



ESTIMATES

Treasury Board of Canada Secretariat

1999–2000
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, 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 Estimates to the Expenditure Plan (as set out in the Budget) and key elements of the Main Estimates;

Part II – The Main Estimates – directly supports the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and the 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; and

Part III – Departmental Expenditure Plans – In April of 1997 the House of Commons approved a motion that split the Part III 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 time horizon. 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, referred to committees and reported 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*.

These measures stem from the Improved Reporting to Parliament Project which was initiated as part of the revamped Expenditure Management System announced in January 1995. The central objective of this Project was to improve expenditure management information and accountability to Parliament. This was to be accomplished through a focus on results within a more strategic, multi-year perspective on program delivery.

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.

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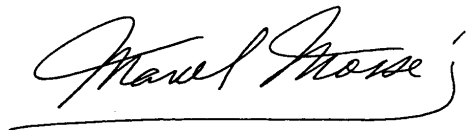
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Treasury Board of Canada Secretariat
1999–2000 Estimates
A Report on Plans and Priorities

A handwritten signature in black ink, reading "Marcel Massé", with a horizontal line underneath it.

Marcel Massé
President of the Treasury Board

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Section I: Messages

A. *President's Message*

I am happy to table the Treasury Board of Canada Secretariat's annual Report on Plans and Priorities for the fiscal year 1999-2000. The last few years have challenged the government to make difficult but necessary decisions to ensure our collective future. Canadians can today congratulate themselves on having, in five years, transformed an annual deficit of \$42 billion into an already considerable surplus, thanks among other things to better management of public finances as well as to program and service delivery that is affordable and responsive to their expectations and needs.

Throughout the coming fiscal year, the Secretariat's efforts will rest on five pillars: performance, prudence, productivity, partnership and Public Service renewal.

The reordering undertaken in the government's affairs since 1994 has allowed us to collectively rediscover our ability to establish priorities. I am proud to be able to say today that we are now better able to master our common future.

Canada has rediscovered the route to success and prosperity.

In its new mission as a management board, the Secretariat helps the Government of Canada as a whole to manage prudently its human and financial resources, such as new technology, so that these resources better support the government's objectives and priorities.

You will see in this report how the Secretariat is involved in many fields of endeavour and thus contributes to an improved quality of life for the Canadian population as a whole.

I hope you enjoy your reading. Please do not hesitate to send me your comments.



Marcel Massé

President of the Treasury Board

B. Management Representation

I submit, for tabling in Parliament, the 1999–2000 Report on Plans and Priorities (RPP) for the Treasury Board of Canada Secretariat.

To the best of my knowledge, the information:

- accurately portrays the department’s mandate, plans, priorities, strategies and expected key results;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing 1999–2000 Estimates – A Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

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

The planning and reporting structure on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the 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 constitutionally in 1867 and given statutory powers in 1869. The Board consists of the President of the Treasury Board (Chairperson), 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.

The Secretariat has a mandate to support the Treasury Board as a committee of ministers, to support the President and his office, and to fulfil the statutory responsibilities of a central agency within government. It does this by providing programs that carry out the legislated responsibilities of the Treasury Board. These responsibilities come from the broad authority of the *Financial Administration Act*, 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* rest with the President of the Treasury Board as minister.

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 in which individuals and units work across branch boundaries providing single-window service, leadership and facilitation to assist departments to achieve desired results.

Roles and Responsibilities

In June 1997, the Prime Minister announced that the Treasury Board would become a management board for the government. Two key roles of this board are to provide advice to the government on how all its resources can be managed to achieve its agenda, and to ensure that Parliament and Canadians have the information they need to hold the government to account.

TBS has a responsibility to advise on the integrity of the government's programs and the implications for these programs of new priorities and changing circumstances. TBS has a responsibility to ensure that the implementation of new policies and programs serves all Canadians well as citizens, taxpayers and clients. TBS is also expected to provide leadership as the employer of the federal Public Service, as well as in overall service delivery.

Strategic Priorities

The Secretariat's activities are focused in five areas: performance, prudence, productivity, partnership and Public Service renewal.

Performance

Performance improvement is at the centre of management innovation. Key to this will be the effective implementation of **results-based management and reporting** across government. Results information must also be provided to Canadians in a form that is credible, accessible and meaningful.

Prudence

Being prudent is to act with wisdom and forethought. In supporting the **Management Board**, the Secretariat should play a material role in government priority setting and related resource allocation. **Business planning** should continue to be developed as the primary tool for developing a 'whole-of-government' view, to identify emerging government issues and to enable a strategic approach to resource allocation and management. **Modern comptrollership** is the foundation for prudence as we move to a performance management approach that is principle-based and focused on results. Risk assessment and the application of lessons learned will help us to make more informed resource-allocation decisions, particularly with regard to maintaining the capacity of government to deliver services to Canadians.

Resource allocation and management will continue to be an important function of the Secretariat. However, the **Expenditure Management System** must be adapted to a constantly changing environment. Expectations for new spending must be balanced against the government's ongoing commitment to debt reduction. We will have to strengthen the link between business planning and the Expenditure Management System.

Productivity

Harnessing new technologies is central to enhanced productivity. Virtually every department and agency is focused on citizen-centred service. Many are individually exploiting new technologies to provide services electronically. By implementing the framework for a government public key infrastructure and a strategic infrastructure, TBS is establishing the foundation for secure integrated services with a common look and feel across all delivery channels. We will also be in a position to assure Canadians that their transactions with government are secure and that their privacy is maintained.

First and foremost, TBS is co-ordinating the efforts of departments and agencies to minimize disruption of essential services to Canadians as a result of the Year 2000 date problem. These challenges cannot be understated and momentum must be maintained.

Partnership

The approach to governing must recognize the increasing significance of *interdependencies* at all levels — departments, sectors, jurisdictions, governments and countries. The full benefits of business planning, results-based management and modern comptrollership can be realized only if the Secretariat works effectively with departments and agencies as well as other partners. An example of this type of partnership is *Service Canada*, one-stop access to a range of government services.

The most important partnership will be with Canadians, ensuring that citizens are at the centre of our policy and service innovation. We will need to increase the transparency of government and our public accountability, and find new and better ways to engage Canadians in renewal and service innovation.

Public Service Renewal

Valuing employees, investing in them, promoting their professional growth and giving priority to the balance between their personal lives and work are central to ‘getting government right’. These principles must also guide our approach to collective bargaining, to human resources reforms such as pay equity, the Universal Classification Standard and pension reform. They should also be reflected in the development of human resources policies that are fair and equitable in a Canadian context.

Canada’s linguistic duality and diversity are two of our country’s fundamental strengths — both in their own right and in terms of global competitiveness. The promotion of this linguistic duality and diversity is an essential aspect of renewal. The makeup of the Public Service must reflect this demographic reality to ensure that government policies, programs and services meet the needs of Canadians.

B. Objectives

Programs

1. Central Administration of the Public Service (\$149.5 million)

To support the Treasury Board in performing its responsibilities for managing the government's financial, human and matériel resources.

2. Government Contingencies and Centrally Financed Programs (\$919.8 million)

To provide funds for unforeseen expenditures, which arise after the Main Estimates have been tabled, and for centrally managed programs.

3. Employer Contributions to Employee Benefit Plans Program (\$846.3 million)

To provide for contributions by the government as employer with respect to employee insurance and benefit plans and programs, and for payments made under certain residual pension plans.

Business lines (funded from Program 1)

1. Resource Planning and Expenditure Management (\$17.1 million)

To achieve effective government-wide expenditure planning and management.

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

(Note: Program 2 is also administered by this business line.)

2. Comptrollership (\$17.3 million)

Modern comptrollership to manage government resources.

Accountable position: Deputy Comptroller General

3. Information Management and Information Technology (\$18.1 million)

Strategic use of Information Management and Information Technology in support of Public Service renewal.

Accountable position: Chief Information Officer

4. Human Resources Management (\$70.8 million)

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

Accountable position: Chief Human Resources Officer

(Note: Program 3 is also administered by this business line.)

5. Canada Infrastructure Works (\$0.0 million)

*To support the President in his role as Minister responsible for Infrastructure.
(The Canada Infrastructure Works Program is scheduled to end on March 31, 1999.)*

Accountable position: Executive Director, Infrastructure Works

6. TBS Corporate Administration (\$26.2 million)

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

Accountable position: Assistant Deputy Minister, Corporate Services

This report is based on the structure of the approved TBS Planning, Reporting and Accountability Structure (PRAS). However, TBS is an organization in evolution. Some of the changes occurring at TBS will require modifications to the PRAS. TBS will modify its PRAS with a separate submission to the Treasury Board in the fall of 1999.

C. Financial Spending Plan

Table 1: Central Administration of the Public Service – Resource Plans
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	157.7	150.7	94.4	86.4
Less: Revenue Credited to the Vote ¹	1.1	1.2	0.7	0.7
Net Program Spending	156.6	149.5	93.7	85.7
Less: Revenue to the Consolidated Revenue Fund ²	7.1	7.1	7.1	7.1
Plus: Cost of Services Provided by Other Departments ³	11.7	11.9	11.8	11.8
Net Cost of the Department	161.2	154.3	98.4	90.4

¹ Revenue credited to the Vote is used to recover costs incurred by TBS on behalf of other government departments for shared initiatives such as the Records Documentation and Information Management System (RDIMS); the Financial Information Strategy (FIS); the Enhanced Management Framework; and other shared systems.

² Revenue from parking fees.

³ Includes the following services received without charge: accommodation charges (Public Works and Government Services Canada); workers' compensation (Human Resources Development Canada); employer's share of employee insurance premiums and costs (TBS); and legal services (Department of Justice Canada).

Table 2: Gross Program Spending by Business Line for Central Administration of the Public Service
(\$ millions)

Business Lines	Forecast Spending 1998–99 ¹	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Resource Planning and Expenditure Management	16.5	17.1	13.8	13.6
Human Resources Management	80.4	70.9	30.5	27.8
Comptrollership	17.2	17.9	16.5	13.8
Information Management and Information Technology	16.9	18.6	8.2	6.8
Canada Infrastructure Works	1.0	0.0	0.0	0.0
TBS Corporate Administration ²	25.7	26.2	25.4	24.4
Gross Program Spending	157.7	150.7	94.4	86.4

¹ Includes the 1998–99 Main Estimates and Supplementary Estimates (A) and (B).

² This business line services all program areas.

Section III: Plans, Priorities, Strategies and Expected Results

A. Summary of Priorities and Expected Results

The Treasury Board of Canada Secretariat has committed	
To provide Canadians with:	To be demonstrated by:
Effective government-wide expenditure planning and management	<p>Responding to government priorities through knowledge-based management and allocation of resources</p> <p>Using knowledge of existing programs and services to enhance the government's analytical capacity and to broaden the scope of advice on new programming and policies</p> <p>Innovative, citizen-centred approaches to the delivery of government programs and services</p>
Modern comptrollership to manage government resources	<p>Progressive implementation of modern comptrollership principles over the next decade</p> <p>Vigorous stewardship of public resources and assets</p> <p>A framework that promotes sound management of public resources to achieve results</p> <p>Credible, relevant reporting of plans and results-based performance information</p>
Strategic use of Information Management and Information Technology in support of Public Service renewal	<p>Strategic leadership and advice on information management and information technology in government through:</p> <ul style="list-style-type: none"> • overall co-ordination of federal response to Year 2000 date challenge, and monitoring and reporting on readiness of government's critical functions. • an infrastructure framework for secure, affordable and accessible electronic service delivery to Canadians • a policy framework that supports strategic directions for IM/IT in government

The Treasury Board of Canada Secretariat has committed	
To provide Canadians with:	To be demonstrated by:
	<ul style="list-style-type: none"> • tools and techniques to support the implementation of an IM/IT management framework in departments
	<ul style="list-style-type: none"> • initiatives to maintain a highly competent government IM/IT workforce
A Public Service that is values-driven, results-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 Framework for Human Resources Management in the Public Service:</p> <ul style="list-style-type: none"> • leadership • workforce built on values • productive workforce • enabling work environment • sustainable workforce
Special programs: Canada Infrastructure Works program	Projects funded and jobs created

B. Details by Program and Business Line

Central Administration of the Public Service Program

To support the Treasury Board in performing its responsibilities to manage the government's financial, human and matériel resources.

Business Lines

1.1: Resource Planning and Expenditure Management

To achieve effective government-wide expenditure planning and management.

Context

The Secretariat supports the Treasury Board by providing analysis and advice related to the utilization and management of approximately \$50 billion in direct program expenditures encompassing three areas:

- operating and capital budgets of government departments and agencies;
- payments to dependent Crown corporations; and
- transfer payments to organizations, individuals and corporations.

Oversight of the remaining approximately \$50 billion in major statutory program spending is the responsibility of the Department of Finance Canada. Ongoing spending for these programs is authorized by existing legislation and covers Employment Insurance, elderly benefits, provincial equalization payments, and the Canada Health and Social Transfer.

The vision is to support the Treasury Board as a management board. This means an approach to resource management that:

- is fully integrated within the government's overall decision-making and priority-setting process; and
- positions the Secretary, the President and the Treasury Board to play effective and appropriate roles within that process.

Planned Spending

Table 3: Resource Planning and Expenditure Management
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	16.5	17.1	13.8	13.6
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Net Program Spending	16.5	17.1	13.8	13.6

1.1.1: Responding to government priorities through knowledge-based management and allocation of resources

The Treasury Board plays a key role in resource allocation as part of the government's Expenditure Management System. The Secretariat supports the Treasury Board in this role, as well as the broader expenditure management machinery of government in a number of ways:

- developing the direct program expenditure framework as part of the broader fiscal framework for which the Department of Finance Canada is responsible;
- managing resource pressures within the affordability bounds set by the fiscal framework; and
- developing a comprehensive and integrated perspective on the state of operation and management of the government's existing program base.

Key Plans and Strategies

- TBS will use departmental business planning as the principal source of information to support the Treasury Board as a management board. The focus will be to engage departments in open dialogue to:
 - develop a thorough understanding of their programs, priorities and pressures;
 - use this understanding as a strategic context within which to deal with individual departmental transactions; and
 - develop a whole-of-government view that identifies key horizontal and vertical issues.
- The information gathered through the business planning process will be used to report to Cabinet, at an early stage in the priority-setting cycle, on the key issues and risks relating to the integrity of the existing program base, together with options for dealing with them.

- The Secretariat also manages:
 - the Operating Reserve to preserve the integrity of critical programs and to improve the efficiency and effectiveness of programs by providing repayable loans to departments where investment is justified;
 - the Government Contingencies Vote to provide interim spending authority where approved by the Treasury Board for requirements arising after Main Estimates and pending specific approval by Parliament in Supplementary Estimates (see pp. 31-32 for more detail);
 - a central reserve to assist in funding specific government-wide initiatives such as the Comptrollership Modernization Innovations fund and the Employment Equity Positive Measures Program.

Expected Results

- A business planning approach that will:
 - result in a better understanding of the issues, risks, and plans and priorities associated with the operation and management of programs in every department and across the government;
 - provide a context for the decisions sought from the Treasury Board; and
 - provide a context for the advice to be provided to Cabinet on maintaining the integrity of existing programs as the government establishes its spending authorities and new initiatives.
- Effectively managed pressures within the affordability set by the fiscal framework.
- Adequate information provided to the government's priority-setting process on the integrity of the existing program base.
- Production of timely and error-free Estimates and clear guidelines for departments in support of their resource management responsibilities.
- Funding from the Government Contingencies Vote that is properly allocated to support stated initiatives and goals of government.

1.1.2: Using knowledge of existing programs and services to enhance the government's analytical capacity and to broaden the scope of advice on new programming and policies

As the government's management board, the Treasury Board and its Secretariat are strongly positioned to play a lead role in analysing and advising the government on new programs or initiatives. Specifically, the in-depth program and policy instrument knowledge that is developed, both as part of the business planning process and the

day-to-day interactions with client departments, provide the insight and expertise necessary to:

- make recommendations that will help ensure that new initiatives best build on and complement existing efforts, taking into account identified strengths and weaknesses and minimizing unnecessary overlap and duplication;
- understand the broader context within which policy instrument choices are proposed, and make recommendations on the appropriate instrument; and
- advise on design and delivery from the perspective of modern client-centred governance, effectiveness, prudence and probity, and federal presence.

Key Plans and Strategies

- Focus on early involvement and interventions with client departments and agencies.
- Seek to facilitate progress and employ innovative and alternative approaches in interactions with departments.
- Focus on improving the linkage of results to resource allocation.
- Promote use of TBS teams and the single-window approach to delivering service to departments to help ensure success in this area.

Expected Results

- Contribute to a more comprehensive perspective in the establishment of priorities and programming alternatives, including design and delivery options.
- Provision of analysis and advice that clearly enhances the quality of discussions of Cabinet and its committees.

1.1.3: Innovative, citizen-centred approaches to the delivery of government programs and services

The Secretariat's role is to provide leadership, practical support and a centre of expertise for departments and agencies to visibly enhance government service delivery for Canadians.

Key Plans and Strategies

As part of the overall strategy for modernizing service delivery, TBS will focus on three key components:

Citizens' Needs

- Identify citizens' needs, priorities and expectations for service improvement by sponsoring and undertaking research and consultation, and then developing strategies to organize services to meet those needs.

Service Quality/Performance

- Improving the quality of services provided by departments/agencies by:
 - developing effective service improvement plan templates and common measurement tools that will permit both the organizations and TBS to monitor progress towards performance objectives; and
 - developing appropriate policy frameworks to promote the continuous improvement of organizational performance in the delivery of programs and services.

Access to Government Services

- Improve access to service across the federal government by developing and implementing *Service Canada*; a ‘one-stop’ access to a range of government services in a fast, reliable, convenient and cost-effective manner.
- Develop approaches to simplify the way services are provided by organizing services around ‘clusters’ that cater to the needs of specific populations (i.e. around demographics, occupational categories, geographic locations, life cycle events or transactions).
- Improve access to all levels of government by identifying and creating opportunities to collaborate across different levels of government and with private-sector partners, such as single windows and including the use of e-commerce solutions.

Expected Results

- Improved access to federal government services through the successful implementation of *Service Canada* and other integrated federal-provincial partnerships that increase citizen access to government services.
- Improved citizen satisfaction with access, convenience, timeliness and electronic government service delivery as measured through national surveys and consultations.
- Improved access to services, improved federal identity (via common look and feel), and increased federal visibility (via common service face).
- Removal of barriers to good service, simplified processes and reduced red tape.

1.2: Comptrollership

Modern comptrollership to manage government resources.

Context

Modernizing comptrollership is a key priority for the TBS. The government accepted the *Report of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada*, and a commitment was made to implement the recommendations

without undue delay. To aid in implementing this government-wide approach, TBS is working with departments to identify management improvements and changes in management culture.

Treasury Board approved the Modernization Innovations Fund to provide financial support for implementing the Independent Review Panel's recommendations and for putting in place a shared action plan. The fund will also help address capacity issues among the pilots. The results of the capacity assessment will aid the pilots in determining critical gaps in setting priorities for immediate improvements, and in measuring and demonstrating progress.

Planned Spending

Table 4: Comptrollership

(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	17.2	17.9	16.5	13.8
Less: Revenue Credited to the Vote	0.6	0.6	0.1	0.1
Net Program Spending	16.6	17.3	16.4	13.7

1.2.1: Progressive implementation of modern comptrollership principles over the next decade

Achieving the level of excellence to which the government has committed will require sustained effort and direction over a number of years. In 1998, TBS established the Comptrollership Modernization Office to provide support and focus for this effort, to assist in co-ordinating existing initiatives and to start new ones as required. Five departments, plus TBS, have agreed to be 'pilots' for the implementation of modernization: Agriculture and Agri-Food Canada, Human Resources Development Canada, Indian Affairs and Northern Development Canada, National Defence, and Natural Resources Canada.

Key Plans and Strategies

- Modern comptrollership principles will become operational through projects.
- Departments will form the vanguard of change. Deputy ministers are now engaged in a leadership role to embed results-oriented management principles and values into their departments.
- Centrally, the emphasis will be on providing frameworks, standards and incentives to support and reward their efforts. Human resources issues will be identified and recommendations for improvements made.

- To help implement this strategy, resources have been reallocated internally within the Secretariat, and the Treasury Board has approved additional resources to be used to assist departments and promote government-wide initiatives.

Expected Results

- By September 1999:
 - There will be a detailed roadmap with milestones and deliverables for determining progress towards a shared modernization goal in 2001, and for ongoing continuous improvement towards the Panel's vision of modernization.
 - TBS, in participation with the other central agencies, will establish Standard Reporting Requirements of Comptrollership in conjunction with pilots.
- During 1999–2000, TBS, in co-operation with the pilots and the Public Service Commission of Canada, will have confirmed central competency profiles and the learning programs that reflect comptrollership responsibilities, and will determine the appropriate 'certification' required.

1.2.2: Vigorous stewardship of public resources and assets

Audits, Evaluations and Reviews act as a means to assess and manage performance. Together, they provide a broad range of information needed to ensure the efficient, effective and accountable administration and delivery of government services.

Audit is evolving. The modernization of comptrollership and the emergence of new needs in areas such as information technology and the environment have created increasing demands for the provision of assurance for non-financial reporting. This spells the need for a review of the function and its delivery.

The evolution of the public management framework also makes it necessary to refocus and maximize the value added by Program Evaluation in light of the emerging trends in performance management and measurement.

Key Plans and Strategies

- Maintain the focus on internal audit and program evaluation to ensure that these functions support comptrollership and the stewardship of public resources.
- In the area of internal audit, a review is planned to determine the infrastructure that will best support modern comptrollership. It will also be necessary to determine existing competencies and perform necessary upgrading.
- The Program Evaluation policy and delivery will also be the subject of a review. Support to the departmental Program Evaluation units will be improved, and efforts will be made to strengthen the demand for Program Evaluation.

Expected Results

- Audit is recognized as fully supporting modern comptrollership.
- The added value of Program Evaluation will be maximized and demonstrated.
- Resources in both areas will be upgraded.
- The nature and extent of the use of reviews will be assessed.
- Audit, Program Evaluation and Review policies will be updated.

1.2.3: A framework that promotes sound management of public resources to achieve results

To better manage government resources, TBS is committed to provide strategic government-wide leadership in establishing a comptrollership framework that promotes ethical practices and values, control systems and risk management.

Key Plans and Strategies

- As part of the Financial Information Strategy project, TBS is providing strategic leadership to departments and agencies as they develop and implement their own accounting systems and as they integrate financial reporting into their performance reports to Parliament.
- TBS is developing guidance that will enable a mature risk management environment to be created and sustained to best achieve government objectives. Consultation is under way to develop a results-oriented approach to risk management to help employees better understand, manage and communicate risk and the related choices.
- TBS will initiate a review of the 1997 Cost Recovery and Charging Policy in consultation with stakeholders to ensure that it provides an effective tool for the management of cost-recovery programs.
- The comprehensive review of the regulatory framework established under the *Financial Administration Act* continues to be conducted to determine how the financial regulations could be improved to better support the new governmental context.
- TBS has begun a project on reforming government procurement policies and processes to make them more efficient in support of program delivery, consistent with modern comptrollership principles. This will build on work already done by and under way in Public Works and Government Services Canada and National Defence.
- A receivables management project office has been established to co-ordinate government-wide initiatives to improve departmental management of non-tax receivables, which amounted to \$6.2 billion in 1998.

- A plan has been developed to identify priorities for the sound management of real property assets. The plan addresses the professional development of our people; sound stewardship information; up-to-date policies; and effective strategies for management of our real property.
- A government-wide Breaking Barriers Project has been established in partnership with Human Resources Development Canada. The project facilitates change to improve service delivery by focusing on people, values and ethical conduct, challenging traditions, cutting red tape, changing attitudes, and sharing best practices. During the year, two or more progress reports and communications material will be finalized and one special ‘breaking barriers’ event will be held.

Expected Results

- When the Financial Information Strategy project is fully implemented in the 2001–02 fiscal year, departments will operate their own financial and accounting processes autonomously, thereby enabling them to more effectively manage their financial affairs, improve reporting at all levels and improve comptrollership of government resources.
- A comprehensive government-wide view of cost recovery that describes the rationale and framework within which specific cost-recovery decisions are made and that encourages greater and more consistent ministerial oversight and accountability for cost recovery.
- Increased professionalism and improvement in the matériel and contracting functions to assist in program delivery and achieve cost savings.
- A ‘centre of excellence on risk management’ for government departments and agencies.
- Based on the recommendations of *A Strong Foundation – Values and Ethics in the Public Service* (the Tait Report), guidelines will be developed on the application of ethics, ethical practices and values in a federal government management context.

1.2.4: Credible, relevant reporting of plans and results-based performance information

Results-based management and governance imply a fundamental and long-term shift from an ‘internal-to-government’ procedural approach to one that is focused on the value to citizens. This implies a need to adjust internal management and control as well as performance measurement practices to focus on results.

Key Plans and Strategies

- Results and cost information provided will continue to improve through the initiatives to modernize comptrollership and to improve reporting to Parliament. Appropriate Estimates reports will be tabled in Parliament, along with more convenient access to supporting information.

- Initiatives to develop a result-oriented lexicon and to streamline the estimates/supply process will be pursued in consultation with parliamentarians, professional groups and others.
- While the business planning process and the improved reporting to Parliament initiatives have resulted in more focused discussions between departments and their parliamentary committees, the quality of the reports is not uniform across all departments and there is uncertainty as to the relationship between Business Plans and the Estimates documents. TBS is working with several pilot departments experimenting with alternative reporting mechanisms. The lessons learned will be passed on to all departments and agencies.

Expected Results

- *Estimates* documents will include both results and cost information, with an evident improvement in the credibility of the performance information.
- Improved access to Reports to Parliament through electronic versions.
- Departments will establish accountability frameworks that define and provide for measurement of results and costs.
- Significant improvement in measuring and reporting on horizontal policy issues through syntheses of departmental information and societal indicators related to Speech from the Throne/budget priorities.

1.3: Information Management and Information Technology

Strategic use of Information Management and Information Technology in support of government renewal.

Context

TBS has identified the Year 2000 date problem as a top priority to ensure the Year 2000 readiness of those services that affect the health, safety, security and economic well-being of Canadians.

At the same time, we are developing strategies to use technology for affordable, accessible and responsive citizen-centred services. In November 1998, TBS renewed its *Strategic Directions for Information Technology in Government*, a commitment to leverage information management and information technology to better improve public access to government services to Canadians and to meet Public Service renewal objectives. In addition to the Year 2000 challenge, the Strategic Directions document focuses on: the implementation of a Public Key Infrastructure; a Strategic Infrastructure framework; and the renewal of the Information Management/Information Technology (IM/IT) community to support electronic service delivery.

Planned Spending

Table 5: Information Management and Information Technology
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	16.9	18.6	8.2	6.8
Less: Revenue Credited to the Vote	0.4	0.5	0.5	0.5
Net Program Spending	16.5	18.1	7.7	6.3

1.3.1: Overall co-ordination of federal response to Year 2000 date challenge, and monitoring and reporting on readiness of government's critical functions

Addressing the Year 2000 date challenge represents one of the most significant horizontal management and technology challenges that the government has faced. Consequently, Treasury Board ministers have undertaken the co-ordination of the government's Year 2000 readiness and four departments, Industry Canada, the Department of Foreign Affairs and International Trade, National Defence and TBS, have been assigned roles beyond their traditional responsibilities. Although departments and agencies remain responsible for their own Year 2000 readiness and remedial work, TBS was given the responsibility of co-ordinating the government-wide action plan.

Key Plans and Strategies

- The Secretariat has worked diligently with departments and agencies on this problem and these efforts have yielded positive results. The federal government is well ahead of many other sectors in Canada. It will be critical to sustain this momentum. This will be achieved by tracking the efforts of federal departments in preparing for the date transition and by co-ordinating the overall government readiness work. TBS chairs an Assistant Deputy Minister Steering Committee; reports to the Treasury Board Secretariat Advisory Committee (TBSAC) regularly and to Treasury Board ministers monthly; and shares information on government preparedness with the general public as well as with the private sector and other levels of government.
- TBS also supports departments with their Year 2000 readiness activities by addressing such common issues as:
 - monitoring, assessing, reporting and intervening to ensure that government-wide, mission-critical systems are ready;
 - identifying and implementing horizontal solutions;
 - co-ordinating government-wide communications; and
 - providing clearinghouse functions with respect to standards, guidelines, and frameworks.

Expected Results

- Minimal disruption of services deemed essential to Canadians.

1.3.2: An infrastructure framework for secure, affordable and accessible electronic service delivery to Canadians

Secure electronic service delivery is key to improving the efficiency of government services and providing Canadians with improved, more flexible and secure access to government services. Support for the use of the Internet for service delivery continues to grow and the federal government has made headway on many implementation challenges.

To ensure secure electronic service delivery, TBS is responsible for the development of government-wide policies and procedures required for the implementation of the Government of Canada Public Key Infrastructure (PKI). The operational policy framework for PKI will provide a sustainable and interoperable infrastructure to support both electronic service delivery to Canadians, and internal government operations in general.

Key Plans and Strategies

Strategic infrastructure

- Develop a government-wide infrastructure framework, policy and implementation plan.
- Establish directory standards and secure ‘message handling’ standards.
- Refocus the shared systems program consistent with the infrastructure framework.
- Identify and initiate the development of standards essential to the government-wide infrastructure framework.

Public Key Infrastructure

- Conduct an interdepartmental secure messaging pilot.
- Develop a PKI management and operational policy framework.
- Implement and promote deployment of a Public Key Infrastructure to government.

Expected Results

- Citizens have improved access to relevant, timely, affordable and accessible services.
- Coherent, integrated and secure services and a common look supported by a policy framework for a government-wide infrastructure.
- Canadian leadership in building and maintaining an affordable and secure infrastructure to support government operations and electronic service delivery.

1.3.3: A policy framework that supports strategic directions for IM/IT in government

The modernization of government services, including internal administrative services, requires the development and adoption of a practical IM/IT framework that supports strategic directions for IM/IT in government.

Key Plans and Strategies

- Refocus IM/IT policies to support the management board approach.
- Promote the use of IM/IT policies across government to facilitate a new integrated approach to service delivery.
- Help departments implement IM/IT policies to achieve their expected results.

Expected Results

- Improved efficiency, responsiveness and quality of IM/IT policies, including policy recommendations on the Management of Information Technology (MIT), the Management of Government Information Holdings (MGIH), the Internet and others.

1.3.4: Tools and techniques to support the implementation of an IM/IT management framework in departments

Working with departments, the Secretariat has developed An Enhanced Framework for the Management of Information Technology Projects. The Framework is designed to help ensure that government information technology projects meet the needs of the business functions they are intended to support, that they deliver the expected benefits and are completed on time and within budget. This initiative provides departments with the tools, including methodologies, best practices, handbooks, guides, templates and standards, to manage information technology investments and projects and to assist in their application.

Key Plans and Strategies

- Promote the Enhanced Framework to manage information technology investments and risks.
- Institutionalize best practices across departments.
- Measure benefits of the framework for continuous improvements.

Expected Results

- Government information technology projects that meet the needs of the business functions they are intended to support and achieve expected benefits.

1.3.5 Initiatives to maintain a highly competent government IM/IT workforce

As government uses information technology more strategically, we will need a well-managed, skilled and qualified information management and information technology workforce that can perform effectively in an increasingly complex environment.

Key Plans and Strategies

- Define and implement a skills management process.
- Recruit, retain and develop IM/IT professionals and executives.
- Develop a program for the next generation of IM/IT professionals and executives.
- Proactively monitor trends to stay ahead of the skills curve.

Expected Results

- Government viewed as an employer of choice that attracts and sustains a world-class IM/IT workforce.

1.4: Human Resources Management

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

Context

‘Getting government right’ includes working with unions and departments to develop new approaches to make the government an employer of choice. Human resources management in the Public Service is about managing people consistently with a core framework of human resources legislation, policies, programs and practices.

Through its management board and employer responsibilities, the Secretariat works with Public Service organizations to achieve results in five key areas: leadership, values, productivity, enabling environment and sustainability. Research demonstrates that investing in people through the introduction of high performance human resources practices in these areas contributes to increased employee satisfaction and productivity.

Planned Spending

Table 6: Human Resources Management
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	80.4	70.9	30.5	27.8
Less: Revenue Credited to the Vote	0.1	0.1	0.1	0.1
Net Program Spending	80.3	70.8	30.4	27.7

1.4.1: Leadership

Leadership is the ability to establish a shared vision, to build the organization required to deliver program results and to mobilize the energies and talents of staff. Effective human resources management policies and practices are vital to the success of business objectives and priorities.

Key Plans and Strategies

- Continue to modernize and reform the human resources management framework of the Public Service, focusing on people, on systems and on strengthened accountability.
- Promote the integration of human resources and business planning to identify the appropriate human resources strategies to achieve business results.
- Promote the measurement of human resources performance improvement and the sharing of best practices across the Public Service.

Expected Results

- The human resources management framework supports the government's business directions and the achievement of results; it is flexible, efficient and cost-effective.
- Organizational performance is improved by the introduction of appropriate human resources practices.
- Improved accountability through the introduction of a new Performance Management Program for Executives that will link performance commitments to departmental business plans and priorities and will measure the results achieved.

1.4.2: Workforce built on values

It is important for the government to integrate Public Service program values (economy, efficiency, effectiveness and service) and ethical values (fairness, prudence, probity, equity and non-partisanship) into management practices. The Public Service must also reflect and respect such values as competency, representation and non-partisanship.

Furthermore, a workplace based on values demonstrates a commitment to employment equity, is representative of the diversity of the Canadian population and respects and promotes the equality of the status of both official languages.

Key Plans and Strategies

- Modernize and reform the human resources management framework of the Public Service, focusing on people and values.
- Assist departments, through the Employment Equity Positive Measures Program, to respond to legal requirements and create a capacity, through partnerships, to deal with new and emerging Public Service renewal issues related to employment equity.
- Respond to the recommendations of the official languages task force mandated by the President of the Treasury Board to review the effect of changes in service delivery mechanisms on service to Canadians and minority language communities.
- Create and maintain an environment conducive to the use of both official languages.
- Enhance the vitality of the two official languages minority communities, support and assist their development and foster the full recognition and use of English and French in Canadian society (section 41 of the *Official Languages Act*).

Expected Results

- The government's business directions and the achievement of results reflect critical Public Service values.
- The integration of Employment Equity principles into overall human resources strategies.
- Enhanced vitality of the two official language minority communities and use of English and French in Canadian society (section 41 of the *Official Languages Act*).
- An environment conducive to the use of both official languages.

1.4.3: A productive workforce

A productive workforce is one that delivers goods and services cost-effectively and strives for continuous improvement. The government is striving to make the Canadian Public Service the best in the world. Achieving greater efficiencies and cost containment/savings in line with modern comptrollership principles will be a critical 'success factor' for all human resources management renewal strategies.

Balance must be achieved between reasonable costs and fairness to the taxpayer on the one hand and compensation (including benefits) that is sufficient to attract and retain high calibre workers in an environment where competition for skills is increasing. Efforts are being made to streamline and modernize the collective bargaining process. See also Employer Contributions to Employee Benefit Plans Program pp. 32-32.

Key Plans and Strategies

- Implement the Universal Classification Standard (UCS).
- Use the potential of UCS, post-conversion, to facilitate human resources management reforms in collective bargaining, compensation, staffing and organizational development.
- Implement new collective agreements through the second round of negotiations with bargaining agents.
- Continue to implement the new collective bargaining unit structures to streamline and modernize the collective bargaining process.
- Negotiate the new compensation structure for the implementation of UCS.
- Ensure new compensation structures and practices respond to critical labour shortages and that they comply with provisions of the *Canadian Human Rights Act*.
- Ensure that regional cost/labour market structures have an effect on recruitment and that retention can be accommodated without distorting compensation outside those centres.
- Continue the dialogue with unions and the Canadian Human Rights Commission to resolve outstanding pay equity complaints.
- Ensure that pension plans meet the needs of a modern public service on a financially sound basis through such means as revised pension legislation.
- Comply with foreign countries' local laws and practices concerning pension and social security coverage for Canada's locally engaged employees, where appropriate.
- Ensure the provision of competitive and affordable employee benefit programs.
- Examine, over a period of time, benefits, including flexible benefits and insurance programs, as a means of responding to employee needs and enabling the Public Service to remain competitive and cost-effective.
- Maintain insurance plans that protect employees and their families against financial loss in the event of illness, disability or death, at levels generally comparable to the protection other Canadian employers provide.
- Introduce new and enhanced accident prevention and claims management programs to reduce the financial and human costs associated with work-related injuries and illnesses.
- TBS will implement Joint Career Transition Committees with union co-operation in order to assist employees during career transitions.

- TBS will examine the results of benchmarking or positioning studies with other trend-setting employers to confirm the competitiveness of its human resources regime and identify opportunities for change.
- TBS continues to ensure that Canadians receive services in the official language of their choice and to create a work environment conducive to the use of both official languages.

Expected Results

- The Public Service is an employer of choice.
- A compensation strategy that supports efforts to recruit and retain employees in the Public Service.
- An improved and facilitative labour relations environment.
- Compensation costs balance fairness to taxpayers in a manner that is reasonable and attractive to employees.

1.4.4: Enabling work environment

An enabling work environment reinforces good working relationships and teamwork; respects the individuals and their rights; values diversity; values linguistic duality; accommodates differences; encourages open communication; is safe, fair and free from discrimination and harassment; encourages communications in both official languages; takes the human dimension into consideration in all organizational activities; and fosters the professional satisfaction and growth of each employee, thus enabling employees to work to their full potential.

Key Plans and Strategies

- Implement and promote policies and practices that create a supportive work environment in which employees are able to make their best contributions. Examples include policies that support a balance between work and personal lives and recognition of contributions.
- Educate departments and promote prevention, case and claims management strategies as effective management tools to ensure the safety and health of employees, thereby reducing injury compensation costs.
- Increase understanding at the management level of employment equity obligations.

Expected Results

- Productivity improvements and cost savings.
- Policies, provisions and allowances that are equitable to employees and competitive with other employers, as well as cost-effective and administratively simple.

- Continued progress in achieving employment equity objectives and a workplace that values diversity.
- An Employment Equity Positive Measures Program that provides a tool to forge partnerships to move the employment equity agenda forward.

1.4.5: 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. The principles of equality and respect for diversity are woven through the various cultural strands that form Canadian communities. These values are fundamental considerations in the TBS policy-making process and program decisions.

Key Plans and Strategies

- Identify appropriate recruitment and retention strategies linked to business requirements and based on demographic analysis, which ensure that the ongoing human resources needs of the Public Service are met. At the same time, there is a need to ensure that the Public Service workforce reflects the demographic profile of the country, i.e. improved representation of women, persons with disabilities, Aboriginal peoples and other members of visible minority groups.
- Develop, implement and promote a learning policy for the Public Service as a crucial element in the development and achievement of a culture of performance improvement.
- Manage the Federal Public Sector Youth Internship Program and other youth initiatives (e.g. student employment) to create work experience opportunities for Canadian youth and to create greater understanding among them of the value of public service. The program is scheduled to end on September 30, 2000.
- Implement the new policy on language requirements of positions in the Executive group and promote a work environment conducive to the use of both official languages to ensure that Canadians receive services in the official language of their choice.
- Implement fair, competitive and reasonable employment transition measures.

Expected Results

- Human resources needs of the Public Service are met.
- Greater results and productivity achieved by a workforce that uses learning to improve performance.
- Improvement in the representation, retention and participation of members of designated groups with the federal Public Service.

- Canadian youth receive essential work experience and employability skills required to secure employment or to be self-employed after the end of the internship.
- Workforce transfer and adjustment mechanisms allow departments to conduct their business while maximizing employment continuity for affected employees.

1.5: Canada Infrastructure Works

To support the President in his role as the Minister responsible for Infrastructure.

The Canada Infrastructure Works Program is scheduled to end on March 31, 1999.

Table 7: Canada Infrastructure Works
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	1.0	0.0	0.0	0.0
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Net Program Spending	1.0	0.0	0.0	0.0

TBS Corporate Administration Business Line

Effective corporate services that support all program areas and their related business lines in meeting their objectives.

Context

The Secretariat's Corporate Administration includes the offices of the President, the Secretary–Comptroller General, and the Deputy Secretary, and provides executive and ministerial direction and advice, as well as legal, public affairs, financial, human resources, and administrative services. As such, TBS corporate administration service lines must be aware of the priorities in each of their client areas and strive to support the achievement of these priorities.

This business line is made up of four service lines: Ministerial and Executive Services, Public Affairs, Legal Services and Corporate Services.

Planned Spending

Table 8: TBS Corporate Administration
(\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Program Spending	25.7	26.2	25.4	24.4
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Net Program Spending	25.7	26.2	25.4	24.4

Key Plans and Strategies

- Continue with implementation of Year 2000 readiness plans.
- Strengthen the planning and reporting structure and the performance management system within TBS (e.g. FIS compliance, an updated PRAS, and updated performance reporting in line with modern comptrollership).
- Continue with the implementation of the TBS *La Relève* strategy by:
 - connecting the TBS vision to operational requirements;
 - aligning the skills mix to the vision; and
 - valuing our people.
- Take steps to improve the representation of designated groups within TBS including the elimination of all systemic barriers.
- Continue with the implementation of the Universal Classification Standard.
- As champion of official languages for TBS, continue with the implementation of the official languages action plan to increase awareness and promote the use of both official languages in the department.
- Improve the effectiveness of information management, maintain the information technology infrastructure and manage the introduction of new technologies into the department.
- Update the long-range accommodation plan for the department.
- Ensure that TBS business planning anticipates the legal implications (including costs) of its programs and services.
- Ensure that TBS communications are effective and consistent.

- Ensure prompt and effective service to the President.

Expected Results

- An effective, sustainable and motivated TBS workforce able to implement the renewed vision.
- A safe and secure workplace where employees are provided with comfortable furnishings and effective tools.
- Improved access to accurate, relevant, integrated information for corporate decision making.
- No unforeseen legal issues related to TBS programs and services.
- TBS messaging is seen to be consistent and value-added.
- President always properly briefed, no unpleasant surprises.

Government Contingencies and Centrally Financed Programs

To provide interim spending authority for requirements approved by the Treasury Board, which arise after the Main Estimates have been tabled, and funding for centrally managed programs.

This Program is administered under the Resource Planning and Expenditure Management business line. Key plans and strategies related to this program are included in Section III, 1.1.

The Government Contingencies Vote is used to reimburse departments for a range of non-discretionary Public Service salary costs that are in excess of departmental budgets allotted for salaries and that cannot readily be forecast for inclusion in the Main Estimates. These include the costs of severance pay, leave credits due to the termination of employees, and maternity leave.

The Government Contingencies Vote also provides interim expenditure authority pending approval through the Supplementary Estimates. Its use contributes to the efficient and orderly conduct of government business by providing the executive of the Government of Canada the discretion and flexibility to respond quickly to unforeseen expenditure requirements while maintaining the principles of parliamentary control and executive accountability.

The collective bargaining vote is a new vote. It covers the costs for increased salaries across government as a result of the signing of two collective agreements with the Public Service Alliance on December 29, 1998. The agreements were reached too late to make a determination of the allocation by department and agency in time for inclusion in individual departmental Main Estimates. This vote will enable the Treasury Board to supplement departmental votes to permit payment of these negotiated salary increases. This will be a single-year item. The amounts for future periods will be allocated to departments in subsequent Main Estimates as indicated in Table 9.

Planned Spending

Table 9: Government Contingencies and Centrally Financed Programs
(\$ millions)

Vote		Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
5	Government Contingencies	450.0	550.0	450.0	450.0
10	Government-wide Initiatives	9.0	33.8	18.8	10.0
-	Collective Bargaining	0.0	280.0	280.0 ¹	280.0 ¹
	Employee Benefit Plans Contributions	0.0	56.0	56.0 ¹	56.0 ¹
	Total Collective Bargaining	0.0	336.0	336.0¹	336.0¹
15	Training Assistance	0.0	0.0	0.0	0.0
	Total Program	459.0	919.8	804.8	796.0

¹ The ongoing amounts that will be allocated to departments in subsequent Main Estimates.

Employer Contributions to Employee Benefit Plans Program

To provide for contributions by the government as employer with respect to employee insurance and benefit plans and programs, and for payments made under certain residual pension plans.

The Employee Benefit Plans Program is administered under the Human Resources Management business line; key plans and strategies related to this program are included in Section III, 1.4.

Public Service Insurance provides for the payment of the employer's share of health, income maintenance and life insurance premiums, for payments to or in respect of provincial health insurance plans, provincial payroll taxes and the employer's share of the employment insurance premium reduction.

Public Service Pensions provides for payments under the *Public Service Pension Adjustments Act of 1959* and the *Special Retirement Arrangements Act* and for employer costs of pension, benefit and social security plans to which employees locally engaged outside of Canada are subject.

Planned Spending

Table 10: Public Service Insurance Expenditures

(\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Insurances	553.0	600.0	618.7	618.7
Employment Insurance Premium Reduction	1.4	1.4	1.4	1.4
Premiums for Locally Engaged Employees	5.5	5.7	5.9	5.9
Payroll Taxes	255.4	263.9	273.2	273.2
Quebec Sales Tax	4.8	5.0	5.2	5.2
	820.1	876.0	904.4	904.4
Less: Revenue Credited to the Vote	76.0	56.6	53.9	53.9
Net Planned Spending	744.1	819.4	850.5	850.5

Table 11: Public Service Pension Expenditures

(\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
<i>Pension Adjustment Act</i>	0.1	0.1	0.1	0.1
Early Retirement Incentive Program ¹	200.0	0.0	0.0	0.0
Pension Plans for Locally Engaged Employees	11.0	14.0	15.0	16.0
Social Security for Locally Engaged Employees	12.0	13.0	14.0	15.0
Total Planned Spending	223.1	27.1	29.1	31.1

¹ The figures refer to the costs of the benefits provided to employees aged 50 to 54 under the Early Retirement Incentive (ERI) program. The ERI assists certain employees affected by employment reductions under Program Review to leave the Public Service by making these employees eligible for an unreduced pension. This program applies to those employees declared surplus on or before March 31, 1998.

C. Consolidated Reporting

Year 2000 Initiatives

The Secretariat has been working on its Year 2000 readiness for some time and has achieved all the major milestones to date. The work left to be done includes continuing to be vigilant, to have all required contingency plans developed and in place and to upgrade any non-compliant software.

Our major remaining milestone is to have all Year 2000 repair work completed and tested by June 30, 1999. We do not anticipate any problems in meeting this deadline.

Update on Sustainable Development Strategy Implementation

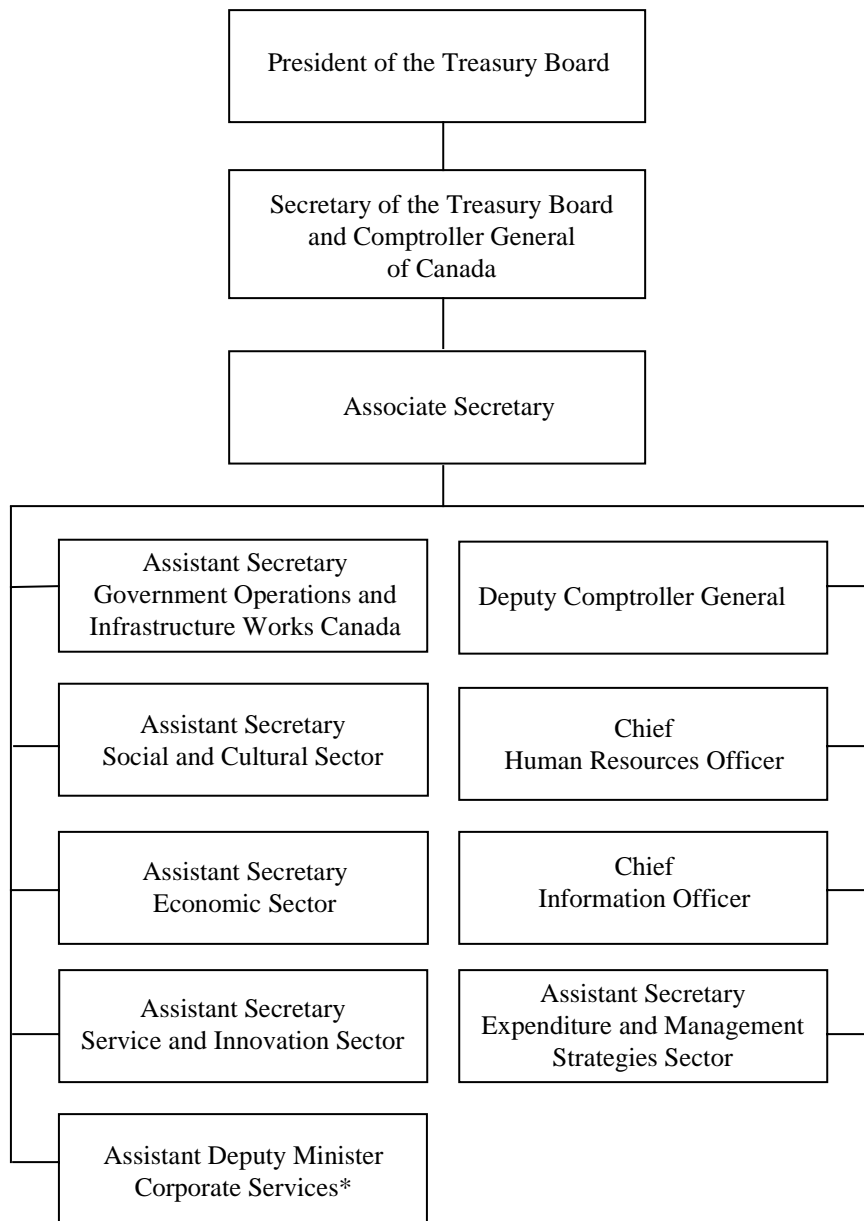
TBS Sustainable Development Strategy	
TBS is committed to providing Canadians with:	To be demonstrated by:
A change in management culture	Ensuring that TBS policy fosters a management culture possessing the values of sustainable development
Integration of sustainable development principles into human resources management practice	<p>Ensuring that sustainable development principles are considered during the development and review of human resources legislation, policy and procedures</p> <p>Incorporating sustainable development concepts into job classification criteria</p> <p>Promoting the environmental benefits of flexible work arrangement policies, such as telework and flexible hours of work</p>
Modern comptrollership	<p>Participating in the investigation, proposal and development of a common federal approach to the management of contaminated sites under federal custody</p> <p>Developing, in co-operation with other departments, a policy to account for and report costs and liabilities related to contaminated sites under the jurisdiction or responsibility of the federal government</p> <p>Facilitating the implementation of a system to make the costs of purchasing and holding assets visible to departments and end users (e.g. accrual accounting)</p>

TBS Sustainable Development Strategy	
TBS is committed to providing Canadians with:	To be demonstrated by:
Quality services	<p>Reviewing performance reports and reports on plans and priorities and providing advice on sustainable development performance measurements</p> <p>Supporting and promoting reviews of key horizontal and government-wide programming by ensuring that consideration of sustainable development principles is incorporated into review criteria and processes</p>
Electronic service delivery	<p>Making electronic service delivery the preferred way of doing business by:</p> <p>(1) establishing a Public Key Infrastructure to allow for more enhanced electronic service delivery, and</p> <p>(2) continuing to assist departments and agencies to implement on-line reports and forms</p>
Accessibility	<p>Ensure the accessibility of electronic text and database information by setting IM/IT standards to ensure accessibility of electronic text and database information</p>

Section IV: Supplementary Information

Organizational Structure

Treasury Board



* Joint Services with the Department of Finance Canada

Financial Tables

Table 12: Spending Authorities – Ministry Summary Part II of the Estimates

Vote	(thousands of dollars)	1999–2000 Main Estimates	1998–99 Main Estimates
Treasury Board of Canada Secretariat			
<i>Central Administration of the Public Service Program</i>			
1	Operating Expenditures	100,785	73,766
2	Grants and Contributions	37,528	44,229
(S)	President of the Treasury Board – Salary and motor car allowance	49	49
(S)	Contributions to Employee Benefit Plans	11,158	9,277
Total Program		149,520	127,321
<i>Government Contingencies and Centrally Financed Programs</i>			
5	Government Contingencies	550,000	450,000
10	Government-wide Initiatives	24,800	–
–	Collective Bargaining	336,000	–
15	Training Assistance	–	10,000
Total Program		910,800	460,000
<i>Employer Contributions to Insurance Plans Program</i>			
20	Public Service Insurance	846,241	766,963
(S)	<i>Public Service Pension Adjustment Act</i>	70	80
(S)	<i>Special Retirement Arrangements Act</i>	–	200,000
Total Program		846,311	967,043
Total Secretariat		1,906,631	1,554,364

Table 13: Program Resources by Business Line for 1999–2000 for the Central Administration of the Public Service

Business Lines	FTEs*	Budgetary					Less Revenue Credited to the Vote	Net Planned Spending
		Operating	Capital	Transfer Payments	Gross Planned Spending			
(\$ millions)								
Resource Planning and Expenditure Management	152.0	17.1	0.0	0.0	17.1	0.0	17.1	
Human Resources Management	310.0	33.4	0.0	37.5	70.9	0.1	70.8	
Comptrollership	153.0	17.9	0.0	0.0	17.9	0.6	17.3	
Information Management and Information Technology	111.0	18.6	0.0	0.0	18.6	0.5	18.1	
Canada Infrastructure Works	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TBS Corporate Administration	233.0	26.2	0.0	0.0	26.2	0.0	26.2	
Total Program Expenditures	959.0	113.2	0.0	37.5	150.7	1.2	149.5	

* Full-time Equivalents

Table 14: Explanation of Financial Changes to Business Lines in the Central Administration of the Public Service Program

(\$ millions)		
Business Lines	Forecast Spending 1998–99	Planned Spending 1999–2000
<p>1. Resource Planning and Expenditure Management</p> <p>Net increase of \$0.6M due to:</p> <ul style="list-style-type: none"> – increase for the reprofiling of Alternative Service Delivery funds to 1999–2000 (\$3.0M); – decrease related to the internal transfer of resources to the Comptrollership business line (\$2.4M). 	16.5	17.1
<p>2. Human Resources Management</p> <p>Net decrease of \$9.5M due to:</p> <ul style="list-style-type: none"> – increase due to Pension Reform (\$0.6M); – decreases related to the Universal Classification Standard (\$5.8M), decrease in Federal Public Sector Youth Internship Program contribution (\$2.7M), a decrease in planned spending for Human Resources Corporate Systems (\$1.2M), and internal transfers to other business lines (\$0.4M). 	80.4	70.9
<p>3. Comptrollership</p> <p>Net increase of \$0.7M due to:</p> <ul style="list-style-type: none"> – increase due to the internal transfer of resources from the Resource Planning and Expenditure Management business line (\$2.4M); – decrease primarily due to a reduction in planned spending for the Integrated Financial and Matériel System (\$1.7M). 	17.2	17.9
<p>4. Information Management and Information Technology</p> <p>Net increase of \$1.7M due to:</p> <ul style="list-style-type: none"> – increase due to resources received for Year 2000 (\$4.8M); – decrease due to reduction in planned spending for corporate systems such as the Records Documentation and Information Management System and the Skills Transition Initiative (\$3.1M). 	16.9	18.6
<p>5. Canada Infrastructure Works</p> <p>Net decrease of \$1.0M. No expenditures are approved for 1999–2000 as the program is scheduled to sunset at the end of 1998–99.</p>	1.0	0.0
<p>6. TBS Corporate Administration</p> <p>Net increase of \$0.5M due to:</p> <ul style="list-style-type: none"> – increase related to internal transfers from other business lines (\$0.5M). 	25.7	26.2
Gross Program Spending	157.7	150.7

Table 15: Departmental Planned Full-time Equivalents (FTEs) by Business Line

Business Lines	Forecast FTEs 1998–99	Planned FTEs 1999–2000	Planned FTEs 2000–01	Planned FTEs 2001–02
Resource Planning and Expenditure Management	173.5	152.0	150.0	146.0
Human Resources Management	356.0	310.0	308.0	303.0
Comptrollership	122.0	153.0	147.5	134.5
Information Management and Information Technology	94.0	111.0	71.0	64.0
Canada Infrastructure Works	12.0	0.0	0.0	0.0
TBS Corporate Administration	232.0	233.0	229.0	229.0
Departmental Total	989.5	959.0	905.5	876.5

Table 16: Total Net Planned Spending

		(\$ millions)			
Vote		Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Central Administration of the Public Service Program					
1	Operating Expenditures	107.1	100.8	81.0	75.6
2	Grants and Contributions	40.2	37.5	2.2	0.0
(S)	Contributions to Employee Benefit Plans	9.3	11.2	10.5	10.1
Total		156.6	149.5	93.7	85.7
Subsequent Adjustments		0.0	0.0	0.0	0.0
Total Program		156.6	149.5	93.7	85.7
Government Contingencies and Centrally Financed Programs					
5	Government Contingencies	450.0	550.0	450.0	450.0
10	Government-wide Initiatives	9.0	33.8	18.8	10.0
–	Collective Bargaining ¹	0.0	336.0	336.0	336.0
15	Training Assistance	0.0	0.0	0.0	0.0
Total		459.0	919.8	804.8	796.0
Subsequent Adjustments		0.0	0.0	0.0	0.0
Total Program		459.0	919.8	804.8	796.0
Employer Contributions to Insurance Plans Program					
20	Public Service Insurance	767.1	846.4	879.5	881.5
(S)	<i>Public Service Pension Adjustment Act</i>	0.1	0.1	0.1	0.1
(S)	<i>Special Retirement Arrangement Act</i>	200.0	0.0	0.0	0.0
Total		967.2	846.5	879.6	881.6
Subsequent Adjustments		0.0	0.0	0.0	0.0
Total Program		967.2	846.5	879.6	881.6
Total Secretariat		1,582.8	1,915.8	1,778.1	1,763.3

¹ The 2000–01 and 2001–02 amounts will be allocated to departments in subsequent Main Estimates. For details, see pp. 31–32.

Table 17: Departmental Summary of Standard Objects of Expenditure
(\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Personnel				
Salaries and Wages	56.0	55.8	52.4	50.8
Contributions to Employee Benefit Plans	9.3	11.2	10.5	10.1
Other Personnel Costs				
	65.3	67.0	62.9	60.9
Goods and Services				
Transportation and Communications	1.9	3.7	2.0	1.7
Information	2.5	3.6	2.7	1.7
Professional and Special Services	36.2	27.3	15.9	14.7
Rentals	0.4	1.7	1.2	0.7
Purchased Repair and Maintenance	1.3	1.7	1.0	1.0
Utilities, Materials and Supplies	1.4	1.9	1.6	1.2
Acquisition of Machinery and Equipment	4.3	2.1	0.7	0.3
Other Subsidies and Payments	4.2	4.2	4.2	4.2
	52.2	46.2	29.3	25.5
Other				
Government Contingencies and Centrally Financed Programs	459.0	919.8	804.8	796.0
Employer Contributions to Insurance Plans Program	967.2	846.5	879.6	881.6
	1,426.2	1,766.3	1,684.4	1,677.6
Transfer Payments	40.2	37.5	2.2	0.0
Total Programs	1,583.9	1,917.0	1,778.8	1,764.0
Less: Revenue Credited to the Vote	1.1	1.2	0.7	0.7
Total	1,582.8	1,915.8	1,778.1	1,763.3