



Treasury Board of Canada, Secretariat

2002-2003
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 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 tabled in the spring 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.

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Treasury Board of Canada Secretariat
2002–03 Estimates
A Report on Plans and Priorities

Lucienne Robillard
President of the Treasury Board

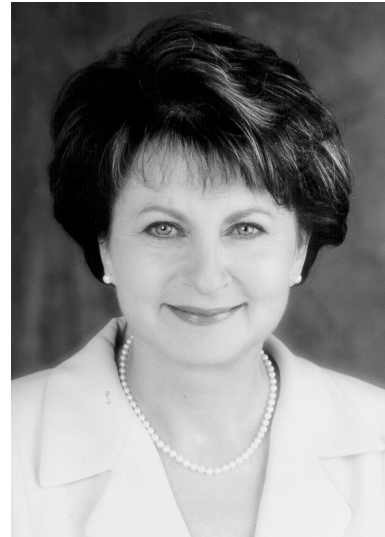
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Section I: Messages

A. *President's Message*

It has been two years since I tabled *Results for Canadians: A Management Framework for the Government of Canada*, outlining the government's vision of modern management. The document defines the roles and responsibilities of Treasury Board as the Management Board of government, as well as those of departments and agencies. Our commitment to the objectives laid out in this management framework remains strong and is reflected in this 2002–03 Report on Plans and Priorities.



To accomplish these objectives, the Treasury Board of Canada Secretariat will be working closely with departments and agencies to pursue stewardship activities, such as continuing the roll-out of Modern Comptrollership. It will also be working closely with the Task Force on Modernizing Human Resources Management in the Public Service as we overhaul the government's human resources framework to better reflect and respond to the realities of the 21st century. Finally, the Secretariat will be adjusting its approach to service improvement and delivery, including moving forward with Government On-Line's (GOL) new target date of 2005.

This is but an overview of the activities that will be taking place throughout the 2002–03 fiscal year at the Treasury Board of Canada Secretariat. I encourage you to read this Report on Plans and Priorities to gain a better understanding of the Secretariat's commitments to Canadians and to Parliament, in striving to provide a better government for the citizens of this country.

Lucienne Robillard
President of the Treasury Board

B. Secretary's Message



The Treasury Board of Canada Secretariat (the Secretariat) is looking forward to the coming fiscal year to build on the significant accomplishments of the past twelve months. As the government's Management Board, we have developed new key frameworks and policies in the areas of comptrollership, human resources, and service delivery. We have secured funding in the recent budget to continue our Government On-Line (GOL) initiative. As well, we have supported the government's security agenda by addressing the critical resource requirements of departments and agencies.

In line with our ongoing commitment to *Results for Canadians: A Management Framework for the Government of Canada*, the Secretariat will continue to play a pivotal role in expenditure management and to work with departments and agencies on the development and implementation of policies and best practices. We will also be focusing on monitoring and reporting the achievement of results by departments and agencies.

The Secretariat is taking steps to align its resources with its commitment to promote innovation and improve the delivery of government services to Canadians. After a successful pilot phase, responsibility for the delivery of the Service Canada network is being transferred to Human Resources Development Canada and Communication Canada. In addition, to solidify the critical link between the Service Agenda and GOL, the Secretariat is integrating components of the Service Agenda under the umbrella of the of the Chief Information Officer Branch. Finally, responsibility for the Infrastructure Program is being shifted to the Deputy Prime Minister's Office.

This year will be a transition year as the Secretariat plans for the implementation of forthcoming recommendations and potential legislative changes from the Task Force on Modernizing Human Resources Management in the Public Service established by the Prime Minister in April 2001. As well, other non-legislative changes will be implemented to further enhance human resources management. Ultimately, the success of our efforts will be measured by our performance in attracting and retaining necessary talent and by how well our workplaces reflect that our workforce is valued and enabled to achieve high quality results for Canadians.

C. *Management Representation*

I submit, for tabling in Parliament, the 2002–03 Report on Plans and Priorities (RPP) for the Treasury Board of Canada Secretariat.

To the best of my knowledge, the information in this document accurately portrays the Secretariat's plans and priorities and is:

- consistent with the reporting principles contained in the Guide to the Preparation of the 2002–03 Report on Plans and Priorities;
- comprehensive and accurate; and
- based on sound underlying departmental information and management systems.

I am satisfied with the quality assurance processes and procedures used for the RPP production.

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

Frank Claydon
Secretary of the Treasury Board
and Comptroller General

Section II: Raison d'être

The Treasury Board and its Secretariat promote excellence in management, focusing on innovation, service to citizens, values, responsible spending, and results

The Treasury Board is the Cabinet committee that is responsible for the overall management of the federal government's resources.¹ It is chaired by the President of the Treasury Board and includes the Minister of Finance and other ministers appointed by the Governor in Council.

The Secretariat is the department that supports the Treasury Board. It is headed by the Secretary-Comptroller General, who reports to the President of the Treasury Board.

In 1997, the Prime Minister designated the Treasury Board and its Secretariat as the government's Management Board. In 2000, *Results for Canadians* was released. It describes how, together, the Treasury Board and its Secretariat work with departments and agencies to improve management practices across government. In particular, the Management Board promotes a Public Service that is focused on citizens, managed with the highest professional and ethical values, focused on achieving results, and committed to responsible spending that provides value for the taxpayers' money.



The Secretariat supports the Treasury Board and the government by:

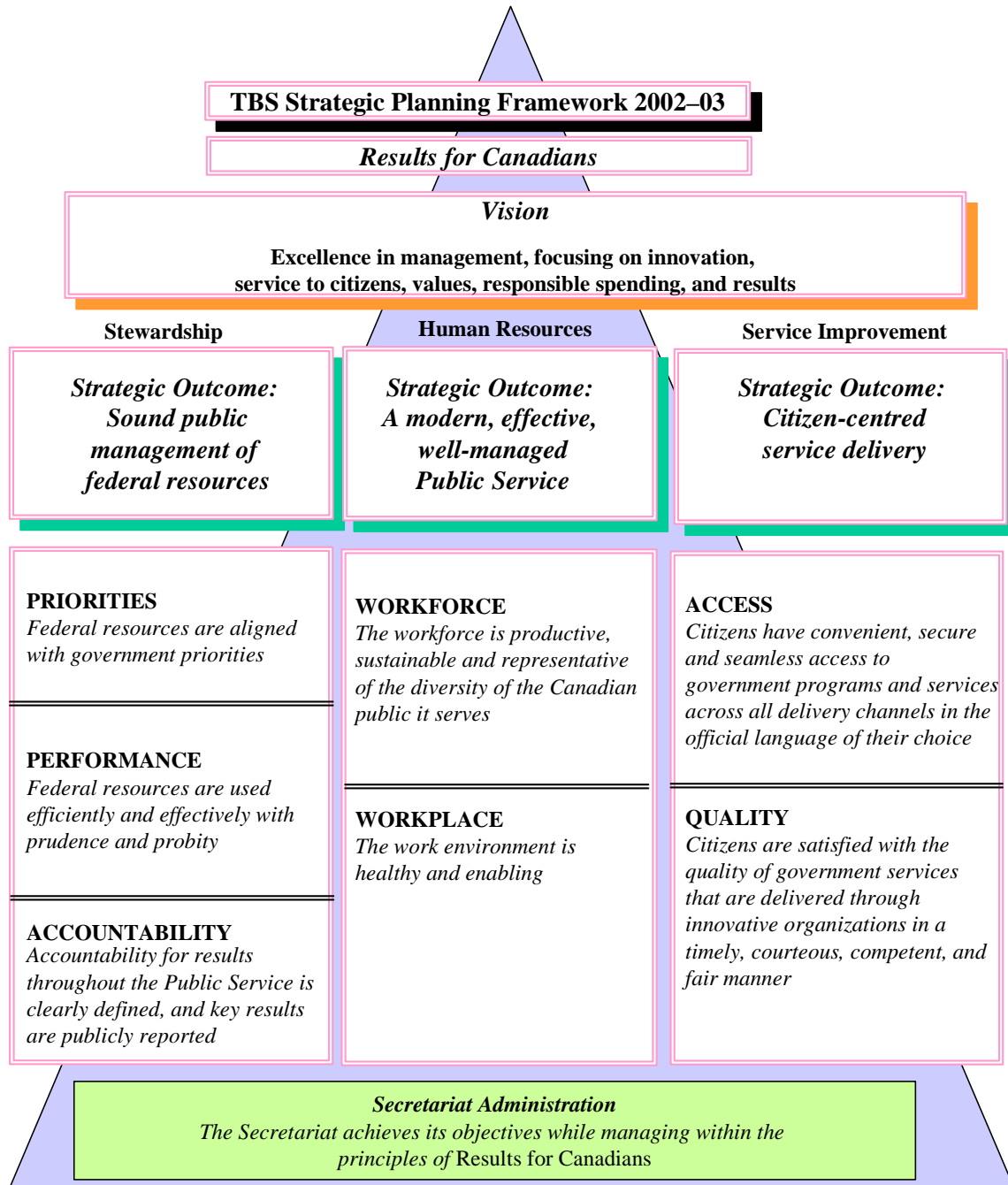
- providing advice and recommendations to Cabinet and central agencies on managing expenditures across government; and
- providing support to departments and agencies in the area of management policy and practices.

In this way, the Secretariat plays a leadership role in helping the government respond to changes in the economy, technology, and public priorities, leading to the delivery of programs that better meet the changing needs of Canadians.

More information on the Treasury Board of Canada Secretariat can be found at the following Web site: www.tbs-sct.gc.ca.

¹ The Treasury Board's legal authorities include the *Financial Administration Act*, the *Federal Real Property Act*, the *Official Languages Act*, the *Privacy Act*, and the *Public Service Staff Relations Act*.

The following diagram represents the Secretariat’s Strategic Planning Framework which supports *Results for Canadians*.



The next section outlines in more detail the resources, activities and results associated with each of the Secretariat’s three strategic outcomes.

Section III: Strategic Outcomes

The information presented in this year's RPP has two new features. First, it is organized around three main strategic outcomes that reflect how the work of the Secretariat, in partnership with other departments and agencies, benefits Canadians. Second, in line with *Results for Canadians*, the information highlights the Secretariat's growing emphasis on its Management Board role.

This RPP highlights **three strategic outcomes**:

- sound public management of federal resources;
- a modern, effective, well-managed Public Service; and
- citizen-centred service delivery.

The Secretariat pursues these strategic outcomes by working with departments and agencies to ensure that programs essential to the well-being of Canadians are appropriately resourced. Key initiatives include modernizing the human resources regime through innovative approaches and implementing GOL within the time frame announced in the December 2001 federal budget.

Like other departments and agencies, the Secretariat must adapt to changes in its external and internal environments and is currently in the process of refocusing its activities. As it places an increased emphasis on its expenditure management and policy role, it is limiting its involvement in program delivery and program co-ordination. As new challenges and priorities continue to emerge, the Secretariat will continue to examine and adjust both the nature and the scope of its activities accordingly.

Information on Secretariat administration is also presented in this Report.

A. Stewardship

Sound public management of federal resources

	(\$ thousands)			
	Forecast 2001–02	Planned 2002–03	Planned 2003–04	Planned 2004–05
Secretariat Operations	43,450	42,817	35,888	32,256
Full-time Equivalents	391	384	342	306
Centrally Administered Funds ¹	1,816,326	1,967,735	2,087,627	2,214,122
Planned Spending	1,859,776	2,010,552	2,123,515	2,246,378

1. Includes Public Service Insurance (Vote 20); Government Contingency Fund (Vote 5), used to cover salary shortfalls and temporary transfers to departments for interim financing; and Government-wide Initiatives (Vote 10), such as Comptrollership Modernization, Internal Audit and Program Evaluation.

Canadians expect the government to get the most out of their tax dollars. The primary focus of the Secretariat's resource management activities is on ensuring that federal programs and services are sustainable, consistent with government priorities, and producing defined results.

The Secretariat supports the Treasury Board's role in the allocation and re-allocation of resources. It monitors and analyzes the management of resources on a program, departmental, and sectoral basis and ensures that resource management is integrated with the government's decision-making and priority-setting processes. Moreover, the Management Board vision has also added two new responsibilities for the Secretariat:

- leadership in the development of information systems and the integration of financial and non-financial performance information in decision making; and
- leadership and expertise in the development of an agenda to improve management practices and control in departments and agencies.

Modern Comptrollership is geared toward achieving stronger resource management and improved decision making by shifting from a primarily financial focus to a broader management perspective. Following the successful completion of the pilot phase of this key initiative, the Secretariat is now working toward implementing Modern Comptrollership government-wide. Over the next several years, approximately 105 departments and agencies will be developing comprehensive and measurable agendas for management improvement in relation to their baseline assessments. Given its scope, the modernization of comptrollership goes to the heart of results-based management and brings the cultural change needed to embed the commitments of *Results for Canadians* into every management activity. The Secretariat is developing management frameworks and policies that departments and agencies will be able to use for financial management,

procurement and asset management, information management, and government security. The Secretariat also works with departments and agencies to produce and table in Parliament the [Estimates](#) and the [Public Accounts of Canada](#).

Federal resources are aligned with government priorities

The continually evolving landscape of federal priorities and issues presents a considerable challenge in deciding how resources should be allocated between departments and programs. It is important to treat expenditures as investments, to understand the risks and trade-offs related to decisions, and to recognize linkages among horizontal issues. The Secretariat provides Treasury Board Ministers with analysis of resource allocation options that reflect a government-wide perspective, foster informed discussion and decision making, and offer innovative alternatives that lead to better governance.

The Secretariat also examines and suggests ways that it could more effectively facilitate resource allocation. In so doing, the Secretariat adopts a long-term perspective, identifies the appropriate issues, and bases recommendations on a realistic assessment of the potential for change.

The Secretariat seeks two results:

- **The allocation and re-allocation of resources balances the needs of existing programs and government priorities.**
- **Departmental expenditure plans (the Estimates) that reflect Treasury Board allocation decisions and government priorities and are tabled in Parliament in a timely manner.**

Examples of activities supporting this priority:

- ✓ *Advice to departments and agencies on the development of their funding requests and on the preparation of their expenditure plans*
- ✓ *Recommendations to the President and Treasury Board Ministers on departmental funding requests and the tabling of expenditure plans*
- ✓ *Research on emerging, crosscutting issues in support of the resource allocation process*

The Secretariat will measure its success in these areas based on monitoring the resource allocation process and feedback from the President and Treasury Board Ministers, departments and agencies. It will also ensure that departmental expenditure plans are aligned with Treasury Board decisions and are tabled in Parliament in accordance with established deadlines and quality parameters.

Federal resources are used efficiently and effectively with prudence and probity

The Secretariat's use of federal resources relates to the development and implementation of corporate frameworks and policies to guide departments and agencies. To a large extent, these frameworks and policies are part of the Modern Comptrollership initiative, which all departments and agencies must begin to implement by 2004. In this context, the

Secretariat will implement the principles set out in the *Integrated Risk Management Framework* and the *Policy on Active Monitoring* in order to help departments ensure sound management of public resources by balancing flexibility within departments with the need for adequate control mechanisms. Other key policies, such as those on transfer payments, audit, and evaluation, all of which recently came into effect, will be implemented government-wide. As part of this priority, the Secretariat will also develop plans on expenditures in public service compensation, pensions, and benefits to ensure that they are adequate to attract and retain a competent workforce.

The Secretariat seeks the following result:

- **Treasury Board policies and guidance are applied effectively and appropriately across government.**

The Secretariat will measure its success by the extent to which departments and agencies can demonstrate the following. First, better understanding and implementation of Treasury Board policies. Second, application of best practices. Third, proper monitoring and evaluation of their activities. Fourth, use of this information to correct any deficiencies.

Examples of activities supporting this priority:

- ✓ *Review and update of policies, and provision of advice in the areas of financial, procurement, real property and asset management, and government accounting*
- ✓ *Leadership and support for departments and agencies to help them improve their management practices (including integrated risk management) build capacity, acquire knowledge, make the necessary changes to implement Modern Comptrollership, and report progress*
- ✓ *Implementation of the Policy on Active Monitoring*

Accountability for results throughout the Public Service is clearly defined, and key commitments and results are publicly reported

Canadians have a fundamental right to know how their tax dollars are being used and what results they produce. In this light, an integral part of the Management Board philosophy involves strengthening accountability to Parliament and to Canadians. This information is also essential in order to engage Canadians more effectively in understanding and shaping public policy.

The Secretariat will continue to provide leadership in improving the quality of information being reported in the Estimates (including reports on plans and priorities and departmental performance reports) and the Public Accounts of Canada to support decision making by parliamentarians. This includes more closely linking the resources of programs to their results. The President will continue to table an [annual report](#) to Parliament, which provides a snapshot of the quality of life in Canada as measured by social and economic indicators and highlights many of the federal programs and initiatives that contribute to it. The Secretariat seeks two results:

- **The audited financial statements of the Government of Canada are prepared and presented to Parliament in a timely and appropriate manner.**
- **Relevant and timely government-wide performance information is available to Treasury Board Ministers, parliamentarians and departmental decision-makers.**

The Secretariat will measure its success in these areas through feedback from parliamentarians and departments, timely tabling of audited financial statements and the Public Accounts of Canada, and clear indications of improved performance information across government.

Examples of activities supporting this priority:

- ✓ *Advice to the President and Treasury Board Ministers, leadership and support to departments and agencies in the areas of government accounting and results, planning, reporting and accountability, and in the preparation and tabling of financial statements*
- ✓ *Development of the President's annual report to Parliament*
- ✓ *Review of the Planning, Reporting and Accountability Structure Policy*

Some useful Internet addresses for Treasury Board reports and policy documents:

- [Canada's Performance 2001](http://www.tbs-sct.gc.ca/report/govrev/01/cp-rc_e.html) (www.tbs-sct.gc.ca/report/govrev/01/cp-rc_e.html)
- [Annual Report to Parliament on the Access to Information Act and the Privacy Act—2000–01](http://www.tbs-sct.gc.ca/report/Acc&priv/00-01/ati-aiprp_e.html) (www.tbs-sct.gc.ca/report/Acc&priv/00-01/ati-aiprp_e.html)
- [2001 Annual Report on Crown Corporations and Other Corporate Interests.](http://www.tbs-sct.gc.ca/report/CROWN/01/cc-se-01_e.html) (www.tbs-sct.gc.ca/report/CROWN/01/cc-se-01_e.html)
- [Modern Comptrollership Crossroads](http://www.tbs-sct.gc.ca/CMO_MFC/contents.asp) (www.tbs-sct.gc.ca/CMO_MFC/contents.asp)
- [Internal Audit](http://www.tbs-sct.gc.ca/ia/home.asp) (www.tbs-sct.gc.ca/ia/home.asp)
- [Evaluation](http://www.tbs-sct.gc.ca/eval/home_accueil_e.asp) (www.tbs-sct.gc.ca/eval/home_accueil_e.asp)
- [Risk Management](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/RiskManagement/siglist_e.html) (www.tbs-sct.gc.ca/pubs_pol/dcgpubs/RiskManagement/siglist_e.html)
- [Results-based Management](http://www.tbs-sct.gc.ca/rma/rma_e.html) (www.tbs-sct.gc.ca/rma/rma_e.html)

B. Human Resources Management

A modern, effective, well-managed Public Service

(\$ thousands)				
	Forecast 2001–02	Planned 2002–03	Planned 2003–04	Planned 2004–05
Secretariat Operations ¹	87,403	65,813	64,569	58,668
Full-time Equivalents	466	365	346	330
Centrally Administered Funds ²	—	14,805	—	—
Total Planned Spending	87,403	80,618	64,569	58,668

1. The difference between the 2001–02 forecast and future years is primarily because of reduced funding for time-limited Government-wide Initiatives. Additional resources for Human Resources Modernization will be included in Supplementary Estimates.
2. Planned disbursements to departments and agencies for Government-wide Initiatives.

Delivering quality results to Canadians and advising ministers will depend on the skills and commitment of our employees and the leadership of our managers and executives. The Secretariat plays several key roles in supporting good people management in that part of the Public Service for which the Treasury Board is the employer, including the following:

- establishing the overall policies in such areas as learning, workplace well-being, and employment equity, within which departmental managers administer their organizations;
- negotiating with the public service bargaining agents the terms and conditions of work for unionized employees, as well as determining the compensation of excluded employees;
- managing the various pension and benefit plans provided for public servants; and
- supporting departmental managers by advising on human resource management issues and assisting in the renewal of the human resource community.

This year should see legislation tabled in Parliament proposing reforms to the legal framework for recruitment, promotion, recourse, and labour-management relations in the Public Service, as well as the roles of key institutions relating to people management. The Secretariat is supporting the work of the Task Force on Modernizing Human Resource Management in the Public Service, established by the Prime Minister in April 2001, in proposing recommendations on these topics. At the same time, the Secretariat is

reviewing its own policies and practices, in accordance with *Results for Canadians*, to ensure they support the goal of excellence in managing people.

The workforce is productive, sustainable, and representative of the diverse Canadian public it serves

While the Public Service Commission of Canada is responsible for staffing according to the merit principle, the Secretariat helps meet the challenge of gathering a competent and effective workforce. For example, employment equity and official language policies and programs help ensure that Canadians from all backgrounds can come together to serve Canadians in an inclusive way.

In 2001–02, the Secretariat assumed responsibility of The Leadership Network. The Network supports the recruitment, development and advancement of assistant deputy ministers as the future leaders of the Public Service. It also supports networks of common interests across the government that foster the development of common values.

More and more, the opportunities offered in the Public Service for learning and development throughout a career will significantly affect our productivity levels, as well as our ability to attract and retain our share of Canada’s most talented and innovative people. This year the Secretariat expects to propose a new policy on continuous learning in the Public Service.

The Secretariat seeks two results:

- **A Public Service that reflects the values and diversity of Canadian society.**
- **Workforce organization, compensation, benefits, working conditions, learning and other opportunities for employees all support the changing needs of departments and agencies.**

Examples of activities supporting this priority:

- ✓ *Promotion of employment equity—Embracing Change*
- ✓ *Review and modernization of leadership and employee development programs*
- ✓ *Classification reform*
- ✓ *Implementation of a new continuous learning policy*

The Secretariat will measure its success in these areas by analyzing, among other things, employee demographic data obtained through research and surveys, employment equity and official languages reports, and human resources data extracted from departmental reports such as reports on plans and priorities and departmental performance reports.

The work environment is healthy and enabling

Excellence in service to citizens and government can best be sustained in healthy public service workplaces. The 1999 Public Service Employee Survey shows how employees define healthy workplaces: those where effort and accomplishment are valued, where

collegiality and teamwork are the norms, and where management supports an appropriate balance between work and personal life. They are also workplaces that are safe, properly equipped, accessible, and free of harassment and discrimination.

A healthy work environment is also characterized by effective labour relations. As part of constructive relations with the public service unions, the Secretariat has undertaken several initiatives. For example, as a result of the collective agreement concluded in 2001 with the Public Service Alliance of Canada, the Secretariat is working jointly with them on labour-management training on subjects of mutual interest and in studying the use of term employment in the Public Service.

The Secretariat seeks two results:

- **Workplaces where efforts, innovation, teamwork, and accomplishments are valued and rewarded and that are safe, well-equipped, and conducive to employee well-being.**
- **Managers, employees, and their representatives enjoy productive relationships, and leadership capacities of Public Service employees are enhanced.**

Examples of activities supporting this priority:

- ✓ *Enhancement of information management and information technology (IM/IT) capacity*
- ✓ *Electronic delivery of human resources information and services (e-HR)*
- ✓ *Launch of second Public Service-wide employee survey*
- ✓ *Modernization of travel policies*
- ✓ *Joint employer-union training on alternative dispute resolution*

The Secretariat will seek to assess these areas by tracking and analyzing employee surveys, employee grievances, sick leave data and other indicators, departmental health and safety reports, and departmental inputs to Treasury Board institutional reports.

Some useful Internet addresses for [Treasury Board reports and policy documents](#):

- [Employment Equity in the Federal Public Service—Annual Report 1999–2000.](http://www.tbs-sct.gc.ca/report/empequi/2000/ee-00_e.html) (www.tbs-sct.gc.ca/report/empequi/2000/ee-00_e.html)
- [Annual Report on Official Languages 2000–01](http://www.tbs-sct.gc.ca/report/OfLang/2001/arol-ralo_e.html) (www.tbs-sct.gc.ca/report/OfLang/2001/arol-ralo_e.html)
- [Human Resources Management Framework—A Reference Tool for Managers, 2001 Edition](http://www.tbs-sct.gc.ca/hr-connexions-rh/sigs/framework/frame_e.html) (www.tbs-sct.gc.ca/hr-connexions-rh/sigs/framework/frame_e.html)
- [Your Gateway to Human Resources Information in the Federal Government](http://www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html) (www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html)
- [The Leadership Network](http://www.leadership.gc.ca/menu_e.asp) (www.leadership.gc.ca/menu_e.asp)

C. Service Improvement

Citizen-centred service delivery

	(\$ thousands)			
	Forecast 2001–02	Planned 2002–03	Planned 2003–04	Planned 2004–05
Secretariat Operations ¹	26,431	14,679	13,505	13,354
Full-time Equivalents	190	125	123	122
GOL ²	30,725	—	—	—
Full-time Equivalents	149	—	—	—
Total Planned Spending	57,156	14,679	13,505	13,354

1. The difference between the 2001–02 forecast and future years is primarily because of reduced funding for Service Canada and Service Improvement of \$4.187 million (31 FTEs), as well as \$7.689 million (17 FTEs) for the Infrastructure Program and \$595 (6 FTEs) for Crown corporations, which have been transferred to the Privy Council Office (PCO) starting in 2002–03.
2. Spending levels for GOL in future years have not been finalized and are not reflected in the planned spending.

The [2001 Speech from the Throne](#) makes connecting Canadians a priority and renews the government's commitment to developing and strengthening its information infrastructure.

Ultimately, a cornerstone of our mandate is to ensure that Canadians receive the federal services they need in the way and in the language they want. In keeping with the commitments set out in [Results for Canadians](#), the Secretariat will continue to provide leadership in improving Canadians' access to a wide range of government services and their level of satisfaction with those services.

The Secretariat is adjusting its approach to service delivery in light of four important developments:

- Now that the pilot phase has been successfully completed, operational leadership for the Service Canada initiative is being transferred to Human Resources Development Canada and Communication Canada, which will work closely with the Secretariat on the future development and orientation of integrated, multi-channel one-stop access for Canadians to government services and information.
- Components of the Service Agenda are now fully integrated with GOL.
- The new alternative service delivery policy is now ready for implementation.
- Responsibility for the Infrastructure Program is being shifted from the Treasury Board to the Deputy Prime Minister's Office in response to the realignment of

responsibilities within the federal government announced by the Prime Minister on January 15, 2002.

Citizens have convenient, secure, and seamless access to government programs and services across all delivery channels in the official language of their choice

Through a collaborative arrangement, the Secretariat will work with several other departments and agencies to ensure the expansion of one-stop access across the country. With the funding provided in the last federal budget, and in co-operation with departments and agencies, the Secretariat will continue to lead the implementation of GOL. By 2005, Canadians will have on-line access to key government information and services.

The Secretariat seeks three results:

- **The government becomes a model user of information technology and the Internet: by 2005, Canada has the government most connected to its citizens.**
- **Improved access for Canadians to federal programs and services, and a broader federal presence across the country through the implementation of the Service Canada initiative and through programs and policies in areas such as telephone service, government communications, federal identity, access to information, and privacy.**
- **Enhanced services to Canadians in the official language of their choice through the renewal of the Official Languages Program and policies and through education and awareness campaigns.**

Examples of activities supporting this priority:

- ✓ *Reviewing and monitoring government-wide IM/IT policy framework guidelines and standards*
- ✓ *Funding and monitoring of GOL pathfinder projects*
- ✓ *Provision of guidance and tools on on-line service transformation*
- ✓ *Audit of implementation of the Official Languages Program in federal entities*

The Secretariat will measure its success in these areas in the following ways. First, by ensuring accelerated citizen access to on-line services and implementation of a common electronic infrastructure for departments and agencies. Second, the Secretariat will use surveys to assess progress of the implementation of a one-stop access strategy and greater availability of service in the language of choice. Third, the Secretariat will analyze the level of client satisfaction.

Citizens are satisfied with the quality of government services that are delivered through innovative organizations in a timely, courteous, competent, and fair manner

The Secretariat will continue working closely with departments and agencies to implement a comprehensive, results-based approach to quality services that are in line with citizens' priorities and that meet or exceed their expectations.

The Secretariat seeks the following result:

- **A measurable improvement in Canadians' satisfaction with the delivery of key government services by 2005 through the successful implementation of the Service Improvement initiative and increased organizational effectiveness.**

Examples of activities supporting this priority:

- ✓ *Research program on citizens' expectations and priorities*
- ✓ *Leadership of Service Improvement initiative: development of tools, learning strategies, and best practices*

The Secretariat will measure its success in this area through surveys that indicate Canadians' satisfaction with the delivery of key government services and the quality of language in which services are provided.

Some useful Internet addresses for [Treasury Board reports and policy documents](#):

- [Government On-Line](http://www.gol-ged.gc.ca/index_e.asp) (www.gol-ged.gc.ca/index_e.asp)
- [Report—Government On-Line and Canadians](http://www.gol-ged.gc.ca/rpt/gol-ged-rptpr_e.asp) (www.gol-ged.gc.ca/rpt/gol-ged-rptpr_e.asp)
- [Official Languages](http://www.tbs-sct.gc.ca/ollo/english/) (www.tbs-sct.gc.ca/ollo/english/)
- [Service Improvement Initiative](http://www.tbs-sct.gc.ca/si-si/sii-ias/home_e.shtml) (www.tbs-sct.gc.ca/si-si/sii-ias/home_e.shtml)

D. Secretariat Administration

	(\$ thousands)			
	Forecast 2001–02	Planned 2002–03	Planned 2003–04	Planned 2004–05
Secretariat Operations	38,239	29,263	29,265	29,105
Full-time Equivalents	299	286	286	286
Centrally Administered Funds ¹	—	10,000	10,000	10,000
Total Planned Spending	38,239	39,263	39,265	39,105

1. Represents Government-wide Initiatives that have not yet been earmarked against any particular business line.

**The Secretariat achieves its objectives
while managing within the principles of *Results for Canadians***

Reflecting the core values of *Results for Canadians*, the Secretariat's administration is focused on managing the Secretariat's resources soundly; supporting a modern, effective, and representative workforce; and constantly improving client-centred corporate service delivery. These efforts are being carried out within the Modern Comptrollership initiative. The Secretariat is committed to this modern management agenda, not only as a central agency but also as a department.

Sound management of the Secretariat begins with the alignment of resources with priorities through diligent strategic and financial planning while intergrating risk considerations. A reference level review conducted in fall 2001 has ensured that the Secretariat's agenda is supported with financial resources that are well aligned with priorities. The Secretariat's *Sustainable Development Strategy* further extends stewardship over how resources are implemented in order to minimize any adverse effects of its operations on the environment. Finally, the Secretariat's executive committee structure and the internal audit and evaluation functions, which were strengthened this past year, work to secure accountability for results.

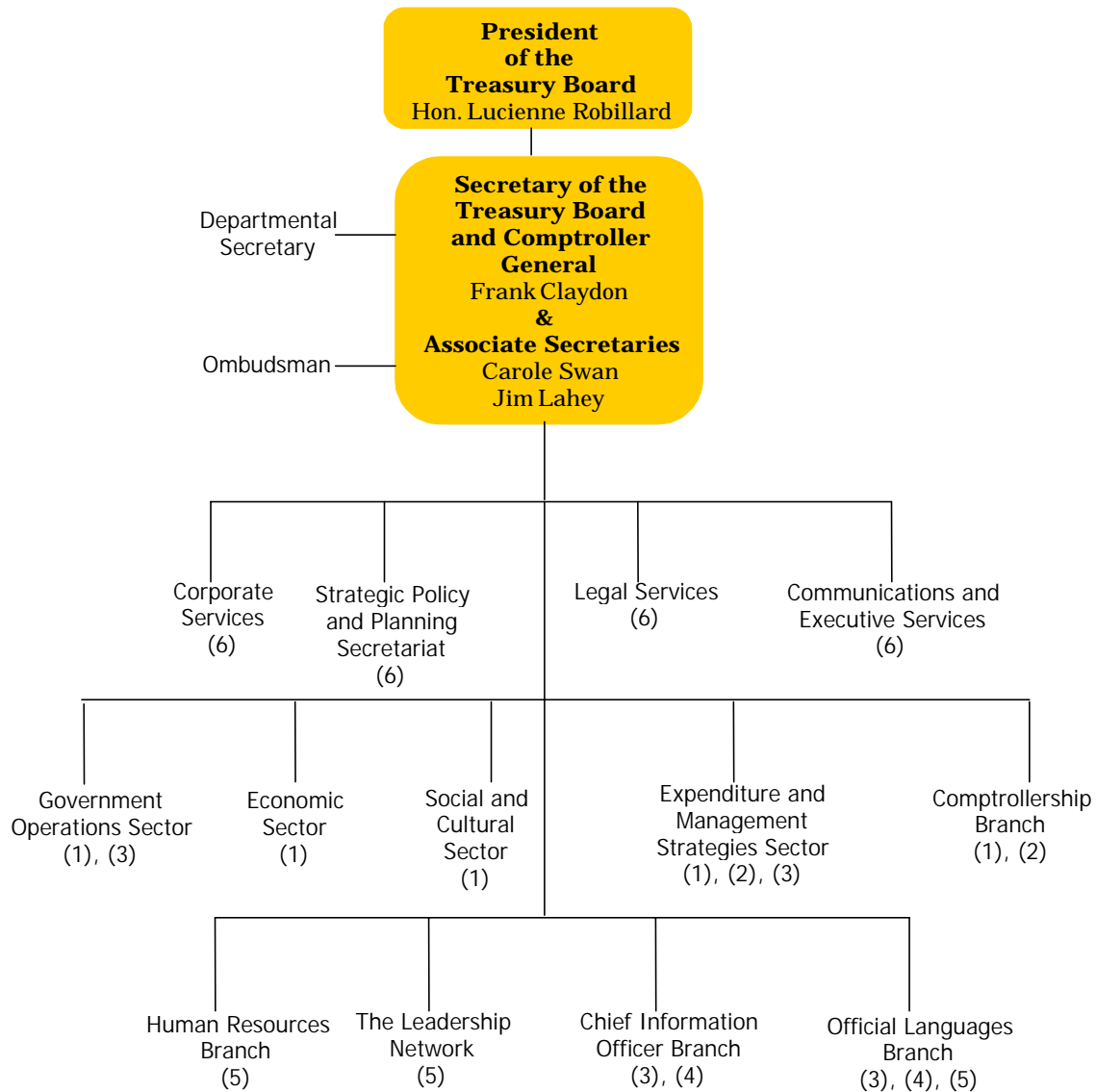
A Human Resources Plan for TBS, published in fall 2001, will set in motion a series of measures to ensure the Secretariat is an exemplary workplace, has a workforce that delivers on its business objectives, is well managed, diverse, sustainable and effective. Implementation of the government-wide Human Resources Modernization initiative within the Secretariat will signal another important step forward in ensuring the Secretariat is an employer of choice.

Improving corporate service delivery is about providing the Secretariat workforce with a secure and enabling work environment that provides modern IM/IT systems, library services, media relations, legal and communications services, security, and accommodations. It is also about ensuring that, through initiatives such as the Secretariat's co-ordinating role with the regional councils, federal departments and agencies are well informed of the work being done within the Secretariat.

Section IV: Organization

A. Organization of the Secretariat

More information on the organization of the Secretariat can be found at the following Web site: [Http://www.tbs-sct.gc.ca/wwa/structure_e.html](http://www.tbs-sct.gc.ca/wwa/structure_e.html).



* Numbers show Business Line Accountabilities (see page 19)

B. *Approved Business Lines*

- 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—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.
- 4) Information Management and Information Technology—Affordable and responsive delivery of government services through the strategic use of information management and information technology.
- 5) Human Resources Management—A Public Service that is results-driven, values-based, representative, learning, and among the best in the world.
- 6) Corporate Administration—To provide effective corporate services that support all business lines in meeting their objectives.

C. *Planned Spending*

Treasury Board of Canada Secretariat Planned Spending

Management Board Program—Planned Spending

(\$ thousands)				
	Forecast ¹ Spending 2001–02	Planned Spending 2002–03	Planned Spending 2003–04	Planned Spending 2004–05
Budgetary Main Estimates ²				
Secretariat Operations ³	229,478	157,491	145,718	134,874
Centrally Administered Funds	1,933,326	2,109,540	2,214,627	2,341,122
Total	2,162,804	2,267,031	2,360,345	2,475,996
Less: Respendable Revenue ⁴	120,230	123,021	119,491	118,491
Total Main Estimates	2,042,574	2,144,010	2,240,854	2,357,505
Subsequent Adjustments ⁵	—	1,102	—	—
Total Planned Spending	2,042,574	2,145,112	2,240,854	2,357,505
Less: Non-respendable Revenue ⁶	8,400	8,500	8,500	8,500
Plus: Cost of services received without charge ⁷	10,508	13,120	13,239	13,364
Total Cost	2,044,682	2,149,732	2,245,593	2,362,369
Full-time Equivalents³	1,495	1,160	1,097	1,044

- Forecast includes the 2001–02 Main Estimates, Supplementary Estimates, and transfers from Vote 10 (Government-wide Initiatives) and Vote 15 (Collective Agreements).
- Amounts reflect the transfer of Infrastructure and Crown corporations functions to PCO in 2002–03.
- The difference between the 2001–02 forecast and future years is primarily because of reduced funding for time-limited Government-wide Initiatives. Additional resources for GOL and Human Resources Modernization will be included in Supplementary Estimates. Planned spending levels in future years also reflect a reduction of \$8.284 million (23 FTEs) for the Infrastructure Program and Crown corporations, which have been transferred to PCO.
- Respendable Revenue is used to cover the costs incurred by TBS on behalf of other government departments for shared initiatives, such as the Government Travel Modernization, the Public Service Superannuation Account Pension Fund (Vote 1), and the Public Service Insurance (Vote 20).
- Includes adjustments made to reference levels not reflected in Main Estimates for the Compensation Research Project.
- Revenue from parking fees.
- Includes the following services received without charge: accommodation charges (PWGSC), Workers' Compensation (Human Resources Development Canada), and Legal Services (Department of Justice Canada).

D. Crosswalk Linking Strategic Outcomes and Business Lines

Crosswalk mapping business line structure 2002–03 with proposed strategic planning framework

Management Board Program

New Statagic Outcomes / Old Business Lines	Stewardship	Human Resources	Service Improvement	Secretariat Administration	Total
Expenditure Management and Planning	767,314	—	—	123	767,437
Comptrollership	41,506	—	—	—	41,506
Service and Innovation	—	—	5,101	591	5,692
IM/IT	—	—	7,966	—	7,966
Human Resources Management	1,201,732	80,618	1,612	—	1,283,962
Corporate Administration	—	—	—	38,549	38,549
Total	2,010,552	80,618	14,679	39,263	2,145,112

Section V: Annexes

Annex 1: Management Board's Summary of Transfer Payments

(\$ thousands)				
	Forecast Spending 2001–02	Planned Spending 2002–03	Planned Spending 2003–04	Planned Spending 2004–05
Contributions				
<i>IM/IT</i>				
Contribution to the Canadian Standards Association	10	—	—	—
<i>Human Resources Management</i>				
Youth Internship Program	18,600	18,600	18,600	18,600
Total Contributions	18,610	18,600	18,600	18,600
Other Transfer Payments ¹				
<i>Human Resources Management</i>				
Payments, in the nature of Workers' Compensation, in accordance with the Public Service Income Benefit Plan for Survivors of Employees Slain on Duty				
Special Indemnity Plan for Spouses of Canadian Forces Attachés	398	498	498	498
<i>Public Service Pension Adjustment Act</i>	2	2	2	2
	40	30	25	20
Total Other Transfer Payments	440	530	525	520
Total Transfer Payments	19,050	19,130	19,125	19,120

1. Reported as grants in previous years.

Annex 2: Details on Transfer Payments Programs

Youth Internship Program

1. Objective

Developmental internships in federal public service work sites are designed to provide youth with an opportunity to develop skills that will increase employability and gain essential work experience needed to secure employment in the future.

2. Planned Results

The program will lead to the fair distribution of opportunities across Canada, based on provincial and territorial rates of youth unemployment and the availability of federal government operations capable of offering interesting and diverse learning opportunities.

It will provide work experience and develop transferable skills that will increase the employability of youth.

The program will increase chances of success for youth at risk, including youth with incomplete high school education, youth who are single parents, Aboriginal youth, and youth living in the streets.

The program will help participants find employment or become self-employed after their internships.

3. Milestones

Internship opportunities in each province and territory are created and funded in proportion to provincial or territorial rates of youth unemployment and the presence of federal institutions.

Internship opportunities are created and funded in rural areas (that is, outside census metropolitan areas), and youth participate in the program.

At least 50 per cent of internship opportunities are set aside for youth at risk.

Over 50 per cent of youth participants complete the internship and find employment within a year of leaving the program or they return to school.

Fifty per cent of youth participants receive additional support from the Young Men's Christian Association (YMCA), such as counselling and life-skills training.

Thirty per cent of youth participants benefit from workshops

Annex 3: Management Board's Sources of Respendable and Non-respendable Revenue

Respendable Revenue

(\$ thousands)				
	Forecast Revenue 2001–02	Planned Revenue 2002–03	Planned Revenue 2003–04	Planned Revenue 2004–05
<i>Human Resources Management</i>				
Shared Initiatives	3,230	6,021	2,491	1,491
Public Service Insurance	117,000	117,000	117,000	117,000
Total Respendable Revenue	120,230	123,021	119,491	118,491

Non-respendable Revenue

(\$ thousands)				
	Forecast Revenue 2001–02	Planned Revenue 2002–03	Planned Revenue 2003–04	Planned Revenue 2004–05
Revenue from Parking Fees ¹	8,400	8,500	8,500	8,500
Total Non-respendable Revenue	8,400	8,500	8,500	8,500
Total Respendable and Non-respendable Revenue	128,630	131,521	127,991	126,991

1. This represents the parking fees collected from public servants in government-owned or -leased facilities. This revenue is deposited directly to the Consolidated Revenue Fund and cannot be used to offset operating expenditures.

Annex 4: Net Cost of Management Board Program for 2002–03

(\$ thousands)	
	Expenditures
Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending table)	2,145,112
<i>Plus: Services Received without Charge</i> Accommodation provided by PWGSC	10,741
Workers' compensation coverage provided by Human Resources Development Canada	—
Salary and associated expenditures of legal services provided by the Department of Justice Canada	2,379
	2,158,232
<i>Less: Non-respendable Revenue</i>	8,500
2002–03 Net Cost of Program	2,149,732

Annex 5: Government-wide and Horizontal / Collective Issues

Access to Information

In August 2000, the President of the Treasury Board and the Minister of Justice announced the establishment of the government's Access to Information Review Task Force. The final report will be the result of the Task Force's review of all components of the Access to Information framework, including the Act, regulations, policies, and procedures. The Secretariat, in partnership with the Department of Justice Canada, will review the report and recommendations and do the appropriate follow-up.

Sustainable Development Strategy

The Secretariat is entering the second year of its three-year Sustainable Development (SD) Strategy tabled in Parliament on February 14, 2001. It now has in place a detailed work plan of specific actions and related activities to achieve the following goals over the planning period:

- *To facilitate SD solutions and support departments in achieving their SD goals.*

The Secretariat will adjust or elaborate policies, strategies and frameworks overlaying the actions of federal departments to reflect SD principles, align with SD objectives and improve performance measurement. For example, over 2002 and 2003, the Secretariat will develop the elements of a policy framework, guidelines and best practices on the management of federal contaminated sites. During this time, the Secretariat will also work with departments to complete the Federal Contaminated Sites Assessment Initiative in order to create an inventory of sites and assess related liabilities. During this period, the Secretariat will also collaborate with departments in an effort to introduce a federal green procurement strategy.

- *To enhance the Secretariat's capacity to consider SD in its programs and activities.*

In 2002 and 2003, the Secretariat will develop and implement communications strategies and employ, as appropriate, learning activities or surveying and analysis techniques to increase and maintain employee awareness of SD commitments, with a view to supporting a reduction of the environmental impact of the Secretariat's operations.

- *To reduce the environmental impact of the Secretariat's operations.*

The Secretariat will build on those communications activities focused on commitments to improve employee awareness of the environmental impact of our current operations. For example, it will promote annual Earth Day and Environment Week activities to its employees and continue to evaluate and enhance its programs and practices to improve the management and reduce the impact of solid waste, energy use, procurement, toxic substances, and its fleet.

The 2001–03 SD Strategy includes a fourth goal focused on enhancing the “green” contribution of government investments in infrastructure to improve the quality of life of Canadians. However, this goal and related activities will no longer reside with the Secretariat given the realignment of responsibilities within the federal government announced on January 15, 2002. The Secretariat will examine these and other restructuring initiatives to assess their cumulative effect on the SD Strategy and will adjust its work plan accordingly.