariat supports the Treasury Board President and Treasury Board Ministers by providing analysis and advice on resource allocation to departments, agencies and Crown corporations for ongoing programs and new initiatives. It also advises departments on the development of new policy initiatives, changes to existing programs, and specific projects.

Part of the Secretariat's role in the Expenditure Management System is to maintain a comprehensive, cross-government overview of current and emerging resource pressures and the linkages between expenditures and results.

The vision of supporting Treasury Board as its management board means taking an approach to resource management that is fully integrated within the government's overall decision-making and priority-setting process. This positions the Treasury Board, the President, and the Secretary to play effective and appropriate roles within that process.

This business line involves the preparation of Estimates for Parliamentary approval of spending authority. It also manages the Government Contingencies Vote, which gives the Government of Canada the flexibility and financial authority to respond quickly to unforeseen expenditure requirements until Parliamentary approval can be obtained.

A2. Key Results Commitments, Planned Results and Related Activities

Figure 5: Expenditure Management and Planning – Commitments, Results, and Activities

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

Planned Results/Targets	Principal Supporting Activities
Resources allocated to align with government priorities	
<p>Resource management within the affordability bounds set by the fiscal framework and the government's overall decision-making and priority-setting process</p>	<ul style="list-style-type: none"> • Analyze and advise the Treasury Board on the use and management of direct program expenditures (operating, capital, transfer payments and payments to Crown corporations) and revenues (user fees and recoverable contributions). • Support departmental business-planning processes, which feed into the Budget and Estimates exercise to ensure that programs are designed, managed and resourced to function effectively and serve Canadians well. • Manage the allocation of the Government Contingencies Vote to support approved government initiatives. • Provide essential, relevant, and high quality reports on government expenditures and related advice to the Treasury Board and other stakeholders to support priority-setting and resource allocation decisions.
<p>Analysis provided for Treasury Board and other stakeholders regarding critical risks to program and service quality essential to the calibre of life and future progress of Canada</p>	<ul style="list-style-type: none"> • Implement a multi-year strategy to ensure Program Integrity by maintaining a comprehensive and integrated perspective on the state of operation and management of the government's existing program base. • Advise Treasury Board on the distribution of resources between existing programs and potential new initiatives to keep a balance, which ensures that valuable programs are sustainably resourced and the overall program mix gives the right results for Canadians. • Provide Treasury Board with reports on the evolution of program, departmental and sectoral spending.

Planned Results/Targets	Principal Supporting Activities
Resources allocated to align with government priorities (<i>continued</i>)	
Production of timely and accurate Estimates documents to seek spending authority and ensure accountability to Parliament	<ul style="list-style-type: none"> • Produce timely and accurate Estimates documents to conform with the supply cycle, working in collaboration with departments. • Consult continuously with parliamentarians to tailor information to better meet their needs, improve channels of access and timeliness of information, and strengthen the financial accountability framework through which costs are related to operations, activities and results.
Facilitate decision making by providing appropriate information and analysis	
Support the Treasury Board in the policy decision-making processes in its management board role	<ul style="list-style-type: none"> • Advise the Treasury Board President, Treasury Board Ministers, other central agencies and departments on the policy decision-making process, including relationships to government priorities, fiscal pressures and existing government programs; policy instrument choice; accountability; costing; and performance reporting.
A focal point provided within the Secretariat that identifies and engages policy experts to consult and advise, as required, on government priorities, horizontal and management issues or specific proposals	<ul style="list-style-type: none"> • Facilitate the review of broad strategic issues and departmental proposals/submissions to Treasury Board by policy and program centres across the Secretariat to ensure programs are well designed, properly resourced and well managed. • Strengthen the capacity to provide a whole-of-government perspective in support of Treasury Board's management board role through consultation and collaboration. • Facilitate cross-Secretariat and/or cross-government consultations on existing programs or new policy initiatives (e.g. Program Integrity).

B. Comptrollership

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	23,063	17,315	13,552	13,552
Centrally-administered Funds	–	35,250	9,000	–
Planned Spending	23,063	52,565	22,552	13,552
Full-time Equivalents	150	145	132	132

B1. Business Line Description

The objective of the Comptrollership business line is to have management practices in departments and agencies, and reports to Parliament that:

- (a) focus on results and values;
- (b) integrate appropriate financial and non-financial performance information for planning and reporting;
- (c) manage risks responsibly; and
- (d) provide appropriate control systems and accountability.

Such management practices support a citizen focus for policy development and service delivery while working to ensure responsible spending.

The approach adopted by the Treasury Board to realize these fundamental principles of modern management has three related dimensions:

- (a) accelerating the implementation of modern comptrollership practices in an integrated manner by working with pilot departments;
- (b) strengthening the focus on results and costs; and,
- (c) strengthening the capacity for responsible spending and accountable management.

This broad approach is consistent with the recommendations provided in the *Report on the Independent Panel on Modernization of Comptrollership in the Government of Canada*.

Working with eleven pilot departments to establish priorities for implementing specific improvements will accelerate the pace of modernization. These departments are now completing assessments of their Comptrollership capacity.

Over the next three years the Comptrollership business line will strengthen the focus on results and costs through work in four areas:

- (a) implementing the FIS, including full accrual accounting;
- (b) improving the measurement of results;
- (c) strengthening the framework for measuring and reporting by including a broader societal context; and,
- (d) linking results and costs to improved reporting to Parliament of plans and priorities and performance.

Over the planning period the Comptrollership business line will strengthen the capacity for responsible spending and accountable management by:

- (a) improving key aspects of expenditure management, such as user charges and accounts receivable;
- (b) developing and improving management and accountability frameworks in key areas, such as risk management, procurement, asset and real property management and internal audit; and,
- (c) strengthening the capacity of financial officers, asset managers and internal auditors in departments.

B2. Key Results Commitments, Planned Results, Related Activities

Figure 6: Comptrollership – Commitments, Results, and Activities

Objective / Key Result Commitment:
Management practices that focus on results and values, integrate financial and non-financial results information for planning and reporting, respond to risks responsibly, and provide appropriate systems of control

Planned Results/Targets	Principal Supporting Activities
Implementing Modern Comptrollership Practices	
<p>Significant progress achieved in modernizing comptrollership in pilot departments by Fall 2001; lessons learned to provide initial comptrollership-related standards in two areas by April 2001</p>	<ul style="list-style-type: none"> • Complete the initial assessments of comptrollership capacity, establish priorities and implement specific improvements in comptrollership practices by working with departments, in particular the eleven pilot departments.
Strengthening the focus on results and costs	
<p>Implementation of the FIS completed, including full accrual accounting in departments by 2001–2002, so costs can be linked closely to activities, operations and results</p>	<ul style="list-style-type: none"> • Produce a set of related initiatives to develop appropriate financial systems, training and development, and a full update of financial policies.
<p>Measurement of results improved over the next three years to be more reliable and credible, for management and accountability purposes</p> <p>A framework established over the planning period to measure and report on the relationship between government programs and the well being of Canadian society</p>	<ul style="list-style-type: none"> • Complete a study to strengthen evaluation, by Fall 2000, and implement it. • Establish a comprehensive performance reporting framework, including implementation of the Social Union Framework Agreement provisions. • Continue to work with departments to develop performance measurement frameworks for new programs.

Planned Results/Targets	Principal Supporting Activities
Strengthening the focus on results and costs (<i>continued</i>)	
A more complete framework established to interpret and report results within a collective and societal context during the planning period	<ul style="list-style-type: none"> • Develop the framework as part of the implementation of the Social Union Framework Agreement accountability provisions.
Reporting to Parliament improved over the planning period so Estimates and accountability documents focus more clearly on results for Canadians and related costs	<ul style="list-style-type: none"> • Complete the second phase of the Improved Reporting to Parliament project to manage participation with Parliament in implementing further improvements. • Initiate consultations on the merits of adopting the full accrual basis of accounting for appropriations consistent with those adopted for the federal Budget and Public Accounts.
Strengthening the capacity for responsible spending and accountable management	
Management policies and frameworks developed during the planning period for: risk management; user charges; accounts receivable; grants and contributions; procurement; asset management; and, internal audit	<ul style="list-style-type: none"> • Determine the necessary modifications, while providing on-going advice and assistance on particular issues through studies, consultations and analyses undertaken by the centres of expertise.
Capacity of departmental comptrollership specialists strengthened during the planning period; with particular attention paid to procurement, asset and real property management, and internal audit	<ul style="list-style-type: none"> • Continue, in cooperation with departmental specialists, to develop and update training and development programs and, establish certification and other quality assurance programs.

C. Service and Innovation

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	9,269	3,905	3,741	3,741
Centrally-administered Funds	–	2,871	–	–
Planned Spending	9,269	6,776	3,741	3,741
Full-time Equivalents	56	41	39	39

C1. Business Line Description

The overarching goal of this business line is to ensure that citizens across Canada are well served by an innovative citizen-centred Public Service, which responds to priorities for service improvement and is committed to the goal of delivering services that meet or exceed expectations.

The Secretariat has developed a holistic government-wide strategy to meet the needs of and improve citizen satisfaction, while strengthening links with them through improved access, service performance and uniformity in government services. This strategy is designed to significantly reduce problems experienced by Canadians in finding and obtaining services or clusters of related services from the Government of Canada.

In addition to improving access to government services, the Secretariat is working, in cooperation with departments and agencies, towards closing the gap between Canadians' service expectations and the level of quality service actually provided.

Excellence in service delivery reflects a wider organizational capacity and performance. This includes the capacity to continually innovate and meet the needs of Canadians and the Government of Canada. Innovative approaches to public management must, in turn, serve to strengthen democratic governance and accountability.

To help the Public Service achieve high levels of organizational performance, the Secretariat must have the knowledge and expertise necessary to create the supporting policies, frameworks, and tools. The Secretariat must be able to provide the advice needed for public organizations to become world class within their own fields and business lines.

The Secretariat provides leadership to government departments and agencies as they develop whole-of-government solutions to service and innovation issues that effectively respond to citizens' needs.

C2. Key Results Commitments, Planned Results, Related Activities

Figure 7: Service and Innovation – Commitments, Results, and Activities

Objective / Key Result Commitment:
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

Planned Results/Targets	Principal Supporting Activities
Improved citizen access to the federal government	
Access and performance improved and freedom of choice for service channels enhanced (including counter, telephone, and electronic service)	<ul style="list-style-type: none"> • Develop and implement Service Canada – a one-stop access to a range of services (110 pilot access centres to be established in 2000–2001); develop horizontal and vertical approaches that simplify the way services are provided; and, improve telephone service to Canadians including integrated Blue Pages and improved call centres.
Government of Canada links with Canadian citizens strengthened	<ul style="list-style-type: none"> • To revise and modernize the Federal Identity Program (FIP) policy, and renew the Government Communications Policy; and Service Canada branding.
Application of the <i>Access to Information Act</i> and the <i>Privacy Act</i> strengthened	<ul style="list-style-type: none"> • Advise and provide directives and guidelines to departments and agencies on the application of the Acts.
Increased citizen satisfaction with government services	
Biannual National surveys conducted on citizens’ expectations, level of satisfaction, and priorities for improvement	<ul style="list-style-type: none"> • Conduct the next biannual survey in Spring 2000 through federal-provincial partnerships, with results to be published in the Fall 2000.
Good progress made towards having Service Improvement Plans (SIP) for departments and agencies that are built on citizen and client expectations	<ul style="list-style-type: none"> • Use a staged approach with departments and agencies starting with key critical service departments/agencies.

Planned Results/Targets	Principal Supporting Activities
Increased citizen satisfaction with government services (<i>continued</i>)	
Annual report provided on government-wide performance and citizen satisfaction in key service improvement areas	<ul style="list-style-type: none"> • Perform strategic monitoring of progress by departments in improving service performance through an annual government planning and reporting process.
Government organizations that are more responsive, innovative, efficient and service oriented	
Governance and accountability regimes for service improvement, alternative service delivery, and partnerships strengthened	<ul style="list-style-type: none"> • Develop a new framework for Alternative Service Delivery (Fall 2000); ensure adequate accountability regimes for partnership arrangements; provide expertise and guidance on the governance, control and accountability of Crown corporations and shared-governance corporations.
Empirically-derived model of organizational effectiveness developed and promoted	<ul style="list-style-type: none"> • Update the National Quality Institute Framework as a tool for assessing organizational performance and building high-performing organizations.
Service culture and human dimensions for service improvement and organizational effectiveness highlighted	<ul style="list-style-type: none"> • Study the human dimensions of service improvement and organizational effectiveness such as service culture, values, training and recognition programs, in partnership with key departments and integrate them as part of the overall service improvement strategy; and provide tools, guidance and advice to departments and agencies engaged in the service improvement agenda.
Recognition of public organizations that have achieved sustained improvements in service and client satisfaction	<ul style="list-style-type: none"> • Examine the potential for an award system, in that context, to recognize high levels of organizational achievement in service improvement.

Planned Results/Targets	Principal Supporting Activities
A centre of expertise and provision of leadership for innovation, organizational performance and service improvement	
Central coordination and integration point for the government service delivery agenda created and momentum for improvement and change built	<ul style="list-style-type: none"> • Create, lead and manage interdepartmental and intergovernmental platforms to foster innovation and change.
Source of information and guidance provided to departments and agencies on innovation, organizational performance and service improvement	<ul style="list-style-type: none"> • Develop and disseminate frameworks, tools and leading-edge practices for public sector service delivery, innovation and organizational effectiveness in consultation and partnership with key service delivery departments and agencies.
Strategic management of the Secretariat's international programs and relationships providing a window on the world of international public sector reform and innovation	<ul style="list-style-type: none"> • Include: co-ordinating programs for some 80 visiting delegations; monitoring and analysing public service initiatives internationally; supporting a pilot project on the interdepartmental co-ordination of public sector expertise internationally; and managing the Secretariat's bilateral agreements and membership in international organizations.
Secretariat and liaison support provided to ten Regional Federal Councils	<ul style="list-style-type: none"> • Provide a central contact point and network for communications between Regional Federal Councils and central agencies, and among Federal Councils; manage the preparation of three meetings of Council Chairs and two of Council Managers a year; and provide strategic and management advice, as required.

D. Information Management and Information Technology (IM/IT)

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	26,438	8,348	5,939	5,121
Centrally-administered Funds	–	80,000	80,000	–
Planned Spending	26,438	88,348	85,939	5,121
Full-time Equivalents	144	64	57	52

D1. Business Line Description

This business line provides strategic direction and leadership in IM/IT to improve public access to government services, manage risks, guide investments, and meet Public Service renewal objectives for IM/IT professionals.

For Canada to maintain its reputation into the 21st century as a world leader in modern governance empowered by IM/IT, the Secretariat has set out an ambitious agenda in [Strategic Directions for Information Management and Information Technology in Government](http://www.tbs-sct.gc.ca/Pubs_pol/ciopubs/TB_OIMP/sdimit_e.html) (http://www.tbs-sct.gc.ca/Pubs_pol/ciopubs/TB_OIMP/sdimit_e.html). This agenda reiterates the commitment to implement an enhanced management framework for information technology across government that will improve return on investment, increase the success rate of projects and minimize risks. It also outlines initiatives to reform the government's IT procurement regime, in support of the operational requirements of program delivery.

A secure, integrated, government-wide infrastructure is required to enable seamless electronic access to information and services by Canadians. This infrastructure will define policies, information standards, networks, telecommunications and systems that are common or shared across government. It will also protect Canadians' privacy ensuring that their information remains secure in an electronic world. These major IM/IT initiatives will be pursued in close collaboration with Public Works and Government Services and other key stakeholders.

Finally, attracting and retaining IM/IT professionals in a tight labour market is top priority for the government of Canada. The business line will continue to implement recruitment, development and retention initiatives for information technology executives, professionals and knowledge workers, to sustain a world-class IM/IT workforce.

D2. Key Results Commitments, Planned Results, Related Activities

Figure 8: Information Management/Information Technology – Commitments, Results, and Activities

Objective / Key Result Commitment:
Affordable, responsive and secure delivery of government services through the strategic use of IM/IT

Planned Results/Targets	Principal Supporting Activities
<p>A strategic IM/IT infrastructure that provides a secure and trusted environment to conduct business with citizens and the private sector.</p>	
<p>Seamless electronic access to government information and services to enhance the public's confidence in the reliability, security and accessibility of government electronic services established by the end of 2004</p>	<ul style="list-style-type: none"> • Develop an overall framework to support and monitor the government's progress in getting on-line and providing electronic service delivery. • Develop a policy framework that provides a sustainable approach to manage and implement the federal government's secure IM/IT infrastructure. • Ensure privacy and security concerns are addressed by building and maintaining an affordable public key infrastructure while maintaining seamless electronic access to government information and services. • Build on the success of the Shared Systems Agenda to rationalize administrative systems across the federal government.
<p>Successful adoption of integrated IM/IT governance frameworks to manage risks, guide investments and set standards</p>	
<p>Improvements in the management and success rate of IM/IT investments government-wide</p>	<ul style="list-style-type: none"> • Develop and promote methodologies and tools to guide investments and manage risks in IM/IT projects. • Implement and promote a comprehensive IM/IT policy framework to improve the management of IM/IT investments. • Develop and implement an IT procurement regime to facilitate program delivery by acquiring IM/IT related goods and services in a more timely and cost-effective manner. • Establish partnerships with key stakeholders including departments, public sector and professional communities.

Planned Results/Targets	Principal Supporting Activities
Successful adoption of integrated IM/IT governance frameworks to manage risks, guide investments and set standards (<i>continued</i>)	
	<ul style="list-style-type: none"> • Provide strategic and operational advice to senior officials and Treasury Board Ministers.
A world-class IM/IT workforce	
<p>Government continually viewed as an IM/IT employer of choice with a workforce that supports citizen centred electronic service delivery</p>	<ul style="list-style-type: none"> • Develop and implement an HR renewal framework for the retention, training and recruitment of IT professionals. • Initiate and deliver professional development and learning programs aimed at IM/IT executives and managers, non/IT managers and project managers. • Define and make available career development guidelines, systems and tools. • Develop strategies to address the change management and skill sets required for public service transition to the digital age (Government On Line).

E. Human Resources Management

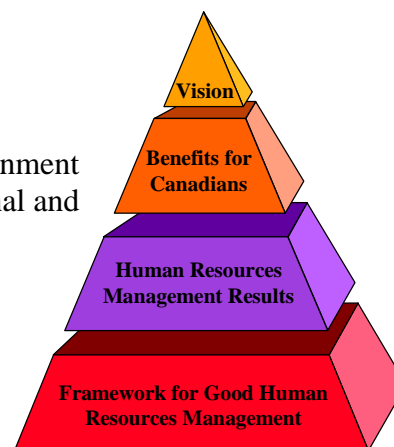
(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	79,968	54,136	48,530	46,537
Centrally-administered Funds*	846,311	973,750	1,019,788	1,064,863
Planned Spending	926,279	1,027,886	1,068,318	1,111,400
Full-time Equivalents	340	309	303	278

* Includes Public Service Insurance and Collective Bargaining.

E1. Business Line Description

The movement toward citizen-centred, results-oriented government is critically dependent on the sustained efforts of a professional and motivated Public Service workforce. Good human resources management achieves results for Canadians by ensuring that competent people are on the job and well supported. No element of the government's agenda for management change can be achieved without effective human resources management in all departments and agencies.



The Secretariat, through the Human Resources business line, provides departments with the tools and support needed to develop and implement modern human resources management throughout the system. It works in partnership with departments and several other organizations that have responsibilities in human resources management, including the Public Service Commission, the Canadian Centre for Management Development and the Privy Council Office. Also, it works closely with unions, and with external knowledge partners and interest groups.

The Secretariat has one main objective – to support departments and agencies in making the federal public service an exemplary workplace, one in which employees can best serve Canadians.

In such a workplace, employees enjoy stimulating work and feel free to exercise their rights in a supportive environment. The workforce represents Canadian society and its linguistic duality. There are opportunities to exercise leadership at all levels and in various manners. In an exemplary workplace, the focus is on achieving results within legal and ethical boundaries, while respecting a high standard of public service values.

In support of the management board, the Secretariat works to achieve results in five key areas: leadership, values, productivity, enabling environment and sustainability. Research demonstrates that investing in people by introducing high performance human resources practices in these areas contributes to a more satisfied and productive workforce.

The centrally-administered funds that make up the largest portion of the resources for this business line include contingency for collective bargaining, the Public Service Insurance Fund and the government-wide initiative for the Youth Internship Program.

E2. Key Results Commitments, Planned Results, Related Activities

Figure 9: Human Resources Management – Commitments, Results, and Activities

<p>Objective / Key Result Commitment:</p> <p>A Public Service that is results-driven, values-based, representative, learning and the best in the world</p>
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Planned Results/Targets	Principal Supporting Activities
A Well-led Public Service	
Organizational performance improved by the introduction of appropriate human resources practices and planning	<ul style="list-style-type: none"> Promote the increased use of the Framework for Good Human Resources Management to ensure human resources planning supports business objectives.
Executive accountability improved	<ul style="list-style-type: none"> Continue implementing recommendations from the Advisory Committee on Senior Level Retention, including performance management agreements.
A Workforce Built on Values	
Government's business directions and results reflect critical Public Service values	<ul style="list-style-type: none"> Promote deeper awareness, understanding and commitment to public service values through follow up work with departments on related initiatives resulting from the 1999 Public Service Survey. Lead and promote the Public Service-wide dialogue on values and ethics.
A Productive Workforce	
Minimal disruptions, within fiscal parameters, in support of a positive labour relations environment	<ul style="list-style-type: none"> Maximize and exploit all opportunities to consult meaningfully with all stakeholders, particularly bargaining agents, to find interest-based solutions to key human resources management and workplace issues.

Planned Results/Targets	Principal Supporting Activities
A Productive Workforce (<i>continued</i>)	
Human resources management reforms introduced	<ul style="list-style-type: none"> • Begin using the Universal Classification Standard (UCS) as a key corporate tool to stimulate change. • Continue, through negotiations with bargaining agents, to streamline and modernize (e.g. family friendly provisions) collective agreements as instruments to foster a productive and supportive work environment. • Modernize the National Joint Council to support improved management-union relationships in collaboration with unions. • Implement new legislation to modernize the pension plan, including market investment of plan assets and improved information to plan members.
Total compensation structure that is affordable and supports efforts to recruit and retain employees in the Public Service	<ul style="list-style-type: none"> • Continue to negotiate provisions in collective agreements to address particular recruitment and retention issues. • Establish a compensation research capacity to facilitate labour market comparisons
An Enabling Work Environment	
Environment that supports employee well-being and the achievement of results	<ul style="list-style-type: none"> • Develop and modernize competitive affordable employee benefit programs such as Travel, Relocation, Crown Housing, Dental, Disability Insurance and Health Care, and implement a dental plan for pensioners. • Identify affordable opportunities to improve policies and workplace initiatives that support workplace well being. • Support and coordinate the government-wide effort to follow up on the 1999 Public Service Survey results.
A workplace that values diversity and is conducive to the use of both official languages	<ul style="list-style-type: none"> • Heighten federal institutions' awareness of their official languages responsibilities, and carry out shared follow-up surveys to assess employees' satisfaction on the use of their first official language at work, in collaboration with departments and agencies.

Planned Results/Targets	Principal Supporting Activities
An Enabling Work Environment (<i>continued</i>)	
	<ul style="list-style-type: none"> • Build capacity to implement Employment Equity objectives through workshops, training activities and the Positive Measures Program. • Respond to recommendations of the Task Force on the Participation of Visible Minorities and activities of the Task Force on an Inclusive Public Service.
Increased vitality of the official language minority communities in Canadian society	<ul style="list-style-type: none"> • Support and assist the development of official language minority communities and their place in Canadian society (Section 41, <i>Official Languages Act</i>).
A Sustainable Workforce	
The ability to retain, develop and recruit employees with the skills required to meet the needs of Canadians	<ul style="list-style-type: none"> • Identify appropriate recruitment and retention strategies linked to business requirements and based on demographic analysis. • Raise managers' awareness for their key role in attracting, developing and retaining an effective and representative workforce, through the implementation of tools such as virtual learning kits, publications, and guides for managers and by initiatives like the Employment Equity Positive Measures Program. • Provide easy, employee-friendly and internet based access to information on benefits and policies in such a way as to demonstrate to employees the totality of all their working benefits.
Employees provided with opportunities for continuous learning and exercising leadership	<ul style="list-style-type: none"> • Continue to implement and support training and learning activities for all employees.

F. Corporate Administration

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Secretariat Operations	30,490	24,573	23,591	23,591
Centrally-administered Funds	–	–	–	10,000
Planned Spending	30,490	24,573	23,591	33,591
Full-time Equivalents	252	261	261	261

F1. Business Line Description

The Secretariat's corporate administration includes the offices of the President, the Secretary-Comptroller General, and the Deputy Secretary. This business line provides executive and ministerial direction and advice, legal services, public affairs advice, and corporate services in the areas of financial and human resources management, informatics and administrative support. As such, the corporate administration service lines must be aware of the priorities in each of their client areas and strive to support the achievement of those priorities.

The Corporate Administration business line is comprised of three service lines: Communications and Executive Services, Legal Services and Corporate Services.

Corporate Services is the area responsible for implementing Modern Comptrollership and the Financial Information Strategy within the Secretariat.

F2. Key Results Commitments, Planned Results, Related Activities

Figure 10: Corporate Administration – Commitments, Results, and Activities

Key Result Commitment:

To provide effective corporate administration that supports all program areas and their related business lines in meeting their objectives

Planned Results/Targets	Principal Supporting Activities
Communications and Executive Services	
Treasury Board meetings that reflect the government's priorities and its role as management board for the federal government	<ul style="list-style-type: none"> • Provide Treasury Board ministers with timely and accurate information to assist in their decision making. • Coordinate all arrangements for Board meetings to ensure best use of ministers' time and coherent presentation of issues.
President and Secretary have accurate and timely information to fulfill their roles related to the Treasury Board, parliamentary affairs, and liaising with the Privy Council Office, other departments and non-government organizations	<ul style="list-style-type: none"> • Provide logistical support to the President and the Secretary and ensure they are properly apprised of issues. • Provide value-added strategic communications advice and guidance to client branches, sectors and the offices of the Secretary and President. • Develop high quality communications strategies, plans and products for internal and external consumption that will clearly, accurately and effectively convey Secretariat messages.
Timely provision of information requested by Canadians	<ul style="list-style-type: none"> • Provide strong leadership, advice and coordination to administer the <i>Access to Information Act</i> and <i>Privacy Act</i> within the Secretariat.

Planned Results/Targets	Principal Supporting Activities
Corporate Services – Renewal of the management and planning framework	
Implementation of FIS within the Secretariat by April 2001	<ul style="list-style-type: none"> • Review all accounting policies with a view to adopting full accrual accounting by April 1, 2001. • Requiring departments to capitalize and amortize their tangible and intangible capital assets greater than \$10,000 is a key component of FIS. During 2000–2001, begin a process to identify and value all existing capital assets over the threshold. • Continue system work and policy review with partner departments to support FIS. This work has already begun through a shared system initiative to implement necessary software changes in April 2000. • Continue assessing the impact of FIS on managers and other staff and develop a communications and training strategy to support the FIS roll out within the department during 2000–2001.
Significant progress demonstrated by Fall 2001 on implementing the departmental Modern Comptrollership action plan, which will be based on the results of the capacity check conducted in fiscal year 1999–2000	<ul style="list-style-type: none"> • In fiscal year 2000–2001, develop a modern comptrollership action plan to address priorities as established by senior management. The action plan will be implemented over 2000–2003 and will endeavour to integrate existing initiatives with those of Modern Comptrollership. • Conduct a Modern Comptrollership demonstration project in fiscal year 2000–2001 to establish a framework for a comprehensive, integrated planning and reporting approach for the Secretariat. It will be tested on a limited basis within Corporate Services with a view to deployment across the department by 2003.

Planned Results/Targets	Principal Supporting Activities
Corporate Services – Implement good human resources management practices consistent with the Secretariat’s Human Resources Management Framework	
<p>Government-wide human resources management initiatives to be implemented in the Secretariat during 2000–2001 are as follows:</p> <ul style="list-style-type: none"> • Universal Classification Standard (UCS) • Official Languages • Employment Equity • Pay Equity • Performance Management Program (PMP) for executives 	<ul style="list-style-type: none"> • Convert all positions and incumbents to the UCS according to the collective bargaining schedules during fiscal year 2000–2001. • Implement the Secretariat’s Official Languages action plan in fiscal year 2000–2001, followed by on-going activities to support the initiative. • Implement the Employment Equity action plan during fiscal year 2000–2001, followed by on-going activities to support the initiative. • Process all Pay Equity payments by April 2001. • Develop and implement an action plan, over 2000–2001, that will prepare the department for the introduction of the pay-at-risk compensation regime for the executive cadre based on performance agreements.
<p>An increasingly positive and rewarding work environment is offered by the Secretariat</p>	<ul style="list-style-type: none"> • Provide dedicated human resources advice, service, and support to departmental management on the development and implementation of good human resources practices. The goal is to implement practices that are consistent with the Secretariat Human Resources Management Framework and that address the needs of the department and the results of the Public Service Survey and other employee consultations.
Legal Services	
<p>Appropriate and timely legal advice and litigation services provided</p>	<ul style="list-style-type: none"> • Provide high quality and responsive legal advice to the Treasury Board and President regarding their powers and duties and to the Secretariat in its central agency functions. • Conduct litigation before the Public Service Staff Relations Board and other administrative tribunals, the Federal Court – Trial Division, the Federal Court of Appeal and the Supreme Court of Canada in support of Treasury Board’s role as employer of the Public Service of Canada.

G. Special Programs – Infrastructure

(\$ thousands)

	Forecast 1999–2000	Planned 2000–2001	Planned 2001–2002	Planned 2002–2003
Planned Spending	844	—*	—*	—*
Full-time Equivalents	7	—	—	—

* Future funding for the administration of this initiative is to be determined.

G1. Business Line Description

As the management board's role continues to evolve, the Secretariat will be given responsibility for short-lived programs and initiatives that are horizontal in nature and do not fall within the mandate of traditional business lines.

For the planning period, the Secretariat has been tasked with oversight of a new physical infrastructure program that will provide for strategic investments in municipal environmental infrastructure and other areas such as transport, tourism, culture, telecommunications, health and safety.

G2. Key Results Commitments, Planned Results, Related Activities

Figure 11: Infrastructure Initiative – Commitments, Results, and Activities

Key Result Commitment:

Improvements in physical infrastructure, through leveraged investments in urban and rural communities that support a dynamic economy and Canadians' quality of life

Planned Results/Targets	Principal Supporting Activities
<p>Agreements established with the provinces and territories that involve partnerships among the three levels of government and the private sector by December 2000</p> <p>System to track the implementation, progress and results of the agreements by April 2001</p>	<ul style="list-style-type: none"> • Work with partners to establish the shared principles, objectives, and fiscal parameters for investments in physical infrastructure. • Follow the progress made throughout the life of the agreements and work with partners to monitor the projects.

Section IV: Horizontal Initiatives

Sustainable Development Strategy

During 2000–2001, the Secretariat will continue to implement its 1997 Sustainable Strategy and work to update its Strategy for 2001–2003 to be tabled in Parliament by December 31, 2000. Commitments and work to complete the implementation of the 1997 Strategy in 2000–2001 are the following:

Figure 12: Treasury Board of Canada Secretariat's Sustainable Development Activities for 2000–2001

<i>In advancing efforts towards sustainable development, the Secretariat is committed to a variety of activities</i>
Sustainable development through human resources management practices
<ul style="list-style-type: none">• Ensuring that sustainable development principles are considered during the development and review of human resources legislation, policy and procedures.• Incorporating sustainable development concepts into job classification criteria.• Promoting the sustainable development benefits of flexible work arrangement policies, such as telework and flexible hours of work to departments and agencies.• Ensuring that the Secretariat fosters a management culture possessing the values of sustainable development.
Sustainable development through Modern Comptrollership
<ul style="list-style-type: none">• Participating in the investigation and development of a common federal approach to the management of contaminated sites under federal custody.• Developing, in co-operation with other departments, a policy to account for and report costs and liabilities related to contaminated sites under the federal government's jurisdiction of responsibility.• Facilitating the implementation of accrual accounting to make visible to departments, managers and end users, the environmental costs related to holding assets in inventory (e.g. heating costs) and to promote just-in-time purchasing.• Developing, in cooperation with departments, a management of risk framework for government-wide use that addresses risk issues in a systematic and integrated way. This framework, when implemented, will support and advance the realization of sustainable development objectives.

Sustainable Development through Modern Comptrollership (*continued*)

- Integrating performance reporting into service delivery, policy analysis, business planning and accountability across departments, and advising on sustainable development performance measures.
- Supporting and promoting reviews of key horizontal and government-wide programming and ensuring that consideration of sustainable development principles is incorporated into review criteria and processes.
- Reviewing departmental performance reports and reports on plans and priorities, and providing advice on sustainable development performance measures.

Sustainable Development through Improved use of information technology

- Making electronic service delivery the preferred way of doing business by:
 1. establishing a Public Key Infrastructure to allow for enhanced electronic service delivery while addressing privacy and security concerns; and
 2. continuing to assist departments and agencies to make more information, reports and forms available on line.
- Setting IM/IT standards to ensure accessibility of electronic text and database information.

Sustainable Development through Greening Departmental Operations

- Integrating environmentally-sound practices into everyday departmental operations, including the procurement of products and services, the management of motor vehicle fleets, and, in conjunction with Public Works and Government Services Canada, the management of waste, water and energy use in facilities occupied by the Secretariat.
- Continuing to increase and encourage the environmental awareness of employees by revising existing green programs and communications to reflect the current status of the department's practices.

Section V: Financial Information

Figure 13: Net Cost of Management Board Program for 2000–2001

(\$ thousands)	
	Expenditures
Gross Planned Spending (Budgetary Main Estimates and subsequent adjustments excluding spendable revenue)	1,877,523
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	7,661
Contributions covering employees' share of employees' insurance premiums and expenditure paid by the Secretariat	3,138
Workman's compensation coverage provided by Human Resources Development Canada	–
Salary and associated expenditure of legal services provided by Department of Justice Canada	2,101
	<u>1,890,423</u>
<i>Less: Spendable Revenue</i>	114,346
<i>Less: Non-spendable Revenue</i>	7,200
2000–2001 Total Cost	<u>1,768,877</u>

Figure 14: Management Board's Summary of Transfer Payments

(\$ thousands)

	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Grants				
Not applicable				
Contributions				
<i>Information Management/ Information Technology</i>				
Canadian Comprehensive Auditing Foundation	10	10	10	10
<i>Human Resources Management</i>				
Youth Internship Program	36,018	23,658	20,000	20,000
Public Service Insurance	244	244	244	244
Public Service Pensions	70	50	40	30
<i>Corporate Administration</i>	–	–	–	–
Total Contributions	36,342	23,962	20,294	20,284
Total Transfer Payments	36,342	23,962	20,294	20,284

Figure 15: Management Board's Source of Respendable and Non-Respendable Revenue

Respendable Revenue

	(\$ thousands)			
	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Cost Recovery of Shared Initiatives	1,200	700	700	700
Human Resources Management – PS Insurance	56,585	113,646	131,007	133,507
Total Respendable Revenue	57,785	114,346	131,707	134,207

Non-respendable Revenue

	(\$ thousands)			
	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Revenue from Parking Fees	7,206	7,200	7,200	7,200
Total Non-respendable Revenue	7,206	7,200	7,200	7,200

**Total Respendable and
Non-respendable Revenue**

	64,991	121,546	138,907	141,407
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Section VI: Other Information
Figure 16: Crosswalk mapping 1999–2000 business lines to new structure for 2000–2001
(\$ thousands)

NEW OLD	Management Board Program							Total Old Business Lines
	Expenditure Management and Planning	Comptroller- ship	Service and Innovation	IM/IT	Human Resources Management	Corporate Administration	Special Programs	
<i>Central Administration of the Public Service Program</i>								
Resource Planning and Expenditure Management	10,627	–	3,254	–	–	–	–	13,881
Human Resources Management	–	–	–	–	54,136	400	–	54,536
Comptrollership	227	17,315	–	–	–	–	–	17,542
Information Management and Information Technology	626	–	651	8,348	–	–	–	9,625
Corporate Administration	1,549	–	–	–	–	24,173	–	25,722
Canada Infrastructure Works	–	–	–	–	–	–	–	–
<i>Government Contingencies and Centrally Financed Programs</i>								
Government Contingency	550,000	–	–	–	–	–	–	550,000
Government-wide Initiatives	–	35,250	2,871	80,000	14,200	–	–	132,321
Collective Bargaining	–	–	–	–	93,942	–	–	93,942
<i>Employer Contributions to Insurance Plans Program</i>								
PS Insurance	–	–	–	–	836,558	–	–	836,558
PS Pensions	–	–	–	–	29,050	–	–	29,050
Total Business Lines	563,029	52,565	6,776	88,348	1,027,886	24,573	–	1,763,177

Management Board Program								
Business Line/Vote	Expenditure Management and Planning	Comptroller-ship	Service and Innovation	IM/IT	Human Resources Management	Corporate Administration	Special Programs	Total Old Business Lines
Vote 1								
Operating Expenditures	13,029	17,315	3,905	8,338	30,478	24,573	–	97,638
Vote 2								
Grants and Contributions	–	–	–	10	23,658	–	–	23,668
Vote 5								
Government Contingencies	550,000	–	–	–	–	–	–	550,000
Vote 10								
Government-wide Initiatives	–	35,250	2,871	80,000	14,200	–	–	132,321
Vote 15								
Collective Bargaining	–	–	–	–	93,942	–	–	93,942
Vote 20								
Public Service Insurance	–	–	–	–	865,608	–	–	865,608
Total Business Lines	563,029	52,565	6,776	88,348	1,027,866	24,573	–	1,763,177

(\$ thousands)

Figure 17: Matrix mapping non-statutory votes to new structure 2000-2001

Figure 18: Program Spending by Business Line for the Management Board

	(\$ thousands)			
Business Lines	Forecast Spending 1999–2000 ¹	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Expenditure Management and Planning				
Vote 1 – Operating Expenditures	14,551	13,029	12,993	12,993
Vote 5 – Government Contingencies ²	485,000	550,000	571,000	584,000
Planned Spending	499,551	563,029	583,993	596,993
Comptrollership				
Vote 1 – Operating Expenditures	23,663	16,315	13,652	13,652
– Respondable Revenue	(600)	(100)	(100)	(100)
– Net Expenditures	23,063	16,215	13,552	13,552
Vote 10 – Government-wide Initiatives ²	–	6,350	–	–
Estimates	23,063	22,565	13,552	13,552
Vote 1 – Operating Expenditures	–	1,100	–	–
Vote 10 – Government-wide Initiatives ²	–	28,900	9,000	–
Subsequent Adjustments	–	30,000	9,000	–
Planned Spending	23,063	52,565	22,552	13,552
Service and Innovation				
Vote 1 – Operating Expenditures	9,269	3,905	3,741	3,741
Vote 10 – Government-wide Initiatives ²	–	2,871	–	–
Planned Spending	9,269	6,776	3,741	3,741
Information Management and Information Technology				
Vote 1 – Operating Expenditures	26,928	7,838	6,429	5,611
– Respondable Revenue	(500)	(500)	(500)	(500)
– Net Expenditures	26,428	7,338	5,929	5,111
Vote 2 – Grants and Contributions	10	10	10	10
Vote 10 – Government-wide Initiatives ²	–	80,000	–	–
Estimates	26,438	87,348	5,939	5,121
Vote 1 – Operating Expenditures	–	1,000	–	–
Vote 10 – Government-wide Initiatives ²	–	–	80,000	–
Subsequent Adjustments	–	1,000	80,000	–
Planned Spending	26,438	88,348	85,939	5,121
Human Resources Management				
Vote 1 – Operating Expenditures	44,050	30,578	28,630	26,637
– Respondable Revenue	(100)	(100)	(100)	(100)
– Net Expenditures	43,950	30,478	28,530	26,537
Vote 2 – Grants and Contributions	36,018	23,658	20,000	20,000
Vote 10 – Government-wide Initiatives ²	–	14,200	11,363	–
Vote 15 – Collective Bargaining ²	–	93,942	90,688	90,736
Vote 20 – Public Service Insurance	902,896	979,254	1,048,744	1,107,634
– Respondable Revenue	(56,585)	(113,646)	(131,007)	(133,507)
– Net Expenditures	846,311	865,608	917,737	974,127
Planned Spending	926,279	1,027,886	1,068,318	1,111,400
Corporate Administration				
Vote 1 – Operating Expenditures	30,490	24,573	23,591	23,591
Vote 10 – Government-wide Initiatives ²	–	–	–	10,000
Planned Spending	30,490	24,573	23,591	33,591
Special Programs (Infrastructure Initiative)				
Vote 1 – Operating Expenditures	844	–	–	–
Total	844	–	–	–
Total Planned Spending	1,515,934	1,763,177	1,788,134	1,764,398

¹ Includes the 1999–2000 Main Estimates and Supplementary Estimates (A) and (B).

² Centrally-administered Funds – Votes 5, 10, 15 reflect projected transfers to government depts for 1999–2000 (See: Figure 19).

Note: All votes include their portions of statutory contributions to Employee Benefit Plans.

Figure 19: Centrally-administered Funds Transferred to Government Departments

(\$ thousands)

	Forecast Spending 1999–2000
Vote 5 – Government Contingencies	
Expenditure Management and Planning	550,000
Projected Transfers to Government Departments	(65,000)
Vote 5 Balance	485,000
Vote 10 – Government-wide Initiative	
Comptrollership	29,260
Service and Innovation	4,083
Human Resources Management	16,000
Total	49,343
Projected Transfers to Government Departments	(49,343)
Vote 10 Balance	–
Vote 15 – Collective Bargaining	
Human Resources	634,416
Projected Transfers to Government Departments	(634,416)
Vote 15 Balance	–

Figure 20: Explanation of Financial Changes to Business Lines for the Management Board Program

(\$ thousands)

Business Lines	Forecast Spending 1999–2000	Planned Spending 2000–2001
1. Expenditure Management and Planning	499,551	563,029
<p>There is an increase of 63,478 in expenditures, primarily due to transfers of 65,000 from the Vote 5 Government Contingencies to government departments in 1999–2000 (see Figure 19), and a decrease of 1,522 for one-time funding received in 1999–2000 for various departmental resource base reviews and miscellaneous other adjustments.</p>		
2. Comptrollership	23,063	52,565
<p>An increase of 29,502 in expenditures is primarily due to the transfer of funds in 1999–2000 to government departments (29,960) for approved government-wide initiatives for Modern Comptrollership and FIS (see Figure 19), offset by miscellaneous other adjustments (458).</p>		
3. Service and Innovation	9,269	6,776
<p>The Service and Innovation business line has a planned decrease in spending of 2,493 due to expired resources in Service Canada.</p>		
4. Information Management and Information Technology	26,438	88,348
<p>There is an increase of 61,910 reflected for this business line primarily due to 80,000 for Government On Line. This increase is offset by the finalization of the Y2K project (12,348) and reduced funding for the Government of Canada Strategic Information Management and Information Technology Infrastructure Initiative (5,742).</p>		
5. Human Resources Management	926,279	1,027,886
<p>An increase of 101,607, primarily due to an increase of 93,942 to supplement departments and agencies for collective agreements in 2000–2001, 19,297 for health costs including the introduction of the new Pensioners’ Dental Services Plan, and 13,532 transferred from Vote 10 to government departments for government-wide initiatives (Employment Equity/Positive Measures Program) (see Figure 19). This total increase is offset by a reduction in expenditures for the Youth Internship Program (15,360), UCS (4,000), HR Shared System (1,755) and miscellaneous other adjustments (4,049).</p>		

(\$ thousands)

Business Lines (continued)	Forecast Spending 1999–2000	Planned Spending 2000–2001
6. Corporate Administration An overall decrease of 5,917 for this business line is primarily due to the 5 per cent Carry Forward Provision (2,993) in 1998–1999 included annually in Supplementary Estimates and various initiatives for which funds have ceased (2,924).	30,490	24,573
7. Special Programs (Infrastructure Initiative) Future funding for the administration of this initiative is to be determined.	844	0
Total Planned Expenditures	1,515,934	1,763,177

Figure 21: Spending Authorities – Ministry Summary Part II of the Estimates

(\$ thousands)

Vote	2000–2001 Main Estimates	1999–2000 Main Estimates
Treasury Board of Canada Secretariat		
MANAGEMENT BOARD PROGRAM		
1	84,566	100,785
2	23,668	37,528
(S)	52	49
(S)	23,566	67,158
5	550,000	550,000
10	103,421	24,800
15	81,296	280,000
20	836,558	819,241
(S)	50	70
(S)	29,000	27,000
Total	1,732,177*	1,906,631

* Does not include 31,000 in subsequent adjustments.

Figure 22: Planned Full-time Equivalent (FTEs) by Business Line

Business Lines	Forecast FTEs 1999–2000	Planned FTEs 2000–2001	Planned FTEs 2001–2002	Planned FTEs 2002–2003
Expenditure Management and Planning	127	140	138	138
Comptrollership	150	145	132	132
Service and Innovation	56	41	39	39
Information Technology and Information Management	144	64	57	52
Human Resources Management	340	309	303	278
Corporate Administration	252	261	261	261
Special Programs	7	–	–	–
Total Planned FTEs	1,076	959	929	899

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