



# Human Resources Development Canada

## Performance Report

For the period ending  
March 31, 2000

Canada

## **Improved Reporting to Parliament Pilot Document**

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

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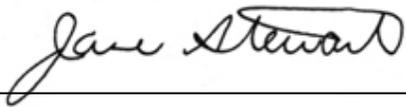
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# Performance Report

For the period ending  
March 31, 2000

Approved by:



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The Honourable Jane Stewart, P.C., M.P.  
Minister of Human Resources Development Canada



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The Honourable Claudette Bradshaw, P.C., M.P.  
Minister of Labour

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## Executive Summary

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### Executive Summary

1999-2000 was a challenging year for Human Resources Development Canada (HRDC) with major highlights that can be grouped into three major areas.

### Strengthening Management

The administration of grants and contributions in our department was the most prominent factor in HRDC's year. It began when, as part of our regular internal audit process, we analyzed a large sample of project files to determine if they met Government of Canada and HRDC requirements. While no money was found to be missing, we discovered serious gaps in how projects were managed and administered.

To respond, we developed and implemented a Six-Point Action Plan to review and correct problems with current and audited files and to ensure the full and consistent application of all financial and program requirements. We clarified our project management requirements and did the same on the accountability expected of executives, managers, program delivery and financial staff. That work was continuing as a very high priority for 2000-2001.

The Action Plan fit a larger agenda across HRDC to improve management and ensure proper accountability. This work addressed common needs such as leadership development and modern management practices. It included attention to issues recognized by the Auditor General in his reports to Parliament.

### Major Policy and Program Initiatives

The 1999 Speech from the Throne set out the Government of Canada's comprehensive commitment to work with its partners to increase the quality of life of all Canadians. During the year, HRDC continued to implement the Government's agenda through various social and labour market policy and program initiatives – routinely collaborating with other federal departments, other levels of government and a wide diversity of groups in Canadian life.

Children and youth were Speech from the Throne priorities. HRDC played its part to meet government-wide goals through preparations to increase Employment Insurance parental benefits, encouragement of more family-friendly workplaces and a key role in moving forward the Government's efforts on the National Children's Agenda. HRDC's policy work on children's issues also helped guide federal collaboration with the provincial and territorial governments to strengthen the National Child Benefit.

Much of HRDC's quality of life focus centres on inclusion – that no Canadian is left behind as our economy and society continue to develop. For example, helping to increase skill levels among Canadians was a Speech from the Throne priority, because our experience shows that people benefit from expanded access to flexible, relevant skill



development information and opportunities. Consistent with that commitment to inclusion and other key Government commitments, we worked with Aboriginal organizations to introduce a new Aboriginal Human Resources Development Strategy.

We were a focal point for Government action on other priorities. One was our lead responsibility as the Government developed a coordinated approach to disability issues. Another was our place in the collaborative Government action on homelessness. The many consultations held with other levels of government and community service providers resulted in an allocation of \$753 million for programs under the Homelessness Initiative.

We built on our work to update key legislation by supporting revisions to Part II of the *Canada Labour Code*, through which employers and workers will have more responsibility for identifying and resolving workplace safety and health issues. We continued to monitor the impacts of Employment Insurance reform, supporting pilot projects to test alternative ways to reach EI objectives.

### Improving Services to Canadians

Millions of Canadians look to HRDC for Employment Insurance, Old Age Security and Canada Pension Plan benefits. Many others look to us for services under the *Canada Labour Code* and for labour market, learning and workplace assistance and information. So, improving the quality of our services to Canadians was a priority expressed through an updated Service Delivery Policy. The updated policy reflects the importance of citizen-centred services delivered through people, partnerships and technology.

A good example of our citizen-centred service improvement was that 1.3 million Canadian seniors benefited from a new, faster way to renew their Guaranteed Income Supplement (GIS) benefits. For the first time, they no longer had to file a GIS renewal form because we could use their income tax data instead. This step significantly reduced by 88% (from 247,000 in 1996-1997) the number of seniors who faced a temporary cut in benefits because problems due to late or incomplete GIS renewal forms dropped dramatically.

Another initiative meant that EI claimants could get immediate decisions on many claim issues, instead of waiting days or even weeks for answers. To achieve that, we changed the rules to give our front-line Employment Insurance staff more decision-making authority rather than having to refer certain issues to other employees. These service improvements were complemented by improved telephone services and expanded Internet options, positioning us to meet the Government On-line commitments set out in the Speech from the Throne.



## Ministers' Messages

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This has been a pivotal year for HRDC and I am deeply grateful to the employees of HRDC who worked very hard on many different fronts. We laid the foundation for permanent improvements in our management practices as we corrected administrative weaknesses identified in our internal audit of grants and contributions. At the same time, we were able to move ahead on our policy agenda, working collaboratively with our partners.

We launched a Six-Point Action Plan to strengthen administration of Grant and Contribution programs. We made staff training an integral part of management improvement. We also initiated a comprehensive program management study to ensure that the objectives of all Grant and Contribution programs are clearly defined and that performance measures are in place to demonstrate that these objectives are met.

During 1999-2000, we actively pursued a policy agenda dedicated to improving the quality of life of Canadians: meeting the needs of children and families; helping Canadians participate in the knowledge economy; and, improving the participation of people with disabilities in Canadian life. We followed through on commitments such as extended Employment Insurance parental benefits and improved service delivery including an easier way for seniors to apply for their Guaranteed Income Supplement. We added to our investments in children and families by increasing funding for the National Child Benefit and support for research on the development of our country's children and youth. We launched a strategy to work with our partners on finding long term solutions to the problem of homelessness.

I am particularly proud of our work with provincial and territorial governments on the National Children's Agenda, which led to the recent agreement on early childhood development. On September 11, 2000, First Ministers agreed to work together and implement an early childhood development framework that includes the substantial investment by the Government of Canada of \$2.2 billion over the next five years. Provincial and territorial governments have agreed to use this increased funding to promote healthy pregnancy, birth and infancy; improve parenting and family supports; strengthen early childhood development, learning and care; and strengthen community supports. Their commitment to report back will also allow Canadians to track progress in improving the well being of young children.

HRDC has many challenges ahead. But I am confident that our accomplishments this year will provide a solid foundation for continuing management improvements. We are well on the way to achieving that difficult but essential balance between providing the best possible service to Canadians and communities, together with the highest level of accountability for appropriate use of public funds.

*The Honourable Jane Stewart, P.C., M.P.  
Minister of Human Resources Development Canada*



The quality of life that Canadians enjoy depends on many factors. One of the most important is the state of Canadian workplaces. Canada benefits economically and socially when Canadian workers and employers join forces with government to ensure productive, safe and equitable workplaces.

As Minister of Labour, I have seen the many ways that the HRDC Labour Program plays an important leadership role on workplace issues. For example, our work to promote more family-friendly workplaces was part of the Government's commitment to Canadians in the Speech from the Throne. Our support for initiatives on work-family-life balance shows how we use research, communications and dialogue on policies and programs to help bring about positive change in a rapidly evolving workplace environment.



Those efforts built on our important core functions under the *Canada Labour Code*, the *Employment Equity Act* and other legislation. Those laws cover the roughly one in ten Canadian workers who work in industries under federal jurisdiction, setting a recognized standard for all workplaces. Our commitment to align them with best practices led our Government to update Part II of the *Canada Labour Code* on safety and health, just as we had previously modernized Part I of the *Code* on industrial relations.

I was particularly proud of our international record. We obtained the speedy agreement of all provinces and territories needed to ratify the new International Labour Organization Convention on the Elimination of the Worst Forms of Child Labour. We also expanded our cooperative work with partners in the Americas and the Asia-Pacific region that is helping to raise awareness of, and respect for, labour standards around the world. Those and similar initiatives were in the spirit of Canadian values and our strong place in the world.

*The Honourable Claudette Bradshaw, P.C., M.P.*  
*Minister of Labour*



## Our Mandate

Parliament and the Government of Canada have mandated HRDC to help enhance the quality of life enjoyed by Canadians of all ages and those in groups with distinct needs through programs and services reaching millions of people annually such as these:

### Children

- Employment Insurance (EI) family income supplement, maternity and parental benefits
- First Nations and Inuit childcare
- Canada Education Savings Grant
- Canada Pension Plan (CPP) benefits to dependent children of disabled or deceased contributors
- National Child Benefit
- International Labour Organization Convention on Child Labour
- National Longitudinal Survey on Children and Youth

### Youth

- Youth Employment Strategy
- EI Premium Relief for employers hiring youth
- Literacy initiatives for out-of-school youth
- Canada Student Loans
- Canada Study Grants
- Student debt management initiatives
- Student Summer Job Action
- Social Insurance Numbers
- Youth Occupational Safety and Health

### Working Age Adults

- Employment Insurance Income Benefits
- Employment Benefits and Support Measures
- Promotion of stable, safe, fair, family-friendly and equitable workplaces
- CPP Disability benefits
- Employability Assistance for People with Disabilities
- Opportunities Fund
- CPP Survivors benefits
- Urban Aboriginal Initiatives
- Older Workers pilot projects
- Labour market information

### Seniors

- Canada Pension Plan Retirement benefits
- Old Age Security benefits
- Allowance benefits
- Guaranteed Income Supplement benefits

Under the authority of the *Human Resources Development Act*, we fulfil our mandate to the government and to Canadians by administering **legislation, programs and services** under the *Employment Insurance Act*, the *Canada Pension Plan*, the *Old Age Security Act*, the *Canada Labour Code*, the *Canada Student Financial Assistance Act* and numerous other laws.

We increasingly fulfil our mandate through **policies** and **partnerships**. These often involve cooperation with other governments and sectors of society on broad issues such as meeting the needs of children or ensuring more productive and family-friendly workplaces.



**Information** is a major service that enables us to meet our mandate to Canadians. By providing them with information on topics such as retirement income sources, careers and workplace innovations, we offer citizens reliable facts that help them make more effective choices.

Throughout our work, our Mission expresses our ultimate goal. Our Vision guides us on what we do and how we do it.

### **Our Mission is:**

***"To enable Canadians to participate fully in the workplace and the community."***

### **Our Vision is to:**

- ❖ *take an integrated approach to human development*
- ❖ *enable Canadians to manage transitions in their lives*
- ❖ *provide the highest quality services*
- ❖ *emphasize preventative measures*
- ❖ *act as a leader in policies and programs*
- ❖ *forge partnerships*
- ❖ *build the capacity of communities*
- ❖ *respect our core values*
- ❖ *continue to develop and build on the strengths of our people*

## **How We Serve Canadians**

The newly-updated HRDC Service Delivery Policy is ensuring that we design our services explicitly around the interests and priorities of Canada's citizens. This includes an effective mix of services drawing on people, partnerships and technology to meet the needs of our diverse range of clients, some of whom are listed in the chart on the next page.

More than 21,000 HRDC employees are at work across the country to serve Canadians. Most work in our 320 Human Resource Centres of Canada, our 21 telecentres that offer 1-800 toll free service and our six Information Technology Centres. Others work in our National Headquarters and 10 regional offices. Many Canadians now use our 5,000 self-service electronic kiosks, while others access a growing range of HRDC services over the Internet.

We now routinely serve Canadians through collaborative arrangements with partners.<sup>1</sup> Many collaborative agreements with provincial and territorial governments and

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<sup>1</sup> See Partners table on page 75.



## HRDC at a Glance

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Aboriginal organizations enable them to use HRDC funding to design and deliver key programs and services, especially related to shared social and labour market priorities. We also work closely with and through the voluntary sector, the private sector, labour, educators and communities of all kinds. We are focusing increasing attention on ensuring that all these partnerships involve clear accountability for results and effective management of public funds. Our program evaluation work is an important part of this process. It is a way to assess and communicate what works best in human development programs, policies, services and approaches.<sup>2</sup>

## Our Service Lines, Key Results Commitments and Measures of Achievement

Measuring HRDC's performance is an evolutionary process and work continues to improve and refine our performance measurement strategy. During 2000-2001, we will be implementing new outcome measures. Work is also underway to develop additional measures that will provide a more complete picture of the Department's performance, taking into consideration the perspectives of citizens, clients and taxpayers and emphasizing the impacts of HRDC programs on Canadians.

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*Our clients include:*

- *members of groups in society who need focused support to enable full workplace and community participation, such as children, youth at risk, older workers, Aboriginal people and Canadians with disabilities*
- *parents who are saving for their children's education*
- *those who need assistance to pursue studies or to return to the labour market*
- *employers and employees dealing with workplace-related issues*
- *people receiving Employment Insurance benefits*
- *Canadians looking for jobs*
- *individuals who require a Social Insurance Number*
- *people in the voluntary sector*
- *seniors, children, survivors and people with disabilities who are eligible for public pensions*

*In summary, one day or another, HRDC serves almost every Canadian.*

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**Citizens** expect the Government of Canada to contribute to making a positive difference in their lives and in the life of their country. We demonstrate our large-scale results through evaluations, special studies, reviews and lessons learned as well as the outcome measures reflected in our **Key Results Commitments**.

Our **clients** are those to whom we directly provide services. They expect and deserve the high level of quality service that we express through service delivery and quality measures contained in our **Key Results Commitments** and through our service commitments (see page 60 in Sound Departmental Management).

**Taxpayers** expect us to employ money and people effectively, efficiently and towards the most important results. We express our commitments to them through effectiveness measures contained in our **Key Results Commitments**.

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<sup>2</sup> For more information on our evaluation work, see Evaluations and Internal Audits on page 77.



We have structured HRDC programs and services under four core service lines responsible for direct program delivery to Canadians and two others relating to activities that provide support and services to the core service lines.

<b>Human Resources Development Service Lines</b>	<b>1999-2000 Expenditures</b>	<b>To provide Canadians with:</b> (Key Commitments and page reference for associated Key Results Commitments)
<b>Core Service Lines</b>		
Income Security (see page 21)	\$42,469M FTEs: 3,467	Sustainable Income Security Programs for seniors; persons with disabilities and their children; survivors; and migrants .....pages 11 and 12
Employment Insurance Income Benefits (see page 27)	\$9,956M FTEs: 7,755	Temporary income support to eligible unemployed workers, or individuals who are out of the workplace due to maternity or parental responsibilities or as a result of illness .....pages 11 and 12  Confidence in the financial integrity of the Employment Insurance Program ..... page 13
Human Resources Investment (see page 33)	\$4,332M FTEs: 3,495	Effective and efficient labour market <sup>a</sup> ..... page 11
Labour (see page 49)	\$159M FTEs: 658	Safe, fair, stable and productive workplaces ..... page 13
<b>Sound Departmental Management</b>		
Corporate Services and Human Resource Centres of Canada Management & Joint Services (see page 56)	\$902M FTEs: 6,104	A departmental infrastructure to achieve effective and efficient services ..... page 12  Prompt collection of monies due to the Crown ..... page 13  Sound administration and financial management of grants and contributions ..... page 13
<b>Total HRDC's Service Lines</b>		<b>\$57,818M</b>
Other Costs <sup>b</sup>		\$125M
<b>Consolidated Total</b>		<b>\$57,943M</b>
		<b>FTEs: 21,479</b>

- a. A new Key Result Commitment was developed for Human Resources Investment (HRI) in 1999-2000. Refer to the HRI segment on page 33.
- b. Represents miscellaneous items relating to charges and recoveries from provincial governments and other federal departments and agencies for Workers Compensation and the EI account and the CPP.



## HRDC at a Glance

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Our **Key Results Commitments** define the highest-profile objectives for our major programs and other corporate functions. During 1999-2000, we developed a more comprehensive set of Key Results Commitments than we had originally set out in our *Report on Plans and Priorities*.

We now organize our commitments in three categories: Outcome measures, Service Delivery and Quality measures, and Effectiveness measures, to consider the perspectives of citizens, clients and taxpayers respectively. We expect to implement an even more integrated approach through a new Chart of Key Results for 2001-2002. It will help us assess progress towards results through balanced performance information that is clear, transparent and meaningful to Canadians.

Almost all Key Results Commitments that we set out in the *1999-2000 Report on Plans and Priorities* were tracked for the entire year and are reported in the following tables. We have also noted the Key Results Commitments that are in place for 2000-2001.



**A. Outcome Measures**

To provide Canadians with: (Key Commitments)	To be demonstrated by: (Key Results Commitments)	Objective (O) Result (R)
<p><b>Sustainable Income Security Programs for seniors; persons with disabilities and their children; survivors; and migrants</b></p>	<p><b>The relative importance of public pensions to a recipient's total annual income</b></p> <ul style="list-style-type: none"> <li>➤ Recipients' (65 years of age or older) total annual income from Old Age Security, Guaranteed Income Supplement and Canada Pension Plan payments as a percentage of total income from all sources.</li> <li>➤ Canada Pension Plan Disability recipients' total annual income from CPP Disability payments as a percentage of total income from all sources.</li> <li>➤ Percentage of Old Age Security recipients also receiving Guaranteed Income Supplement.</li> </ul>	<p>New measure as of 2000-2001</p> <p>New measure as of 2000-2001</p> <p>New measure as of 2000-2001</p>
<p><b>Temporary income support to eligible unemployed workers, or individuals who are out of the workplace due to maternity or parental responsibilities or as a result of illness</b></p>	<p><b>Contribution to a smoothly functioning labour market by providing temporary income support</b></p> <ul style="list-style-type: none"> <li>➤ Percentage of unemployed individuals who are potentially eligible to receive EI benefits.</li> </ul>	<p>New measure as of 2000-2001</p>
<p><b>Effective and efficient labour market</b></p>	<p><b>Access to employment by all Canadians</b></p> <ul style="list-style-type: none"> <li>➤ Number of clients (EI and CRF) employed or self-employed following Human Resources Investment interventions.</li> <li>➤ Unpaid benefits (EI Part I) resulting from Employment Insurance claimants returning to work before the end of their benefit period following participation in Employment Benefits and Support Measures.</li> </ul> <p><b>Access to learning opportunities</b></p> <ul style="list-style-type: none"> <li>➤ Number of Canadians who access learning opportunities as a result of Canada Student Loans and Canada Education Savings Grant programs.</li> <li>➤ Number of youth and Aboriginal clients who return to school following Human Resources Investment program interventions.</li> </ul>	<p>O: 226,000<sup>a</sup> R: See Note b</p> <p>O: \$752M<sup>a</sup> R: See Note b</p> <p>O: N/A R: 410,000<sup>c</sup></p> <p>New measure as of 2000-2001</p>

a. The objectives shown differ from those presented in the 1999-2000 Report on Plans and Priorities as a result of objective setting consultations with provinces/territories.  
 b. Until concerns over the collection and use of the Social Insurance Number by HRDC have been resolved, we are unable to report these performance results.  
 c. As final data was not available, this number is an estimate.



## B. Service Delivery and Quality Measures

To provide Canadians with: (Key Commitments)	To be demonstrated by: (Key Results Commitments)	Objective (O) Result (R)
<p><b>Sustainable Income Security Programs for seniors; persons with disabilities and their children; survivors; and migrants</b></p>	<p><b>Telephone client service</b></p> <ul style="list-style-type: none"> <li>➤ Access I: Percentage of callers not receiving busy signal.</li> <li>➤ Access II: Percentage of callers answered by a Service Delivery Agent within three minutes.</li> </ul> <p><b>Effective claims processing</b></p> <ul style="list-style-type: none"> <li>➤ Average number of working days to process Canada Pension Plan applications (excluding disability benefits).</li> <li>➤ Average number of working days to process Old Age Security applications.</li> <li>➤ Average number of working days to process initial Canada Pension Plan Disability applications.</li> <li>➤ Percentage of Guaranteed Income Supplement Benefits renewed automatically through client's tax return data and percentage of Guaranteed Income Supplement Accounts returned to basic benefits ("reverted").</li> </ul>	<p>O: 95% R: 98.7%</p> <p>O: 95% R: 88.6%<sup>a</sup></p> <p>O: 16 days<sup>b</sup> R: 29 days</p> <p>O: 16 days<sup>b</sup> R: 24 days</p> <p>O: 62 days R: 61 days</p> <p>O: 66% R: 84.4%</p> <p>O: 2% R: 1.9%</p>
<p><b>Temporary income support to eligible unemployed workers, or individuals who are out of the workplace due to maternity or parental responsibilities or as a result of illness</b></p>	<p><b>Effective claims management</b></p> <ul style="list-style-type: none"> <li>➤ Percentage of first benefit cheques paid as early as legally possible (within 28 days of registration of Initial and Renewal claims).</li> </ul> <p><b>Effective appeals management</b></p> <ul style="list-style-type: none"> <li>➤ Number of appeals scheduled to be heard by the Board of Referees, within 30 days of the filing of an appeal.</li> </ul> <p><b>Effective telephone client service</b></p> <ul style="list-style-type: none"> <li>➤ Percentage of callers answered by a Service Delivery Agent within three minutes.</li> </ul>	<p>O: 90% R: 96.7%</p> <p>O: 90% R: 84.1%<sup>c</sup></p> <p>New measure as of 2000-2001</p>
<p><b>A departmental infrastructure to achieve effective and efficient services</b></p>	<p><b>Percentage of information technology project phases completed on budget and on time</b></p>	<p>O: 85% R: 100%</p>

a. See page 24 for an explanation of the variance.

b. The objectives for these speed of service measures were changed from 16 to 28 working days effective April 2000, based on 100% automated census data, measurement of the process including computer processing time and client consultations. The 16 day objectives were based on manual sampling.

c. See page 30 for an explanation of the variance.



**C. Effectiveness Measures**

To provide Canadians with: (Key Commitments)	To be demonstrated by: (Key Results Commitments)	Objective (O) Result (R)
<b>Confidence in the financial integrity of the Employment Insurance Program</b>	<b>Effective investigation and control activities</b> <ul style="list-style-type: none"> <li>➤ Dollar value of direct savings from detection activities and indirect savings from deterrence and prevention activities.</li> </ul>	O: N/A <sup>a</sup> R: \$572M
<b>Safe, fair, stable and productive workplaces</b>	<b>A safe, healthy and equitable environment and a stable labour-management relations climate</b> <ul style="list-style-type: none"> <li>➤ Percentage of collective bargaining disputes settled under Part I of the <i>Canada Labour Code</i> without work stoppage.</li> <li>➤ Percentage of Part II situations of non-compliance (excluding situations of danger) voluntarily resolved through the acceptance of Assurances of Voluntary Compliance (Part II of the <i>Canada Labour Code</i>).</li> <li>➤ Percentage of unjust dismissal complaints settled by inspectors (Part III of the <i>Canada Labour Code</i>).</li> </ul>	O: 90% R: 90.5%  O: 90% R: 97.5%  O: 75% R: 78.2%
<b>Prompt collection of monies due to the Crown</b>	<b>Effective recovery function</b> <p><u>Recovery of Overpayments</u></p> <ul style="list-style-type: none"> <li>➤ Dollars collected: Employment Insurance and Employment Programs.</li> </ul> <p><u>Recovery of Loans</u></p> <ul style="list-style-type: none"> <li>➤ Dollars collected: Canada Student Loans Program.</li> </ul>	O: \$205M R: \$196.7M <sup>b</sup>  O: \$190M R: \$154.5M <sup>b</sup>
<b>Sound administration and financial management of grants and contributions</b>	<b>Effective administration and financial management practices</b> <ul style="list-style-type: none"> <li>➤ Implementation of HRDC's action plan within prescribed time frames.</li> </ul>	New measure as of 2000-2001

a. Not applicable.

b. See page 59 for an explanation of the variances.



## D. Six-Point Action Plan on Grants and Contributions

Although not formally part of our Key Results Commitments, the Six-Point Action Plan on Grants and Contributions was an explicit and high profile commitment to Parliament and Canadians by Minister Stewart. The Action Plan was implemented in response to our Internal Audit that indicated shortcomings in the management and administration of HRDC grant and contribution programs. More details on the Action Plan are provided on page 56.

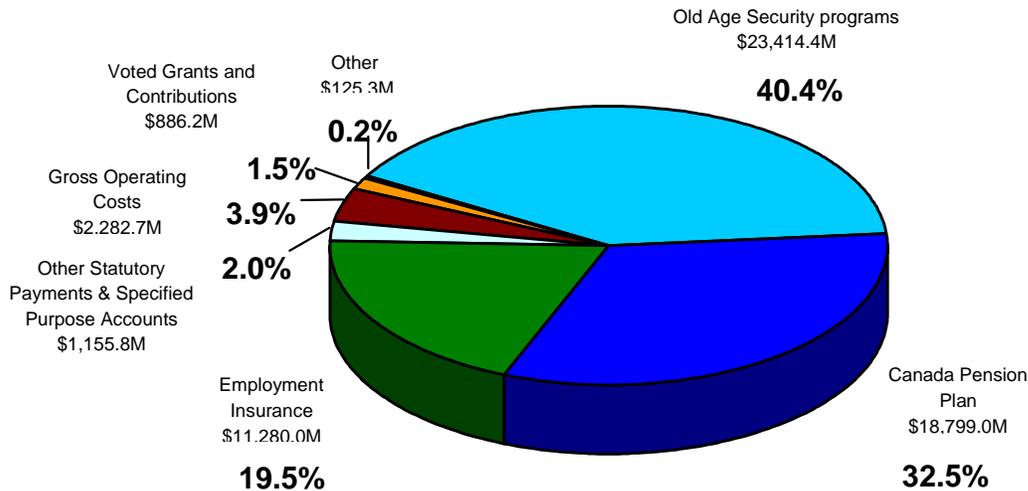
<b>To provide Canadians with:</b> (Key Commitments)	<b>To be demonstrated by:</b> (Key Results Commitments)	<b>Objective (O) Result (R)</b>
<p><b>Confidence that management and administration of HRDC grant and contribution programs are being improved</b></p>	<p><b>Full and timely implementation of the Six-Point Action Plan on Grants and Contributions</b></p> <ul style="list-style-type: none"> <li>➤ Payments meet financial and program requirements</li> <li>➤ Check and correct problem files</li> <li>➤ Equip and support our staff</li> <li>➤ Ensure accountability for results</li> <li>➤ Get the best advice available</li> <li>➤ Report progress to the public and staff</li> </ul>	<p>A review by PricewaterhouseCoopers indicated that 36 of 38 Action Plan items were completed or on schedule; two were slightly delayed.</p>



## 1999-2000 Expenditure Profile

Although HRDC has the greatest expenditure on programs and services of any department at \$58 billion dollars, more than \$54 billion, or 94% of this spending, goes directly to individual Canadians through the Employment Insurance, Canada Pension Plan and Old Age Security programs and other statutory transfer payments.

**CONSOLIDATED TOTAL:  
\$57,943.4M**



HRDC's Gross Expenditures	
Net Operating Costs	761.5
Add Recoveries in relation to:	
Canada Pension Plan	211.2
Employment Insurance Account	1,262.6
Workers Compensation	47.4
Gross Operating Costs	<u>2,282.7</u>
Voted Grants and Contributions	<u>886.2</u>
<b>Total Gross Expenditures</b>	<b>3,168.9</b>

Statutory Transfer Payments	
Grants and Contributions:	
Old Age Security programs	<b>23,414.4</b>
Other Statutory Payments:	
Canada Student Loans	688.8
Canada Education Savings Grant	334.1
Other	60.0
Total	<u>24,497.3</u>
Canada Pension Plan benefits	<b>18,799.0</b>
Employment Insurance benefits	
Part I	9,299.7
Part II	1,980.3
	<u>11,280.0</u>
Other Specified Purpose Accounts <sup>a</sup>	72.9
<b>Total Statutory Transfer Payments</b>	<b>54,649.2</b>

Other – Workers Compensation and EI/CPP Charges and Recoveries	<b>125.3</b>
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a. Includes payments related to Government Annuities and Civil Service Insurance Fund.



### Policy Accomplishments

#### Policy Leadership

HRDC's contributions to Canadians extend beyond our delivery of important programs and services. We are also social and labour market policy leaders. By researching, analyzing and evaluating existing policies and programs as well as possible policy choices, HRDC identifies the social and labour market issues where the Government of Canada and its partners can make positive differences in the lives of Canadians. We advise on the most productive approaches the government can take to get results for Canadians.



HRDC operates in a rapidly evolving environment for policy research, analysis and evaluation. Our work is increasingly focused on defining clear social and labour market policy outcomes, supported by measurable and meaningful indicators of results. As part of this, we are contributing to the expanding body of international research into what works best to achieve policy goals.

Our policy-related efforts have substantial influence outside HRDC. We work closely with policy and research experts in other federal departments to shape effective, comprehensive strategies for the Government of Canada to consider on key issues of importance to citizens. We are also known for our partnerships with policy officials in other levels of government and with experts in the voluntary sector and the academic community towards collaborative approaches to major Canadian priorities.

#### Improving the Quality of Life of Canadians

The 1999 Speech from the Throne committed the Government of Canada to work with its partners to build the highest quality of life for all Canadians.<sup>3</sup> These commitments were further detailed in the 2000 Budget.<sup>4</sup>

The research evidence strongly suggests that strategies to promote early childhood development, lifelong learning and skill development, and efforts to ensure greater inclusion of people from disadvantaged backgrounds in our economy and society are beneficial for increasing Canadian living standards and quality of life. Sound social investments based on these strategies can generate results, including higher skill levels and greater economic success. People can gain a greater ability to adapt to change and a greater sense of inclusion and participation in society.

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<sup>3</sup> <http://www.pco-bcp.gc.ca/sft-ddt/>

<sup>4</sup> <http://www.fin.gc.ca/budget00/toce/2000/bud2000e.htm>

During the year, HRDC worked to carry out the Government's commitment to increasing quality of life through our department's program and policy activities. Beyond the specific contributions to program initiatives described throughout this report, HRDC policy initiatives addressed four major policy priorities of the government: children, skills and learning, disability issues and homelessness.

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### Children

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The foundations for a high quality of life are laid in the very early years. Parents and families have the primary responsibility for the care of their children, but society must work to ensure that children develop the abilities to succeed.

During the year, HRDC continued work on the Government of Canada's multifaceted strategy to better support children and families, as outlined in the 1999 Speech from the Throne. The duration of Employment Insurance parental benefits will be extended and made more flexible in order to help parents spend more time with their children. Parental benefits will be increased from 10 to 35 weeks, meaning that the total of maternity and parental benefits payable to new parents will be extended from six months to one year. Access to these benefits will be improved with a reduction in the number of hours required to qualify for special benefits. These improvements will be available to parents of children born, or placed for adoption, on or after December 31, 2000. We share leadership with Treasury Board on efforts to make workplaces more family-friendly. With Health Canada, we are working towards an agreement on support for early child development with provincial and territorial governments. We hope to achieve that agreement by December 2000.

HRDC was also involved in continuing the Government of Canada efforts on the National Children's Agenda (NCA). The NCA is a cooperative effort by governments in Canada to ensure that all Canadian children have the best opportunities to develop their potential. This intergovernmental initiative is taking place under the auspices of the Federal/Provincial/Territorial Ministerial Council on Social Policy Renewal. There has been good collaboration in developing a shared vision and opening the process to wider public involvement. In May 1999, the vision paper *A National Children's Agenda: Developing a Shared Vision* was released,<sup>5</sup> along with a supplementary paper, *A National Children's Agenda: Measuring Child Well-Being and Monitoring Progress*.<sup>6</sup> A public dialogue following the release of the papers helped address the issue of public involvement, and in June 2000, *The Public Report: Public Dialogue on the National Children's Agenda – Developing a Shared Vision* was released.<sup>7</sup> This shared vision will guide the ongoing efforts of governments to support families and children.

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<sup>5</sup> [http://socialunion.gc.ca/nca/may7-back\\_e.html](http://socialunion.gc.ca/nca/may7-back_e.html)

<sup>6</sup> [http://socialunion.gc.ca/nca/may7-measure\\_e.html](http://socialunion.gc.ca/nca/may7-measure_e.html)

<sup>7</sup> [http://socialunion.gc.ca/nca/June21-2000/english/index\\_e.html](http://socialunion.gc.ca/nca/June21-2000/english/index_e.html)

## Policy Accomplishments

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HRDC policy work on children's issues has also helped to guide the Government of Canada's collaboration with provincial and territorial governments in building the National Child Benefit (NCB) initiative. As its contribution to the NCB initiative, the Government of Canada is continuing to increase the income support it provides to low-income families with children through the Canada Child Tax Benefit (CCTB). The latest federal Budget will bring annual maximum benefits under the CCTB to \$2,400 for the first child and \$2,200 for each additional child by 2004 – close to doubling child benefits since reforms began in 1997.

Provinces, territories and First Nations are adjusting the income support they provide to families with children through social assistance or other programs, so that families on social assistance receive no less total income support.<sup>8</sup> These savings are reinvested in new and enhanced benefits and services targeted to low-income families with children, such as supplementary income support, extension of dental and health benefits to children in low-income working families, improved child care services and new services for children at risk. In 1999-2000 provincial, territorial and First Nations reinvestments reached an estimated \$500 million (not including Quebec).

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## Skills and Learning

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To maintain our competitiveness, Canada must make significant investments in the skills of its workforce. In many areas Canada does well, with a high percentage of the labour force having at least some post-secondary education. At the same time, many Canadians do not have the literacy skills required for a knowledge-based economy. Equipping Canadians with the skills required by the changing labour market is a concern shared by all governments.

In the 1999 Speech from the Throne, the Government committed to establishing a national action plan on skills and learning for the 21st century to: enable skills development to keep pace with the evolving economy; make it easier for Canadians to finance lifelong learning; and provide a single window to Canada-wide information about labour markets, skill requirements and training opportunities. Federal, provincial and territorial Labour Market Ministers have also agreed to address key issues facing Canadians in the labour market; joint federal-provincial-territorial work is underway on developing a framework for common understanding and possible joint or complementary action on skills development.<sup>9</sup> The Government is committed to forging partnerships with provinces and territories, employers, the public sector and individual Canadians to introduce initiatives aimed at raising the skills level of the adult workforce.

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<sup>8</sup> While Quebec agrees with the basic principles of the NCB initiative and is reinvesting savings in programs for families with children, the Government of Quebec is not a formal participant in this initiative.

<sup>9</sup> The Government of Quebec, although it shares the same concerns, does not intend to adhere to a pan-Canadian strategy on skills development. Quebec considers that skills development falls under its jurisdiction.

The Government is working with stakeholders to raise awareness of the need for collective action by governments, industry, labour and educators to address skills shortages in key sectors such as information technology, engineering, science and trades.

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### Disability Issues

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The Speech from the Throne committed the Government to continue the work with the provinces and territories, the private and voluntary sectors and others to build communities that are inclusive of Canadians with disabilities.

In 1998, federal, provincial and territorial Ministers of Social Services (except Quebec) released *In Unison: A Canadian Approach to Disability Issues*.<sup>10</sup> *In Unison* expresses a common vision of full citizenship. This policy work led to an accountability framework that federal, provincial and territorial Ministers of Social Services approved in October 1999. It also involved identifying how best to ensure involvement of people with disabilities in realizing the *In Unison* goals.

At the same time within HRDC, we carried out additional disability policy work that helped to guide the Government of Canada's own commitments on disability issues announced by then-Minister Pettigrew in July 1999.

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### Homelessness

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On March 23, 1999, Minister Bradshaw was appointed as Federal Coordinator on Homelessness. A National Secretariat on Homelessness was established to provide support to the Minister and to work at strengthening coordination and partnership work with other federal departments, other levels of government and community service providers.

On December 17, 1999, the Government announced that it would invest \$753 million to address absolute homelessness in Canada. The Homelessness Initiative focuses on fostering partnerships with provinces, territories, other levels of government and the private, voluntary and not-for-profit sectors to reduce and prevent homelessness.

The Homelessness Initiative has two components. One is to enhance existing programs under the Urban Aboriginal Strategy and Youth Employment Strategy and to enhance the Shelter Enhancement Initiative and Residential Rehabilitation Assistance Program. The other is the new *Supporting Communities Partnership Initiative* (SCPI) and the new *Surplus Federal Real Property for Homeless Initiative*.

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<sup>10</sup> [http://socialunion.gc.ca/pwd/unison/unison\\_e.html](http://socialunion.gc.ca/pwd/unison/unison_e.html)

## Policy Accomplishments

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SCPI will help communities bring all levels of governments and other partners together to develop a 'continuum of supports' plan which will identify both the assets and gaps within a community. This plan will help communities identify their priorities for the upcoming years, and will form the 'blueprint for action' that they will pursue. The *Surplus Federal Real Property for Homeless Initiative* will facilitate the transfer of surplus federal lands and/or property to not-for-profit organizations or municipalities.

Another objective of the Homelessness Initiative is to develop a knowledge base about the underlying causes of homelessness and a database of 'best practices' for addressing the issue.

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## Other Policy Research

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In addition to the policy review and analysis needed to support action in the priorities noted above, and the program evaluations described later in this report, HRDC carried out or supported policy research on other issues.

HRDC continued to examine the impacts of the Self-Sufficiency Project carried out in New Brunswick and British Columbia. The goal of this pilot project is to examine the effect of financial incentives on the employment patterns of long-term social assistance recipients.

Research was also conducted to learn more about how children are developing today and how we can better prepare them for the challenges of tomorrow. For example, we now have a better understanding of the family characteristics that make the most difference to children's success in school.

HRDC also co-sponsored a conference on issues surrounding the transition to a knowledge society. Among the themes examined were the impact of a knowledge-based society on wages and skill requirements, access to information and communication technology and new work opportunities available in a knowledge society.

### Income Security

***Our Key Commitment:***

***To provide Canadians with sustainable Income Security Programs for seniors; persons with disabilities and their children; survivors; and migrants.***



Canada's public pension system has contributed substantially to reducing the percentage of older Canadians who live on low incomes and has become an increasingly important response to the income needs of many Canadians with disabilities. Ensuring that this system continues to be strong and effective, but also affordable, is an important public policy priority. In fact, this priority was reflected in the decision of the federal, provincial and territorial Ministers of Finance in 1997 to implement changes to the Canada Pension Plan (CPP) that would ensure its long-term sustainability for future generations, while moderating the costs to future contributors. The successful completion of the Triennial Review of the CPP in December 1999 confirmed the soundness of those changes.

Within HRDC, the Income Security Program (ISP) Branch is responsible for ensuring that benefits are paid to eligible seniors, the disabled and their children, survivors of deceased workers as well as migrants to and from Canada. ISP pays approximately \$23.4 billion in Old Age Security (OAS) pensions and \$18.8 billion in Canada Pension Plan benefits to over 4.8 million beneficiaries annually.

As part of HRDC's commitment to helping Canadians plan for key transitions in their lives, ISP works to increase public understanding of the goals, methods and administration of Canada's public pension system, and the overall retirement income system in Canada. More than 3,500 HRDC employees help deliver these programs and provide related information to Canadians.

Strategic Policy Branch is responsible for the overall development of policies related to income security programs, including the Canada Pension Plan and Old Age Security. As such, it undertakes analysis of upcoming pressures and challenges that the public pension system may face and develops policy proposals as appropriate. It also works with the Department of Finance to analyze policy issues identified through the Federal-Provincial-Territorial Committee of CPP Officials, as well as through Ministers of Finance.

## Core Services Accomplishments

### GROSS SPENDING

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
Gross Operating Expenditures <sup>a</sup>	277.3	271.1	261.1	277.4	256.1
Old Age Security Related Transfer Payments	22,232.0	22,781.3	23,500.0	23,414.4	23,414.4
<b>Total Gross Expenditures</b>	<b>22,509.3</b>	<b>23,052.4</b>	<b>23,761.1</b>	<b>23,691.8</b>	<b>23,670.5</b>
CPP Benefit payments	17,537.0	18,203.0	19,033.0	18,835.0 <sup>b</sup>	18,799.0
Consolidated Total for ISP	40,046.3	41,255.4	42,794.1	42,526.8	42,469.5
Full Time Equivalents (FTEs)	3,308	3,345	3,502	3,609	3,467

a. For recoveries from the CPP and net expenditures see Figure 2 on page 70.

b. Total Authorities for CPP benefit payments reflects the forecast as reported in the 2000-2001 RPP.

## Operating Environment and Challenges

As the preceding table shows, of the \$42.5 billion that HRDC's Income Security Programs spent during 1999-2000, almost all were paid out in benefits to Canadians. Less than 1% (\$256 million) of our total spending was used to support the day-to-day operations related to the ongoing maintenance of client accounts and processing of new applications.

As part of the Government's larger commitment to enhancing the quality of life of Canadians, we applied some of these funds to building a more efficient, effective program with improved services. Our focus on improving operations and addressing key policy needs led to clear results that were largely in line with what we had committed to deliver in 1999-2000.

In addition to ongoing environmental issues such as preparing to meet the needs of an ageing society and putting new technologies to work to modernize our service delivery, the year had one major new element that helped to define our priorities. That was the action of the Government to adopt an approach to disability issues for its departments and agencies.<sup>11</sup> The Minister of Human Resources Development is the lead for this initiative and CPP Disability - as the most visible federal disability program - plays an important role in helping to achieve federal objectives.

<sup>11</sup> See page 19 – Disability Issues, under the Policy Accomplishments section.

### Achievements and Their Impacts on Canadians

In the *1999-2000 Report on Plans and Priorities*, we identified two major strategies:

- Meeting our operational commitments under the Canada Pension Plan and Old Age Security programs and related legislation through quality service and the efficient use of resources; and
- Monitoring and acting on related policy and communications issues.

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### Meeting our operational commitments under the Canada Pension Plan and Old Age Security programs and related legislation through quality service and the efficient use of resources

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#### Improve Services

Our major service commitment was to introduce a new and simpler process for the annual renewal of the Guaranteed Income Supplement (GIS) for Canadian seniors. We moved the renewal date from April to July and used income tax data to provide us with necessary information for automatic renewals. We expected that 66% of our clients would be renewed automatically. The actual outcome was much higher, 84% of our clients or 1,266,000 people were automatically renewed.

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- *1.3 million Canadians had their GIS benefits automatically renewed.*
  - *98.7% of all callers were able to access ISP services on their first attempt.*
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Our much better results were due to a special information package from Revenue Canada (now the Canada Customs and Revenue Agency) that went to seniors who did not usually file an income tax return. It outlined the benefits of filing a return and increased the expected number of automatic GIS renewals by 125,000.

Related to this, we reduced the number of GIS clients who experience a temporary interruption in benefits from 75,000 from previous years to 29,000 in 1999-2000. This means that far fewer clients had their benefits reverted to the basic OAS, an action that is taken when clients do not file either an income tax return or a GIS application form by the July deadline.

Another major service commitment was to continue to expand our telephone service capabilities to ensure that 95% of all clients would be able to access and receive ISP service by telephone at all times. In the past, ISP call service was not consistent and generally unacceptable during peak periods.

## Core Services Accomplishments

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We used a new resource allocation model to predict telephone activity and to schedule staff accordingly. During 1999-2000, our ISP telecentres received 4.9 million calls, and 98.7% of those callers were able to access our 1-800 system on their first try. However, on average, only 88.6% of our callers throughout the year were able to connect with an ISP agent within three minutes. This result is lower than expected because of performance shortfalls over a few weeks, for example, during the normally hectic GIS Renewal period. We responded somewhat to these pressures with additional staffing and call redistribution between telecentres. Future planning will lead to sufficient additional capacity during peak periods.

### Strengthening CPP Disability Program Management

HRDC has been undertaking a long-term process of modernizing the management and administration of the CPP Disability Program. Our goal is to bring decision-making closer to our 286,000 disability clients (plus 96,000 of their children who also receive benefits), to reduce costs and to deliver rehabilitation services more effectively.

For 1999-2000, we promised a number of initiatives that would ensure that CPP Disability applicants and beneficiaries consistently receive the benefits to which they are entitled under the legislation as well as appropriate support for returning to work for those clients who may be able to do so.

In 1999-2000, our Vocational Rehabilitation Program (VR) nearly doubled its caseload of clients, from 281 to 476, and 79 clients left CPP benefits because they returned to work or regained the capacity to work after completing the program. The number of successful VR clients in 1998-1999 and 1997-1998 were 60 and 57 respectively.

We also promised to **conduct 10,000 reassessments of CPP Disability beneficiaries**, which was expected to result in an estimated \$23 million in statutory savings as well as the identification of overpayments of \$18 million for the year. Because we reassigned staff to help eliminate backlogs of new applications and to support the appeal process, we fell just short of our target with 9,943 reassessments and program savings of \$20.1 million.

We also committed to **develop a formal CPP Disability Quality Assurance Program**. We began a test phase in September 1999, followed by progressive implementation in April 2000. The program is on track to offer a detailed picture of payment accuracy, decision consistency and causes of variance or error that managers will be able to use.

Finally, we said we would **review the appeals system** with a view to improving service to clients. We did so and, in addition to suggesting changes to the structure of the appeals system, the review determined that earlier and more frequent personal contact increased clients' understanding of the decision-making process. These results contributed to the development of dispute resolution pilots and in the creation of a more client-centred service delivery approach.

### Continue Controls Initiatives

We continued to improve our detection of mispayments of ISP benefits and to initiate recovery of overpayments. With an investment of \$2.1 million, we identified \$10 million in accounts receivable and \$5 million in cost avoidance (errors that were prevented). This 7:1 return exceeded our 5:1 target. We also recovered \$0.9 million from investigated abuse and/or fraud cases committed against the CPP and OAS programs.

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### Monitoring and acting on related policy and communications issues

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#### Expand Awareness of Income Security Programs and the Canadian Retirement Income System

Both CPP and OAS have been extensively reviewed in recent years and confirmed as key pillars of the retirement income system. Together, CPP and OAS provide a secure, modest base upon which Canadians can build additional, private savings for retirement. By better understanding what to expect from the Old Age Security Program and the Canada Pension Plan, Canadians can be better prepared for their retirement.

To help communicate that understanding, we committed to develop a strategy to assist all Canadians to better understand public pensions in the context of the overall retirement income system and how they can take action to achieve their retirement goals. We did develop that strategy and began implementation with a number of specific awareness initiatives, including the mailing of 2.7 million statements of contributions to CPP contributors between the ages of 18 to 29. We also forged new partnerships with a number of major financial services and pension organizations in both the public and private sector and began developing a number of information products. Further details of this ongoing strategy are outlined in our *2000-2001 Report on Plans and Priorities*.

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- *Public opinion research indicates that most Canadians do not understand the retirement income system and have no retirement plan.*
  - *83% of Canadians polled want the Government to provide more information on the retirement income system.*
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## **Core Services Accomplishments**

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### **Addressing Issues Pertaining to the Canada Pension Plan**

We committed to review and develop legislative and regulatory policy choices to address significant CPP issues. During the year, we began a pilot project to increase the number of divorced spouses who take advantage of existing provisions allowing pension credits to be split. We also implemented the newly legislated same-sex provisions for CPP and OAS clients. Several other policy issues, both operational and strategic, have also been under consideration at the federal-provincial-territorial level. The work continues in that forum and within the department. For example, in the context of an ageing population, the question of work to retirement transition is of particular interest. Analysis is proceeding to determine whether adjustments to the public pension system could facilitate greater flexibility and choice regarding retirement decisions.

This policy work will enable the government to identify areas where it can remove barriers or disincentives to prolonged work force attachment, allowing greater flexibility for older workers who are willing and able to do so, to continue working.

### Employment Insurance Income Benefits

*Our Key Commitments:*

- *To provide temporary income support to eligible unemployed workers, or individuals who are out of the workplace due to maternity or parental responsibilities or as a result of illness.*
- *Confidence in the financial integrity of the Employment Insurance Program.*



Even with Canada's very strong job growth, every day some Canadians become unemployed through no fault of their own. The most recent evidence shows that four out of five of those people who held insurable employment qualify for Employment Insurance Income Benefits (EIIB) under the *Employment Insurance Act* as they look for a new job, overcome sickness or care for a newborn child. As such, EI Income Benefits are one of the Government of Canada's highest profile programs and an important focus of effective and efficient service to Canadians. The remaining 20% did not meet eligibility requirements or were disqualified or disentitled for reasons such as not having worked enough hours or voluntarily quitting a job without just cause.

Approximately 8,000 HRDC employees helped to deliver the EI Income Benefits program in 1999-2000. Total spending in 1999-2000 was \$9.9 billion.

#### GROSS SPENDING

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
Gross Operating Expenditures <sup>a</sup>	546.4	615.3	473.5	584.2	583.0
Statutory Transfer Payments <sup>b</sup>	54.9	0.3	0.0	0.2	0.2
<b>Total Gross Expenditures</b>	<b>601.3</b>	<b>615.6</b>	<b>473.5</b>	<b>584.4</b>	<b>583.2</b>
EI Part I - Benefit payments	10,192.0	9,931.6	11,314.2	9,646.0 <sup>c</sup>	9,299.7
Government Annuities and Civil Service Insurance payments	80.2	76.6	0.0	0.0	72.9
<b>Consolidated Total for EIIB</b>	<b>10,873.5</b>	<b>10,623.8</b>	<b>11,787.7</b>	<b>10,230.4</b>	<b>9,955.8</b>
Full Time Equivalents (FTEs)	7,961	7,803	7,507	7,780	7,755

a. For recoveries from the EI Account and net expenditures see Figure 2 on page 70.

b. Includes Civil Service Insurance actuarial liability adjustment and the provision of Government annuities.

c. Total Authorities for EI Part I reflect the forecast as reported in the 2000-2001 RPP.

## Core Services Accomplishments

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### Operating Environment and Challenges

Of the \$9.9 billion in spending directly associated with EI Income Benefits, only \$0.6 billion or 5.9% went to gross operating costs. These funds were largely spent on the day to day work of delivering services in local offices, EI processing centres and EI Telecentres. The table below outlines the volume of our primary activities in 1999-2000.

<b>EIIB Primary Activities</b>	<b>1999-2000</b>
Initial & Renewal Claims	2.6 million
Phone Enquiries Answered at Employment Insurance Telecentres	24.5 million
Social Insurance Number Cards Issued	1.4 million
Benefit Payment Warrants Issued	21.0 million
Investigations	0.9 million
Average Number of Active Claims	1.1 million
Number of Appeals to the Board of Referees	31,943 appeals
Average Number of Weeks Paid per Claim	19 weeks

Our management priorities focused on responding to important government Employment Insurance policy commitments and on improving the overall effectiveness and quality of our services to Canadians. We paid particular attention to successful efforts that ensured citizens did not suffer any financial hardship due to potential difficulties associated with the changeover to Year 2000. This included development of contingency and business resumption plans.

### Achievements and Their Impact on Canadians

In the *1999-2000 Report on Plans and Priorities*, we set two major strategies for EIIB:

- Monitoring and acting on related policy issues; and
- Meeting our operational responsibilities under the *Employment Insurance Act* and other legislation and programs through quality service and the efficient use of resources, which responds to the variable workload of the program.

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### Monitoring and acting on related policy issues

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As announced in the Speech from the Throne and confirmed in Budget 2000, the duration of EI parental benefits will increase from 10 to 35 weeks, meaning that the total of maternity and parental benefits payable to new parents will be extended from six months to a year. Access to these benefits has also been improved with a reduction in the number of hours required to qualify for special benefits from 700 to 600. The enhanced parental benefits will be available to parents of children born, or placed for adoption, on or after December 31, 2000.

## Core Services Accomplishments

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In accordance with our commitment to Parliament, we have closely monitored experience with the *Employment Insurance Act* since its implementation in 1996-1997. The *1999 Employment Insurance Monitoring and Assessment Report* was tabled in Parliament in March 2000 and summarized findings on the impacts of EI reform.<sup>12</sup> A review and analysis of the coverage of part-time workers, seasonal workers and the self-employed continued in 1999-2000. We also set up a working group to consider a simplified approach to calculating entitlement to EI Income Benefits that will continue its work into 2000-2001.

A longer-term project to develop a new *EI Act*, drafted in simpler language, made significant progress. Working with the Department of Justice, Canada Customs and Revenue Agency and an external advisory committee composed of worker and employer representatives, we have done extensive drafting and readability testing.

As planned, we reviewed the EI economic regions. These regions are geographic areas used to determine the eligibility requirements and duration of EI benefits. New economic regional boundaries will be defined in 2000-2001. The new regions are intended to help those areas in the country where unemployment remains high.

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Meeting our operational responsibilities under the *Employment Insurance Act* and other legislation and programs through quality service and the efficient use of resources, which responds to the variable workload of the program

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### Enhance our Services to Clients

Measure of Service Quality	Target	1998-1999	1999-2000
Timing of first payment to clients	90% paid within 28 days of claim being filed	95.5%	96.7%
Scheduling of client appeals on our claim decisions	90% to be scheduled within 30 days	83.5%	84.1%
Answering telephone enquiries	95% of callers getting through with no busy signal	99.44%	99.9%
Connecting callers to a staff member within 3 minutes	95% of callers getting through on time	72.4%	87%

Our efforts to improve speed and quality of service have produced positive results in 1999-2000. We were particularly pleased with the sharply increased use of our automated reporting and payment systems by clients. Improving client access to information and reducing the time to receive benefits are the goals of the Telemessage, Teledec and Direct Deposit options. Through Telemessage, clients can find out about payment information while Teledec allows clients to report to us via a touch-tone phone rather than by completing and mailing report cards.

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<sup>12</sup> The report can be obtained at <http://www.hrdc-drhc.gc.ca/ei/employ/sum99.shtml>

## Core Services Accomplishments

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In 1999-2000, 44% of all payments made to claimants were done through direct deposit, an increase of 22% over the previous fiscal year. Over the same period, 43% of all beneficiaries used Teledec, an increase of 15% from 1998-1999. The increased use of all of these options not only provided improved service to clients, but also resulted in the elimination of over 2 million pieces of mail.

Our major service concern was the scheduling of appeals by clients. We expect this to be substantially improved because we began to implement a new Appeal Delivery Management System that will improve the management of appeal cases. All modules of the new system are expected to be in place during 2000-2001.

Nationally, we did not reach our objective of answering 95% of calls by a Service Delivery Agent within 3 minutes. Accessibility declined as a result of insufficient capacity in the telecentres to meet increased demand in the final weeks of the year. Recruitment and training are underway to address this situation.

Since the implementation of the new Employment Insurance legislation in 1996, the EI error rate has increased from its historical level of 4% to a current level of over 6%, resulting in more than \$650 million in erroneous payments for the 1999-2000 fiscal year (a combination of \$514 million in overpayments and \$137 million in underpayments).

The EI error rate, which identifies the percentage of incorrect benefit payments, is determined by the HRDC Comprehensive Tracking System (CTS). The sampling methodology and the verification process are reviewed by the Auditor General each year. The rise in the error rate is the result of a combination of factors, especially the complexity of the new legislation implemented in 1996-1997. Of the Employment Insurance error rate of more than 6%:

- Employer errors account for 1.60% (\$158.4 million);
- Claimant errors account for 1.88% (\$186.1 million);
- Staff errors account for 2.80% (\$277.7 million); and
- Miscellaneous errors account for the remaining \$29 million.

To address internal administrative errors, we have revised the National Employment Insurance Quality Management policy, which clearly identifies management's accountability for quality performance at the national, regional and local levels. Our regional and local offices have strengthened their quality management action plans to increase quality monitoring of Employment Insurance claims and to provide feedback and training to our agents. We also continue to work with employers and the Canadian Payroll Association to address common errors associated with their completion of Records of Employment. We have also increased our efforts to ensure that claimants clearly understand their rights and obligations to properly report earnings information while on claim.

While it will take some time, we are hopeful that these measures will help us to return to more acceptable performance levels, in spite of the complexities of the program.

### Improving Operations

For 1999-2000, we introduced the Primary Service Delivery approach in all Human Resource Centres and Employment Insurance Telecentres. Primary Service Delivery expanded the authority of front-line EI staff to make claim decisions. It replaced the old system in which front-line staff routinely had to refer most issues to another employee for an eventual decision. While we will formally evaluate this approach in 2000-2001, anecdotal evidence suggests that both citizens and staff are very pleased with results to date.

We committed to give employers the option to use their own laser printers to produce a Record of Employment (ROE) and we estimate that about 3,000 have already chosen this option. As part of our contribution to the Government On-line initiative, we are now piloting an Internet option for the ROE.

Work also began in 1999-2000 to improve and increase the information that we provide to the public on our website.<sup>13</sup> While this work is ongoing, better access to information and resources such as the *EI Act and Regulations*, the jurisprudence and the policy and procedures manuals will ultimately help the public, lawyers, advocacy groups and others understand the Employment Insurance system better. It should help them understand decisions and how to proceed if seeking benefits or planning to appeal a decision.

### Improve Social Insurance Number Management

In the fall of 1998 and spring of 1999, the Auditor General and the Standing Committee on Public Accounts and then the Standing Committee on Human Resources Development and the Status of Persons with Disabilities tabled reports on the management of the Social Insurance Number (SIN). The reports made numerous recommendations regarding potential improvements to SIN data integrity, security, investigations and on informing Canadians on the use of their SIN.<sup>14</sup>

HRDC established five working groups to address the key administrative challenges. These working groups consulted with federal, provincial and territorial stakeholders such as the Canada Customs and Revenue Agency (CCRA), Citizenship and Immigration Canada and provincial and territorial social services ministries to investigate choices. They tabled reports with detailed proposals to improve the integrity of the SIN Register and related issues. An implementation committee was established to launch the process needed to act on the recommendations.

HRDC has already taken steps to improve SIN data integrity, particularly to close the gap between the number of SINs that were officially active and the smaller number of Canadians actually alive. For example, we verified data on approximately 5.4 million SIN files using information from Canada Pension Plan, Old Age Security, Social Insurance Registry and CCRA. The efforts have closed the gap between active SINs and living Canadians from 3.8 million at the time of the Auditor General's report to

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<sup>13</sup> <http://www.hrdc-drhc.gc.ca/ei/common/home.shtml>

<sup>14</sup> The Auditor General's report can be found at: <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/9816ce.html>

## **Core Services Accomplishments**

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around 0.8 million by the end of the 1999-2000 fiscal year. Further, we carried out 7,500 SIN investigations, triple previous annual levels.

Consistent with our commitments to the Auditor General and to Parliament to improve the management of the SIN for the future, we propose to strengthen the Proof of Identity; increase the number and quality of SIN investigations; further improve the integrity of SIN registry information; and, undertake a communications campaign to better inform Canadians on the use of the SIN. Final decisions and timing of initiatives will be subject to resource allocation decisions.

### **Increase Focus of Investigation & Control Activities on Prevention/Early Intervention**

In 1999-2000, we implemented a more balanced approach between our prevention, deterrence and detection activities. We expanded the number of Group Information Sessions for people who recently started an EI claim. At these sessions, we clarify claimants' rights and obligations under the *EI Act*. We also point out how to avoid and correct mistakes in their claims.

We also started to develop a broader performance measurement system to capture all aspects of our mandate to prevent, deter and detect fraud and abuse. Full implementation of this more balanced approach is targeted for 2001-2002.

While transmission of Records of Employment via the Internet is part of our overall commitment to providing enhanced services, we also began to redesign the system that employers use to provide us with payroll information to assist in reducing fraud or abuse. We are consulting with employers on this Internet based system and plan for pilot implementation by March 31, 2001.

### Human Resources Investment

***Our Key Commitment:***<sup>15</sup>

***To provide Canadians with the opportunity to fully participate in the workplace and community.***



Our quality of life is improved when all Canadians have full opportunities and the skills that enable them to actively contribute to their lives and communities – economically and socially.

Through our Human Resources Investment (HRI) programs and services, HRDC helps to develop Canada's human resources and the capacity of Canadians to participate more fully in the workplace and the community. This reduces the dependence of individuals and communities on government intervention and income support. The result is improved Canadian productivity, opportunity and competitiveness which, in turn, improves the standard of living and quality of life of all Canadians.

Our HRI activities directly assisted approximately 2.7 million Canadians during 1999-2000. More than 3,500 HRDC employees helped to deliver these programs and services and provide related information to Canadians of all ages and at all stages in life. Our staff also works with groups with distinct needs such as Aboriginal people and Canadians with disabilities. HRI activities include a range of information, coordination and advisory services, grants, contributions, loan and statutory programs, as well as access to lifelong learning and skills development, employment and job creation opportunities. We work towards many of our results through partnerships with the provinces and territories, the private, voluntary, education and training sectors and Aboriginal, sectoral and community-based organizations.

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<sup>15</sup> HRI's key result commitment in the 1999-2000 *Report on Plans and Priorities* was to provide Canadians with an "effective and efficient labour market". During the fiscal year, a broader key result commitment was adopted that was more in line with HRDC's Vision and better reflected all HRI programming.

# Core Services Accomplishments

## GROSS SPENDING

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
Gross Operating Expenditures <sup>a</sup>	358.0	320.5	421.1	388.6	385.1
Non-Statutory Grants & Contributions	1,266.3	1,369.1	1,008.2	981.4	884.0
Statutory Transfer Payments	794.6	1,065.7	1,415.3	1,082.7	1,082.7
<b>Total Gross Expenditures</b>	<b>2,418.9</b>	<b>2,755.3</b>	<b>2,844.7</b>	<b>2,452.6</b>	<b>2,351.8</b>
El Part II - Employment Benefits and Support Measures	1,606.2	1,902.4	2,085.8	2,079.2	1,980.3
<b>Consolidated Total for HRI</b>	<b>4,025.1</b>	<b>4,657.7</b>	<b>4,930.5</b>	<b>4,531.8</b>	<b>4,332.1</b>
Full Time Equivalents (FTEs)	4,739	3,463	3,107	3,600	3,495

a. For recoveries from the EI Account and net expenditures see Figure 2 on page 70.

## Operating Environment and Challenges

While we recognized a challenging operating environment in our *Report on Plans and Priorities*, the year included a number of major new issues. The most significant was an internal review that found that we needed to substantially improve our administration of grants and contributions programs. Since that time, and due in large part to the efforts and dedication of our staff, HRDC's Performance Tracking Directorate have confirmed that there have been significant improvements in our administration of grants and contributions.<sup>16</sup> For further information on improvements please see "Effective Management" at the end of this segment.

Staff who normally manage and deliver these programs and services were also deeply involved in following through on HRDC's Six-Point Action Plan on Grants and Contributions. A more detailed explanation of progress on this Action Plan is outlined on page 56. As part of this effort, the department also reviewed the structure of the Human Resources Investment Branch (HRIB), which is responsible for almost all of these programs in HRDC. It was decided to divide HRIB into one branch focusing on programs delivered through local and regional HRDC offices and another responsible for nationally delivered programs.

After the fiscal year-end, the Government also decided to end the Canada Jobs Fund (CJF), which had been created to assist areas of high unemployment. The decision was made because of an improving unemployment situation; a finding that federal regional development agencies were better positioned for this kind of employment creation activity; and the value of allowing HRDC to focus on its core social policy mandate and administrative improvements.

<sup>16</sup> <http://www.hrdc-drhc.gc.ca/dept/reports/progress.pdf>

The federal government's ongoing emphasis on strategic investments to address social and economic issues and collaborative federal-provincial-territorial work to improve Canada's social union, consistent with Canada's 1999 Social Union Framework Agreement, also helped to shape our HRI activities during 1999-2000. Our priorities were also guided by the decisions of the First Ministers, the Forum of Labour Market Ministers, Social Services Ministers, the Council of Ministers of Education, Canada, the Ministerial Council on Social Policy Renewal and Aboriginal self-government commitments.

### **Achievements and Their Impact on Canadians**

Canada is performing increasingly well on many key measures of social and economic success. Since the new Employment Insurance legislation was introduced, Canada's unemployment rate has fallen from 9.8% in June, 1996 to 6.8% in March, 2000; while the employment rate has gone from 58.4% to 61.4%. Over the last seven years Canada has consistently been ranked number one in the United Nations' Human Development Index which measures standard of living, literacy levels, health and longevity. Canada's adult population has the highest percentage of working aged adults (aged 25-64) who have attained some post secondary education at 52%, well above the 28% average for Organization for Economic Co-operation and Development (OECD) countries.<sup>17</sup>

While many factors, most of which are outside of HRDC's control, primarily shape Canada's rates of unemployment, workplace and community participation and the levels of literacy, poverty, education and volunteerism, our HRI activities have made a contribution to these outcomes. Over the last four years, HRDC and our partners have contributed to:

- building a stronger and more united Canada through partnerships with the provinces and territories, the private, voluntary, education and training sectors and Aboriginal, sectoral and community-based organizations;
- the employment, workforce and community participation rates of Canadians by assisting them to become employed or self-employed and contribute to their communities including Aboriginal people, young Canadians and persons with disabilities;
- the education and preparedness of Canada's current and future workforce by assisting Canadians to access more than 1.66 million learning opportunities and by encouraging Canadians to save \$3.6 billion towards their children's future post-secondary education (15% of Canadian children aged 0-17 are now covered by a Registered Education Savings Plan);
- the Voluntary Sector "Joint Tables" process which resulted in Working Together – 26 recommendations to strengthen the government/voluntary sector relationship and improve the sector's capacity to provide services to Canadians;

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<sup>17</sup> *Education at a Glance: OECD Indicators* (Paris: OECD Publication Services, 2000) Table A2.1a.

## Core Services Accomplishments

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- building the capacity of the private and voluntary sectors to manage their own human resource issues by spearheading the development of Sector Councils (25 up from 22 four years ago); and
- reducing government income support payments.

In summary, our HRI contribution over the last four years has been to directly assist millions of Canadians to participate more fully in the workplace and community. This has helped to reduce the need for government intervention and income support programs and improved the quality of life of all Canadians.

In the *1999-2000 Report on Plans and Priorities*, we identified two major strategies: addressing social and economic priorities through partnerships and direct federal action; and enabling Canadians and communities to anticipate, plan for and manage major transitions. However, in June 1999, senior management of the Human Resources Investment Branch replaced these two with five strategic priorities that more clearly defined the goals and objectives of HRI programming:

- inclusion in the workplace and community;
- attachment to, and re-integration into, the labour market;
- an educated, skilled and prepared workforce;
- community, private and voluntary sector capacity to promote human development; and
- effective management.

Privacy issues have recently affected tracking and reporting results for the first three of these priorities. In May 2000, the Privacy Commissioner of Canada raised concerns over HRDC's collection and use of individual Social Insurance Numbers. We are working with the Privacy Commissioner to resolve these concerns in a way that respects individual privacy, fosters policy research and provides evidence of effective programming, management and accountability. However, until these matters have been resolved, we are unable to report performance results for many employment-related programs including Labour Market, Opportunities Fund, youth and Aboriginal programming. This affects most of our results for the first two strategic priorities above and partial results for the third.

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## Inclusion in the Workplace and Community

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HRDC is responsible for much of the Government of Canada agenda that is designed to ensure that all Canadians are fully included in the workplace and community. That inclusion is jeopardized when for example, unemployment among youth, Aboriginal people and persons with disabilities are all double (or more) the national average.<sup>18</sup> Problems associated with child poverty and homelessness have steadily increased since the late 1980s. The number of Aboriginal people with low income is four times the

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<sup>18</sup> *Youth in Transition, 2000*, HRDC; *1996 Census*, Statistics Canada; and *Health and Activity Limitation Survey, 1991*.

## Core Services Accomplishments

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national average.<sup>19</sup> 54% of persons with disabilities earn less than \$15,000, 52% are unemployed and 27% are on social assistance or workers compensation.<sup>20</sup>

In response, the goal of this strategic priority is to give all Canadians the ability and opportunity to participate fully in society, with special emphasis on children, youth at risk, Aboriginal people, persons with disabilities, the homeless and ageing Canadians. We are developing ways to assess and report on the outcomes of this aspect of our work.

In addition to the work described under this priority, other essential elements of inclusion are the abilities to read, write, calculate and, increasingly to use technology. We discuss HRDC programming regarding these issues later in this section under “An Educated, Skilled and Prepared Workforce”.

### Children

The federal government is determined to give Canada's children the best start possible in life. We played a role in meeting that goal through our support for the National Children's Agenda, a joint federal-provincial-territorial initiative. In addition to HRDC's policy accomplishments discussed on page 17, our Childcare Visions (CCV) program supported research into the adequacy, outcomes and cost-effectiveness of childcare practices at a program cost of \$4.6 million in 1999-2000.<sup>21</sup> As the only national child care research and development program, CCV is an important component of the government's investment in children. The First Nations and Inuit Childcare initiative, delivered by Aboriginal organizations, provided 8,500 childcare spaces in 1999-2000 at a program cost of \$41 million (7,700 spaces and \$36 million in 1998-1999). HRDC sponsored family literacy initiatives help children and their parents improve their literacy skills. The Canada Education Savings Grant encouraged families to save \$2.4 billion in 1999-2000 for children's post-secondary education as explained on page 44.

### Canadians with Disabilities

Persons with disabilities who are in the labour force face unemployment rates that are double the national average. The federal government alone spends about \$5 billion on income support for persons with disabilities. This cost will only continue to increase as Canada's population ages. Yet estimates are that more than half of working age persons with disabilities could work if barriers to employment were removed.<sup>22</sup> Accordingly, the Government identified inclusion of Canadians with disabilities as full citizens as a priority in the Speech from the Throne. This is also a shared social union priority for the federal, provincial and territorial governments.

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<sup>19</sup> *Winnipeg Social Planning Council Study*, 1996.

<sup>20</sup> *Health and Activity Limitation Survey (HALS)*, 1991.

<sup>21</sup> Throughout the HRI segment “program cost”, “program funds” and “program spending” includes non-statutory grants and contributions, statutory transfer payments and EI Part II, where each is applicable, but does not include any operating expenditures.

<sup>22</sup> *Evaluation of the Opportunities Fund for People with Disabilities (Phase I)*:  
[http://www11.hrdc-drhc.gc.ca/edd/OFPD\\_61004.htm](http://www11.hrdc-drhc.gc.ca/edd/OFPD_61004.htm)

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Building on the federal-provincial-territorial commitments set out in “In Unison: A Canadian Approach to Disability Issues”, the federal government released its “Future Directions” paper on disability in July 1999 (for further information on policy accomplishments regarding disability issues, see page 19). It set priorities that include: improving accountability and public reporting; increasing knowledge on disabilities (including a 2001 update of the Health and Activity Limitation Survey); better services for Aboriginal people with disabilities; and working with partners to build a labour market strategy, improve access to disability supports, increase awareness of disability prevention and health promotion.

As the focal point for disability in the Government of Canada, HRDC is working with the provinces and territories, the disability community and other partners to turn these priorities into action. One way is by strengthening interdepartmental coordination and coherence and improving the involvement of the disability community and other sectors. As a result an interdepartmental committee of 25 departments and agencies was established to steer and monitor progress and ensure more inclusive federal programs and services. We also began to explore new ways of working with the disability community and other sectors.

The Employability Assistance for People with Disabilities (EAPD) program provided \$189 million in program funds per year for each of the last two years to provinces and territories for a range of employment-related measures for persons with disabilities. EAPD is delivered through partnerships with the provinces and territories in which the federal government contributes 50% of the cost, up to a maximum, of eligible programs and services. We also worked with the provinces during 1999-2000 to develop national guidelines for program eligibility, lay the foundation for evaluations in 2000-2001, and establish an accountability framework. That framework has four common performance measures and others that are unique to one or more provinces. This groundwork will allow us to produce the first national annual EAPD report in 2001.

The Opportunities Fund (OF) assisted persons with disabilities to prepare for, find and keep employment by building partnerships with the disability community at a program cost of \$30.8 million in 1999-2000 (\$41.9 million in 1998-1999). We also provided Canada Study Grants to students with permanent disabilities (5,150 grants at a program cost of \$14.3 million in the 1998-1999 loan year).<sup>23</sup>

### Youth

The 1999 Speech from the Throne re-emphasized the government’s commitment to create opportunities for young Canadians. It recognized that youth unemployment is almost double the national average and that the new nature of work requires youth to have more education and take more time to move from school to work.<sup>24</sup> Youth (aged 15-24) employment and unemployment rates improved from 61.5% and 16.2% in 1997-1998 to 63.5% and 14% in 1999-2000. In addition to our work described later under “An Educated, Skilled and Prepared Workforce”, Canada’s Youth Employment

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<sup>23</sup> At the time of publication, data was not available for 1999-2000.

<sup>24</sup> *Youth in Transition, 2000*, HRDC.

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## Core Services Accomplishments

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Strategy (YES) continued to be a focal point for efforts to fulfil the Government's commitments.

The goal of YES is to improve the employability of youth by helping them get the information, knowledge, skills and work experience they need to make career choices, pursue learning and prepare for and participate in the world of work. HRDC delivers YES in cooperation with 13 federal government departments and agencies and through private and voluntary sector partnerships, communities and other governments.

YES includes three work experience programs: Youth Service Canada (YSC), Youth Internship Canada (YIC) and Student Summer Job Action (SSJA). \$228 million in program funds was invested in youth programs and 86,900 youth were served in 1999-2000 (\$288.1 million and 91,670 youth in 1998-1999). We also signed protocols with Manitoba and New Brunswick. These agreements commit HRDC and those provinces to work together to address youth employment.

Over time, we have learned the importance of focusing more on meeting the needs of those youth who face greater risk of unemployment if we are to meet the demand for a youth workforce with greater competencies and skills. This resulted in programming for homeless youth as explained below. We were also proud to be involved with the first Canadian project to win a Promising and Effective Practices Network award given by the National Youth Employment Coalition of the USA.

We have learned that mentoring can have a significant impact on helping youth make a successful transition into the labour market. As a result we increased our emphasis on this type of intervention within existing programming. Finally, we have learned the importance of involving youth in the development of policies and programs. This resulted in youth engagement becoming a key priority of YES, and featured a series of discussion groups across Canada. We also hosted a workshop on best practices in school-to-work transitions for youth at greater risk of unemployment involving Asia Pacific Economic Cooperation (APEC)-member countries.

### Aboriginal People

The employment and unemployment rates of Canada's Aboriginal people were 58.7% and 24.5% in 1999-2000.<sup>25</sup> Unemployment among Aboriginal people is more than twice the national average. Nearly 50% of residents on reserves receive social assistance.<sup>26</sup> 30% of Aboriginal people are disabled, twice the national rate.<sup>27</sup> The Royal Commission on Aboriginal People estimated the annual costs to society of income support for Aboriginal people at \$5-\$7 billion today, increasing to \$10-\$12 billion by 2020 in the absence of action to stem that growth.<sup>28</sup>

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<sup>25</sup> *Aboriginal People in Canada's Labour Market* – June 1999.

<sup>26</sup> *1991 and 1996 Census*, Statistics Canada.

<sup>27</sup> Based on 1991 data from the *Aboriginal People Survey*, Statistics Canada.

<sup>28</sup> Total federal government spending on Aboriginal people for 1998-1999 is outlined at <http://www.tbs-sct.gc.ca/rma/dpr/9899/INAC98dpre.pdf>.

## **Core Services Accomplishments**

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We implemented the Aboriginal Human Resources Development Strategy (AHRDS) in 1999-2000 as a major element of the government's response to the report of the Royal Commission on Aboriginal People. AHRDS integrates Aboriginal programming, including labour market programs and programs for youth, Aboriginal people living in urban areas, those with disabilities and childcare for First Nations and Inuit. The Strategy is delivered through unique and diverse partnerships with 75 Aboriginal organizations. HRDC invested \$320 million in program funds in Aboriginal programming by HRDC in 1999-2000 (\$215.6 million in 1998-1999).

The AHRDS is an important step forward in the evolution of the federal government's relationship with Aboriginal people. Its increased flexibility and program integration enables Aboriginal people to design and deliver their own human resource development programs. This increased flexibility is supported by enhanced accountability and collaborative uses of technology. Our ongoing consultations with agreement holders and national organizations indicated that we will have to invest in the capacity of Aboriginal organizations to ensure that they are fully able to contribute to meeting the objectives and ensuring sound management of the strategy.

### **Homelessness**

Homelessness is a growing concern in Canadian cities, but the problems associated with it vary between communities. Accordingly, the Government of Canada adopted a strategy of supporting a community-based approach to addressing the issue. For further information, see Policy Accomplishments on page 19.

In December 1999, the Government announced a \$753 million, three-year response to the problems of homelessness, including enhancements to existing programs targeted at youth at risk and urban Aboriginal people. As HRDC's part of this initiative, about 100 Youth Service Canada, Youth Internship Canada and Urban Aboriginal projects (over \$10.8 million in program funds) were targeted at homeless youth, urban Aboriginal people and assisting the homeless population in various communities across Canada during 1999-2000. HRDC also began to develop ways to assess the outcomes of homelessness initiatives.

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## **Attachment to, and Re-integration into, the Labour Market**

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As noted in the introduction to this section, Canada's employment and unemployment rates were 61.4% and 6.8% at fiscal year end. Notwithstanding these strong results, every year, at least 2.5 million Canadians have to look for new jobs of which about 1.8 million result in new claims for EI benefits. The annual cost of unemployment to the Canadian economy begins with at least \$8 billion in Employment Insurance (EI) income support. Other costs include some portion of provincial income support programs, lost wages and associated human and societal costs. Accordingly, the goal of this priority is to enable Canadians to better manage their labour market transitions and to find and keep suitable employment. One way we have done so is through the provision of reliable information on employment and careers. For example, HRDC's recently

## Core Services Accomplishments

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released *Job Futures 2000* provides current information on labour market projections and expectations.<sup>29</sup>

Employment Benefits and Support Measures (EBSMs) funded under Part II of the *EI Act* are a major element in the Government of Canada's labour market strategy. EBSMs are interventions that assist Canadians to find work. They are either employment benefits provided to eligible Employment Insurance (EI) claimants or support measures which are available to all Canadians. \$1.99 billion in program funds and \$88.1 million in operating expenditures were invested in EBSMs and similar employment programs and services during 1999-2000. During 1999-2000 94.5% of HRI clients, paid through HRDC's systems, received their first EBSM cheque within 28 days of qualifying for benefits. The *Monitoring and Assessment Report* provides a more detailed review of EBSMs and Employment Insurance.<sup>30</sup>

Through Labour Market Development Agreements (LMDAs) with the Government of Canada, seven provincial and territorial governments have assumed responsibility for similar labour market programming and related funding from the Employment Insurance Account. These provinces are accountable for their results. This includes the agreement we negotiated with Nunavut in 1999-2000. In total, these provinces are responsible for 43% (\$836 million) of total EI Part II program spending of \$1.99 billion in 1999-2000. In five other jurisdictions HRDC and the province or territory jointly manage the planning of these employment programs under co-management agreements, with HRDC continuing to deliver the programs. Negotiations regarding an Ontario agreement were paused at the end of the fiscal year.

The first in a series of LMDA evaluations were completed in every province and territory with an agreement, except Nunavut. The final report on the formative evaluation of the Canada/British Columbia Agreement on Labour Market Development has been published, and similar reports from the remaining jurisdictions will be available soon.<sup>31</sup>

One advantage of the LMDAs is the joint planning element which takes place between the federal government and the provinces and territories. This allows each province or territory to tailor programming to meet the unique needs of the labour market in their jurisdiction. The EBSMs also allow for increased flexibility, which allows front-line employees to tailor programs and services to meet local needs and offer higher quality and more relevant assistance to job seekers. On the other hand, there are concerns about the completeness, reliability and accuracy of some data from information systems that will need to be addressed.

Labour market mobility was also a priority in the Government's 1999 Speech from the Throne. The Government of Canada is working with the provinces/territories and other partners to reduce or eliminate remaining barriers to labour market mobility. For example, the Interprovincial Standards (Red Seal) Program facilitates labour mobility in apprenticeable trades by encouraging all provinces and territories to recognize the

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<sup>29</sup> <http://www11.hrdc-drhc.gc.ca/doc/jf/index.shtml>

<sup>30</sup> <http://www.hrdc-drhc.gc.ca/ei/employ/eimar.shtml>

<sup>31</sup> <http://www11.hrdc-drhc.gc.ca/edd/EBSM.shtml>

## Core Services Accomplishments

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national standards of each trade. By the end of 1999-2000 there were 44 Red Seal trades covering 75%-80% of all apprentices in Canada and 13,300 Canadians earned Red Seal endorsement in 1999-2000. Red Seal standards and qualifying exams are kept current through the regular revision of the National Occupational Analyses (NOAs) for each trade developed in partnership with industry. Ten of the 44 Red Seal NOAs were updated in 1999-2000 alone.

We also provided advisory, organizational, financial and logistical support to professional occupational regulatory bodies to help them remove interprovincial barriers. As of fiscal year end, 46 of a possible 51 professional occupations (such as architects and pharmacists) were in the process of removing interprovincial barriers to worker mobility. HRDC provided financial support to 21 of these consortia of professional organizations during 1999-2000 to facilitate these efforts.

The Fisheries Restructuring and Adjustment (FRA) program assisted fishers to find employment and to retire from the fishery at a cost of \$82.4 million in program funds during 1999-2000 (\$367.2 million in 1998-1999). Chapter 8 of the 1999 Report of the Auditor General stated that HRDC's efforts to implement the recommendations in their October 1997 report on previous fisheries programming were satisfactorily addressed in the implementation of FRA.

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## An Educated, Skilled and Prepared Workforce

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The majority of the workforce of 2020 is already in the labour market. As discussed under "Policy Accomplishments" on page 18, this country must make a significant skills investment in the people currently in the workforce to maintain Canada's competitiveness. As the introduction to this section points out, Canada has the highest percentage of working-age adults with some post secondary education. On the other hand, 48% of adult Canadians still lack the required literacy skills for a knowledge based economy and 37% of youth do not meet the standards for a typical entry-level position.<sup>32</sup> For example, *Jobs Futures 2000* estimates that by 2004, 72% of all new jobs will require some form of post-secondary education or training and 23.4% of all jobs will require a university degree (60% and 16.7% in 1998).<sup>33</sup> Accordingly, the goal of this priority is to improve Canadians ability to adapt to change by promoting lifelong learning and skills development throughout the life cycle of Canadians, both for work and non-work situations.

During 1999-2000 the Canada Student Loans and Interest Subsidy programs assisted approximately 410,000 Canadians to access learning opportunities. In addition, the Summer Career Placement component of the Student Summer Job Action program helped 54,000 students get meaningful work experience and earn income to return to school at a program cost of \$95.8 million. Of these, it is estimated that 48,600 did return to school.

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<sup>32</sup> *International Adult Literacy Survey (IALS), "Reading the Future: A Portrait of Literacy in Canada"*, Statistics Canada and Human Resources Development Canada, 1996.

<sup>33</sup> <http://www11.hrdc-drhc.gc.ca/doc/jf/index.shtml>

## Core Services Accomplishments

A major activity is our financial assistance to post-secondary students. We estimate that about 380,000 Canadians with a demonstrated need negotiated almost \$1.7 billion in Canada Student Loans in 1999-2000 at a program cost of \$553.8 million. This financial assistance also included grants for women in certain fields of doctoral studies, high-need part-time students, students with permanent disabilities and students with dependants. Temporary interest relief and debt reduction of \$83 million in program funds was also provided to borrowers having difficulty repaying loans.

<b>STATEMENT OF RESULTS AND MEASURES AN EDUCATED, SKILLED AND PREPARED WORKFORCE</b>				
	1997-1998	1998-1999	1999-2000	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>
<b>Registered Education Savings Plans (RESP):</b>				
% of Canadian children (aged 0 – 17) who have an RESP	4.7%	10%	15%	-
Total value of savings in RESPs (in millions) <sup>a</sup>	\$2,400	\$3,600	\$6,000	\$5,500
RESP beneficiaries who benefited from CESG <sup>b</sup>	-	719,000	1,068,000	1,100,000
CESG statutory expenditures for the year (in millions)	-	\$267.3	\$334.1	\$511
<b>Canada Student Loans Program (CSLP):<sup>c</sup></b>				
Students in receipt of a loan or interest subsidy <sup>d</sup>	354,000	371,000	410,000	-
Provinces/territories with harmonized student loans	-	-	2	10
Value of loans negotiated (in millions)	\$1,576	\$1,612	\$1,709	\$1,700
Canada Study Grants cost (in millions)	-	\$108.8	\$103	\$112.2
Interest Relief and Debt reduction cost (in millions) <sup>e</sup>	\$37.9	\$58.5	\$83.2	\$179.8
Total Statutory Cost of CSLP Net of Revenues (in millions)	\$572	\$620.5	\$553.8	\$824.7
<b>Summer Career Placements (SCP):</b>				
Students who returned to school <sup>f</sup>	55,600	49,500	48,600	50,000
Cost of Summer Career Placements (in millions)	\$95.8	\$95.8	\$95.8	\$91
Canadians assisted to access learning opportunities via HRDC interventions	409,600	420,500	458,600	-
% of youth (18-24) enrolled full-time in post secondary education <sup>g</sup>	34.3%	-	-	-

- a. These values include assisted and unassisted RESP contributions, CES Grant and investment earnings.
- b. In addition to the number of RESP beneficiaries who benefited from a CESG there are RESPs that have not yet received any CESG. These numbers reflect all transactions processed to date.
- c. For further information, please see page 80 and [http://www.hrdc-drhc.gc.ca/student\\_loans/](http://www.hrdc-drhc.gc.ca/student_loans/).
- d. Comparative results for 1997-1998 and 1998-1999 are only available for the number of students in receipt of a loan. The figure for 1999-2000 is an estimate as the data was not available at time of publication. For all years, the figures do not include Quebec and the Northwest Territories which do not participate in the Canada Student Loans Program but instead receive alternative payments.
- e. The debt reduction (in repayment) program commenced August 1, 1998.
- f. This estimate uses a 90% benchmark established based on a 1997 evaluation showing the percentage of Summer Career Placement (SCP) participants who returned to school. The number of SCP participants has been decreasing as the provincial minimum wages increase. [http://www11.hrdc-drhc.gc.ca/edd/SCP\\_63007.htm](http://www11.hrdc-drhc.gc.ca/edd/SCP_63007.htm)
- g. Data is not yet available for 1998-1999 and 1999-2000. Source is Statistics Canada, Education in Canada, 1999.

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We faced a major change in the Canada Students Loans program when financial institutions made clear to us their lack of continued interest in financing student loans without a very large increase in risk-shared financing agreements. That meant we had to analyze options and identify alternate means to administering and managing student loan processes.

The result of our review was that in July 2000, the existing risk-shared financing arrangements ended and as of August 2000, all student loans will be financed by the federal government. The Government of Canada will provide the necessary loan amounts to students and a service provider(s) will administer and manage the loans. The urgency of that situation meant that previous commitments to work with provinces and territories towards harmonized loan programs had to be set aside.

HRDC also supported the successful implementation of the Canada Millennium Scholarship Foundation agreements with all provinces and territories. As a result, some 100,000 scholarships will be distributed by the foundation to students across Canada every year for the next 10 years, representing an annual investment of approximately \$300 million in program funds for post-secondary students. In 1999-2000, some \$275 million was allocated to provide scholarships for more than 90,000 students.

The Canada Education Savings Grant (CESG) continued to be a success, encouraging Canadians to save for their children's post-secondary education by paying grants of up to \$400 per year to beneficiaries of Registered Education Savings Plans (RESPs). We estimate that as of March 2000, approximately 15% of Canadian children were beneficiaries of an RESP and had benefited from the CESG program. The increase in RESP savings over the 1999-2000 fiscal year was \$2.4 billion with statutory payments of \$334 million in CESGs. Since inception of the CESG program two years ago, we estimate that there has been a 150% increase in the value of total RESP assets.

CESG is delivered in cooperation with the financial services industry and other government departments. Industry representatives have complimented HRDC for our responsiveness, the high quality of our staff, our client-orientation and our consultation.<sup>34</sup> The automated system used to administer the CESG was awarded a silver medal at the 1999 Government and Technology Distinction Awards for the innovative electronic commerce system developed to communicate with external business partners. In addition, CIO Magazine ranked the CESG program in the top 100 companies for the year 2000 for excellence in customer service and customer relationship management based on the development and implementation of the new CESG system. Only two other Canadian organizations (Nortel and Royal Bank) have received this honour.

We continued to support literacy programs and services, including key research, because of the fundamental importance of literacy skills to so many of our human development goals. In the spring of 2000 the final report from the International Adult Literacy Survey (IALS) was released. *Literacy in the Information Age* is an OECD/Statistics Canada publication.<sup>35</sup> HRDC played a lead role in the development of

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<sup>34</sup> Paul MacNeil Consulting: *Evaluation of the Canada Education Savings Grant Program: Management & Delivery*.

<sup>35</sup> <http://www.nald.ca/NLS/ials/infoage/highlt.htm>

## Core Services Accomplishments

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this comparative study of literacy skills in 20, mostly developed, nations. Study results are being used to refine literacy policies and programs. Provinces are using the results to deliver more effective literacy programs to Canadians. We invested \$29.6 million in program funds in literacy projects in 1999-2000.

Sector Councils, which are themselves partnerships between business, labour and other sectors of the economy, invested in six new partnerships with educational and training institutions during the year. These are leading to industry-relevant curricula in the Mining, International Trade, Aboriginal Economic Development, Automotive Service and Repair and Biotechnology sectors. For example, in the mining sector, labour, management and training institutions worked together to develop and deliver training courses that are recognized and used by the industry to ensure a skilled and adaptable workforce.

Other HRI programs that address learning needs include, for example, the Skills Development component of EBSMs which had a program cost of about \$793 million in 1999-2000 (\$742.5 million in 1998-1999).<sup>36</sup> HRI also promoted awareness of literacy issues, the effective use of learning technologies, supported the establishment of learning initiatives with key national partners and encouraged the international mobility of students and faculty.

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### Community, Private and Voluntary Sector Capacity to Promote Human Development

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The goal of this priority is to help build capacity in Canadian communities and organizations, in a way that is self-sustaining and to develop strong voluntary and private sectors so that Canadians can become more self-reliant. We continue to develop ways to assess and report on the outcomes of this aspect of our programming.

#### Stronger Communities

The Speech from the Throne included as priorities the building of partnerships with, and the capacity of, Canadian communities and the private and voluntary sectors. It recognized that these groups must be included as full partners in the design, ongoing management and delivery of programs and services if Canada is to reach many of its human development goals.

HRDC, as a major federal point of contact with the voluntary sector, worked with that sector and other government departments during 1999-2000 to identify the sector's priorities. Their findings were released in "Working Together: A Government of Canada/Voluntary Sector Joint Initiative." It contained 26 recommendations to strengthen the government's relationship with the voluntary sector and improve the sector's capacity to provide its services to Canadians.<sup>37</sup> In March 2000 the

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<sup>36</sup> 1998-1999 includes skills, loans and grants and training purchases.

<sup>37</sup> [http://www.pco-bcp.gc.ca/volunteer/vstf\\_e.htm](http://www.pco-bcp.gc.ca/volunteer/vstf_e.htm)

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Prime Minister established an eight-member Reference Group of Ministers on the Voluntary Sector, including the Minister of Human Resources Development, to provide stewardship on the development of initiatives with the sector.

As already noted, Sector Councils continued building private and voluntary sector capacity to promote human development. Sector studies, which are national examinations of how changes in technology and in the business environment affect a sector's labour force, are fundamental to this approach. To date 40 sector studies, covering about 40% of Canada's labour market, have been conducted. In addition, there are 25 Sector Councils, up from 22 in 1998-1999, covering an estimated 28% of Canada's labour market.<sup>38</sup> Overall, the Sectoral Council approach cost \$46.7 million in program funds in 1999-2000 (\$43 million in 1998-1999), including the work discussed on pages 41 (on labour market mobility) and 45 (on industry-relevant curricula).

A survey of clients and partners found strong consensus on the importance of the sectoral partnership approach to dealing with human resource issues and general satisfaction with accessibility, quality of staff, partnership expertise and the quality of our products.<sup>39</sup> On the other hand, a lack of visibility, communications and too much bureaucracy were cited as program weaknesses. We have implemented plans to improve visibility and communications and the Action Plan on Grants and Contributions clearly established the level of administrative accountability that we will need to uphold.

We also worked with Canadian communities through our 320 Resource Centres (HRCCs) and the Community Learning Network (CLN) initiative. As part of the Government of Canada's Connecting Canadians strategy, HRDC launched 80 CLN pilot projects to help community groups use technologies to improve learning and employment opportunities within their communities. For example, a Victoria (British Columbia) CLN links Aboriginal Friendship Centres to train young Aboriginal people in basic IT skills for employment in the technology sector. Experience to date has shown that participation of HRDC regional offices and HRCCs is critical for CLN success.

### Information, Technology, Knowledge and Infrastructure

Success in a global, knowledge-based economy is a central priority for Canada. Towards this end, one element of community capacity building is the provision of, and access to, information and services, that develop awareness of, and help Canadians make more informed decisions about work, learning and social and economic issues.

Access to our information products and services through websites, kiosks and publications increased by 57% to more than 31 million instances during 1999-2000 (20 million in 1998-1999). Recent surveys of HRDC's Labour Market Information (LMI) products showed that 65% of people who use these products found them useful in making a labour market decision. 65% of employers and 85% of EI clients were aware

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<sup>38</sup> The *1999-2000 Report on Plans and Priorities* suggested that Sector Councils alone would cover 40-45% of the labour market. This figure included sectors with completed Sector Studies which are an important step in the development of Sector Councils but not the final one. We have taken this opportunity to clarify this issue and revise our targets.

<sup>39</sup> *Client Survey Report*, January 1999 and *Qualitative Research Report*, November 1998, COMPASS Inc.

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of the Job Bank. 41% of these employers had used the service during the last year and 45% of these EI clients felt the Job Bank helped them to find work. During 1999-2000 an accountability framework was developed for LMI that we will test in 2000-2001.

To improve our service to individuals in rural communities 100 Government of Canada Internet-based kiosks featuring the InfoCentre website were installed in Canadian communities.<sup>40</sup> CanLearn Interactive was also launched at the end of October 1999-2000. This site provides interactive tools designed to help Canadians make informed decisions in the selection and financing of learning opportunities.<sup>41</sup>

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### Effective Management

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This strategy involves creating a workplace of choice and working with all stakeholders to continuously improve the quality, design, management and delivery of our programs and services.

The 1999 internal review of grants and contributions reviewed project files for compliance with the requirements of program administration. It found that we needed to improve substantially our administration of grants and contributions programs. Since that time, HRDC implemented a Six-Point Action Plan for Grants and Contributions as discussed in more detail on page 56. An independent review by PricewaterhouseCoopers determined that HRDC is on track with implementation of its Six-Point Action Plan.

As part of this process, we also introduced a quality assurance initiative for grants and contributions designed to promote early detection and correction of possible issues with projects. This initiative includes increased project monitoring and additional resources and program expertise in local and regional offices across Canada. HRDC is also strengthening accountability structures and management processes. The department is clarifying roles and authorities in policy, program development, service delivery, corporate services and regional operations. It is revising the mandate and composition of its senior management committees and structures to ensure stronger corporate oversight. These improvements are being complemented by initiatives to strengthen program management and performance including: more rigorous performance measurement; a more rigorous regime of program evaluation; and a cyclical review of programs tied to HRDC's strategic planning process.

As a result of these and other improvements and the hard work and dedication of HRDC staff all across Canada, the most recent review of grants and contributions files by HRDC's Performance Tracking Directorate confirmed that there have been significant improvements in the administration of grants and contributions. Some issues were also identified as requiring more attention, such as confirmation of funding from other sources and full adherence to program terms and conditions. The department has since

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<sup>40</sup> [www.canada.gc.ca/infocentre](http://www.canada.gc.ca/infocentre)

<sup>41</sup> <http://www.canlearn.ca>

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taken action to strengthen these areas. The full report can be found at <http://www.hrhc-drhc.gc.ca/dept/reports/progress.pdf>.

With respect to creating a workplace of choice, the 1999 Public Service Employee Survey produced useful guidance. For example, it reported that 75% of employees involved with Human Resource Investment functions at National Headquarters agreed that our department is a good place to work and that 83% of HRI headquarters staff ask their clients about their needs and expectations. On the other hand, 90% of HRI headquarters staff feel that the quality of their work suffers because of having to do the same or more work with fewer resources. For further information on these and related issues see the discussion on Building a Workplace of Choice on page 62.<sup>42</sup>

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<sup>42</sup> Government wide results of the 1999 Public Service Employee Survey can be found at <http://www.survey-sondage.gc.ca/menu-e.html>.

### Labour



***Our Key Commitment:***

***To provide Canadians with safe, fair, stable and productive workplaces.***

The Government of Canada recognizes that strong and durable growth depends on partnerships and the promotion of values such as equality, health, safety, cooperation and productivity in workplaces across Canada.

Through our Labour Program, HRDC strives to promote and sustain stable industrial relations and a safe, equitable and productive workplace for the more than one million Canadians and 40,000 work sites within the federal jurisdiction. We provide fire protection services and workers' compensation services for the Government of Canada. We also collect and disseminate labour and workplace information and foster constructive labour-management relations. We encourage and support domestic and international labour cooperation. Much of our work takes place through partnerships with employers, unions, non-governmental organizations, provincial and territorial governments and international organizations.

Almost 700 HRDC employees provide or directly support the activities of the Labour Program. Total gross spending in 1999-2000 was \$158.7 million.

#### GROSS SPENDING

(millions of dollars)	1997-1998	1998-1999	1999-2000		
			Planned Spending	Total Authorities	Actual
Gross Operating Expenditures <sup>a</sup>	46.9	51.4	48.1	55.6	54.4
Non-statutory Transfer Payments	2.3	2.4	3.5	2.7	2.2
Workers' Compensation payments	94.5	102.9	88.2	102.1	102.1
	143.7	156.7	139.8	160.4	158.7

Full Time Equivalents (FTEs)	606	612	673	673	658
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a. For detailed financial information, see Figure 2 on page 70.

### Operating Environment and Challenges

The increase between planned and actual spending during 1999-2000 was due largely to greater workers' compensation claims costs and administrative fees. Estimated workers' compensation payments were based on a downward trend in actual costs for

## Core Services Accomplishments

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1994-1995 and 1995-1996. However, the trend did not hold and current estimates and Public Accounts reflect this. Costs have been at a fairly constant level for the last few years.

Those statutory Workers' Compensation payments account for two-thirds of all spending directly associated with this business line. Therefore our management priorities focus on achieving the greatest impact from the remaining resources, including meeting our obligations under the *Canada Labour Code*, *Employment Equity Act* and other legislation. In that context, our objective is to ensure that Government of Canada labour legislation, policies and programs create a climate and framework that make it possible for employers, workers and unions to resolve their needs effectively.

Beyond the ongoing challenges of achieving our goals in a workplace climate affected by the range of economic and social factors that we set out in the *1999-2000 Report on Plans and Priorities*, our Labour Program became a focal point of attention as the Government took note of the costs of conflicts experienced by workers trying to balance work, family and other life responsibilities. This awareness was reflected in the Speech from the Throne which outlined the Government's commitment to making Canadian workplaces "more family friendly". Consistent with that commitment, in October 1999, the Minister of Labour endorsed an action plan designed to promote workplaces that are better adapted to the needs of workers with family responsibilities.

Another growing priority during the year was that governments and international organizations should address the social dimensions of globalization and trade liberalization, including issues such as respect for fundamental workers' rights and the elimination of child labour. In the Speech from the Throne, the government committed to work to secure international agreements to protect the rights of children and eliminate their exploitation. Cooperation among international organizations and better linkages between economic and social policy goals at the international level are needed to address the impacts of globalization on workplaces and labour issues.

## Achievements and Their Impact on Canadians

In the *1999-2000 Report on Plans and Priorities*, we set three major strategies for our Labour Program:

- Meeting our responsibilities under Canada's labour laws through quality service and the efficient use of resources;
- Fostering a more harmonious, safe and equitable environment in Canadian workplaces that reflects the interests of all workplace parties affected by the legislation; and
- Participating in international initiatives to protect workers' rights and foster cooperation in the uniform application of standards.

### Meeting our responsibilities under Canada's labour laws through quality service and the efficient use of resources

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#### **Support and Implement Legislative Change**

Consistent with recent work to update laws, regulations and policies covering federally-regulated workplaces, we finalized consultations that helped to shape Bill C-12. The Bill proposed amendments to Part II of the *Canada Labour Code*, which covers occupational safety and health. The Government introduced C-12 in the House of Commons in October 1999. It was still before Parliament at the end of the fiscal year with the expectation that passage might be completed to enable proclamation on September 30, 2000.

C-12 would place more onus on employers and employees to work together on safety and health issues, with less government intervention. This would be largely achieved through the creation of internal problem resolution processes allowing parties to address concerns in a timely and cost-effective manner. Since the major goal of the statute is to prevent workplace death and injury, greater employer and employee self-governance of this area is regarded as one of the best means to achieve this goal.

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*Beginning in the 1960s, federal, provincial and territorial governments adopted comprehensive occupational safety and health legislation. Since then, substantial progress has been made in improving safety and health conditions in Canadian workplaces. From 1993 to 1998, for example, the number of people injured in Canada from time-loss work accidents fell by nearly 12%, from 424,848 to 375,360.*

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We also carried out consultations with employers and unions that could lead to possible changes to Part III (Labour Standards) of the *Code*. In addition, we supported the Government as it introduced amendments to increase the amount of parental leave available under Part III to mirror increases in Employment Insurance parental benefits. Extensive changes were made to the Fair Wages and Hours of Labour Regulations, as described in more detail on page 104 under Regulatory Initiatives.

A committee of employers, unions and HRDC finished its review of the *Government Employees Compensation Act*. It recommended changes that were designed to modernize the legislation and facilitate its administration. This review became the basis of work that could result in eventual amendments to the Act.

#### **Increase our Delivery of Preventive Services**

In 1999-2000, in addition to its other related services, including a comprehensive and innovative Preventive Mediation Program, our Federal Mediation and Conciliation Service (FMCS) handled 317 collective bargaining disputes with a settlement rate of 90.5%. We helped the parties to conclude settlements in grain handling, mining, broadcasting, and air and rail transportation industries.

## Core Services Accomplishments

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Legal work stoppages took only 0.27% (less than one-third of one percent) of all work time in the federal jurisdiction. The following figure presents a chronological perspective of person-days not worked due to strikes/lockouts in federal jurisdiction.

### PERSON-DAYS NOT WORKED DUE TO STRIKE/LOCKOUT AS A PERCENTAGE OF ALL AVAILABLE WORK TIME IN FEDERAL JURISDICTION

Fiscal Year	Person-days Not Worked as a Percentage of All Available Work Time in Federal Jurisdiction
1990-1991	0.05%
1991-1992	0.18%
1992-1993	0.13%
1993-1994	0.10%
1994-1995	0.20%
1995-1996	0.03%
1996-1997	0.09%
1997-1998	0.34%
1998-1999	0.11%
1999-2000	0.27%

Part II of the *Canada Labour Code* covers occupational safety and health. Labour Affairs Officers (LAOs) respond to complaints and conduct proactive inspections of workplaces. During 1999-2000, we obtained voluntary resolution of 97.5% of complaints about non-compliance Part II situations, excluding situations of danger. This exceeds the 90% target.

This compliance indicator only reflects one part of our Part II activities. We are developing additional outcome-oriented performance indicators in this area. These will help us link our work in relation to other *Canada Labour Code* Part II programs and activities to safety and health incidence rates reported in federal jurisdiction workplaces.

Part III of the *Canada Labour Code* covers labour standards. It requires that LAOs attempt to settle unjust dismissal complaints. At any time, the complainant may request the Minister of Labour to appoint an adjudicator, which terminates the LAO's authority. In 1999-2000, the LAOs settled 78.2% of these complaints, which surpasses the 75% target and represents an improvement over the 1998-1999 figure of 77.3%.

As we committed to do in our *Report on Plans and Priorities*, we continued to develop and implement service improvements that would encourage efficient ways of dealing with workplace issues.

During the past year, we introduced a pilot project in Ontario and Alberta using alternate dispute resolution techniques related to unjust dismissal complaints. This should further improve our ability to resolve unjust dismissal complaints without the need to appoint an adjudicator, thereby improving service to clients and reducing our operating costs. Results have been encouraging and we plan to expand this project to all regions by the end of 2000-2001.

Fostering a more harmonious, safe and equitable environment in Canadian workplaces that reflects the interests of all workplace parties affected by the legislation

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During 1999-2000, growing interest in work-life balance and work-family issues shaped our policy, information and intergovernmental cooperation priorities.

### **Develop Policy Initiatives that Reflect the Changing Nature of Work and Other Priorities**

While our Labour Program continued to advise and offer input on various research projects conducted within HRDC and by other agencies, we sponsored a major research and policy paper on Work, Family and Community by the Canadian Council on Social Development. The report identified emerging issues and research gaps. We published it in the summer 2000 edition of the "Workplace Gazette" and intend to post it on a website that is currently under development.

We also entered into partnerships with other organizations to share in the research on Work-Family-Life Balance. For example, we are partnering with the Canadian Policy Research Networks on two projects: Quality of Employment Indicators and Changing Employment Relationships, with results expected in 2001. We collaborated with the Conference Board of Canada on their surveys of employees and employers. We began to work with Health Canada and others for a new study on Work, Stress and Health, with results expected during 2000-2001.

### **Develop More Information Products, Services and Tools that Meet Canadian Workplace Needs**

We focused priority attention on promoting and supporting work-life balance through the development of information products, services and tools to address developing workplace needs. In consultation with several partners both within and outside government, work began on a website dedicated to Work-Life Balance. This website will provide information, examples and practical advice for employers and labour organizations who wish to develop, implement and/or maintain policies, practices and initiatives that facilitate work-balance. Two other projects related to Work-Life Balance are nearing completion:

- **Collective Agreement Provisions:** This is a compilation and assessment of the various clauses supporting work-life balance within major Canadian collective agreements. Once released, we expect this study to provide a useful reference tool for labour and employer representatives seeking to address work-life balance during collective bargaining.
- **Workplace Daycare:** This study provides an overview of daycare centres currently associated with Canadian workplaces. Profiles of selected centres, focusing on innovative and exemplary practices, and practical tips for establishing and maintaining such centres will be included in the final report.

## **Core Services Accomplishments**

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We continued to find new technologies to be increasingly effective in the dissemination of all our labour information – a key service meeting diverse client needs. In 1999-2000 there were an average of 13,400 visitors per month to the Labour Program website, up from 12,900 visits per month in 1998-1999. Statistics for the last quarter of 1999-2000 showed an increase to 19,000 visitors per month.

The Labour Operations website also saw an increase in activity during the past year. In 1999-2000, there were an average of approximately 19,000 visitors per month, up from approximately 11,000 the previous year. Statistics for the last quarter of 1999-2000 showed an average of 26,000 visitors per month. A visit is classified as any continual request for web pages within one-half hour or less. Due to the nature of the Internet, statistics can be considered only as very broad indicators of trends.

### **Strengthen Partnerships on Workplace Issues**

We have long recognized the value of a harmonized approach to workplace issues among Canada's federal, provincial and territorial governments. In 1999-2000, we were deeply involved in planning a federal-provincial-territorial conference of Ministers with responsibility for Labour. This was co-hosted by the federal and the Manitoba Ministers of Labour in February 2000.

One outcome of the Ministers' meeting was the establishment of an Ad Hoc Committee on Work-Life Balance. Ministers gave it a mandate to gather and share information from all jurisdictions and to make recommendations on further collaborative projects. A representative of our Labour Program co-chairs this committee with a representative from the Saskatchewan government.

The Federal Mediation and Conciliation Service Industrial Relations Conference, which is held every two years, was held in 1999 and brought together labour, management, the legal community and dispute resolution professionals to discuss issues of common concern.

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### Participating in international initiatives to protect workers' rights and foster cooperation in the uniform application of standards

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Through our Labour Program, Canada strengthened its international leadership and the exchange of innovative practices and information on workplace issues. We did so through the International Labour Organization (ILO), Asia-Pacific Economic Cooperation (APEC), the North American Agreement on Labour Cooperation (NAALC), the Canada-Chile Agreement on Labour Cooperation (CCALC) and in other settings.

Canada hosted a major conference on *The Future Culture of Mining Safety and Health in North America* in September 1999 under the North American Agreement on Labour Cooperation. The conference encouraged the exchange of best practices and effective strategies for safety and health. Under the Canada-Chile Agreement on Labour Cooperation, Canada hosted a conference on *Income and Security in Canada and Chile*. This enabled a comparative analysis of income and security programs.

At the follow-up meeting of the Organization of American States, progress in implementing the Viña del Mar Declaration and its Plan of Action concerning the modernization of Labour Ministries was reviewed. Canada was selected to host the 12<sup>th</sup> Inter-American Conference of Ministers of Labour in 2001, where the impact of globalization on workers and their workplaces will be discussed.

Our Labour Program had overall responsibility for the APEC project "Successful Practices in Human Resources Development in the Workplace: Contributions from Labour, Management and Government". Co-funded by the Government of Canada and APEC, this two year project culminated in an international conference, held in July 1999, where representatives of labour, management and government from member economies exchanged best practices on training, the use of technology and other human resource development issues in the workplace.

Participation in international initiatives continued to provide important opportunities to promote Canadian values abroad. Consistent with the government's Speech from the Throne commitment to enhance the protection of children, Canada played an important role in negotiations that led to the adoption of a new International Labour Organization (ILO) Convention on the Elimination of the Worst Forms of Child Labour. We achieved the agreement of all Canadian jurisdictions for its ratification and Canada contributed \$3 million to support ILO programs to eliminate child labour.

### Sound Departmental Management

#### *Our Key Commitments:*

- *Sound administration and financial management of grants and contributions.*
- *A departmental infrastructure to achieve effective and efficient services.*
- *Prompt collection of monies due to the Crown.*



In addition to the many new or enhanced initiatives in our service lines, HRDC pursued others that addressed department-wide management priorities. These complemented our ongoing range of corporate services that include policy development and coordination, communications, computer systems and technology supports. They also include financial, administrative and human resource functions.

The following five areas were of particular importance in 1999-2000, given the priorities of the government and its commitments to Parliament.

### Six-Point Action Plan on Grants and Contributions

In 1999, we conducted an internal audit of the documentation in the project files of our Grants and Contributions programs. Our audit staff found that the documentation on file for individual projects often did not meet all Government of Canada and HRDC requirements. They did not find that money was missing or wasted in these projects.

On January 19, 2000, Minister Stewart launched the Six-Point Action Plan on Grants and Contributions to bring management of these projects up to expected levels. Thousands of HRDC employees across Canada were involved in realizing the commitments in the Action Plan. This summary covers key actions between January and July 2000 that the Minister reported to Parliament and Canadians in releasing the first and second Progress Reports on Grants and Contributions.<sup>43</sup>

#### **1. Payments Meet Financial and Program Requirements**

We clarified the standards expected for grants and contributions payments, consistent with regulations, policies and legislation. Managers and executives are required to check that payments are correct and consistent with government rules.

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<sup>43</sup> <http://www.hrdc-drhc.gc.ca/dept/reports/index.shtml>

## Core Services Accomplishments

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As part of this process, our staff brought all files on active projects in line with program requirements and file management standards.

To ensure full and consistent application of financial and program requirements, our Performance Tracking Directorate analyzed a random sample of 142 files from among the 1,534 projects that started in February and March 2000.<sup>44</sup> It assessed the extent to which those files demonstrated adherence to expected standards. It found a significant, measurable improvement in overall administration of grants and contributions. For example, when compared to the original 1999 audit:

- 100% of files had an application for funding, up from 85.2%
- 95.7% of the sponsors were checked for outstanding debt, up from 2.6%
- 96.5% of the agreements included a clear rationale for funding, up from 38%
- 100% of the files were signed by the properly delegated officer, up from 86.6%

### 2. Check and Correct Problem Files

We reviewed and corrected the 461 files from the 1999 audit.

### 3. Equip and Support our Staff

We trained more than 3,000 staff on the guidelines and Action Plan processes, later adding new staff training policies and programs related to grants and contributions as well as other tools for them to use. In July, we reallocated existing budgets enabling us to hire and train program delivery officers and financial administrators and to develop new management information systems. These steps ensured that HRDC staff will be in place in the right numbers with the knowledge, tools and resources to manage grants and contributions well.

### 4. Ensure Accountability for Results

We clarified accountability on grants and contributions for executives, managers and program delivery and financial staff. In May 2000, we introduced a new quality assurance process that detects and corrects deficiencies in program delivery at the earliest possible time. It includes clearer project monitoring expectations and regular reviews of randomly selected project files. Greater expertise is available to support program delivery staff.

We also examined larger accountability and decision-making processes within the Department. Working with external experts, we clarified authority, responsibility and accountability issues in our Deputy Minister's Office and for our HRDC heads of policy, program, corporate services and regions. To ensure a more strategic management capacity, we revised the mandate and composition of the Executive Management Committee. Senior departmental management is supported by new departmental committees and a new Corporate Affairs and Planning Branch. Together, these

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<sup>44</sup> The *Second Progress Report on the Action Plan for Strengthening Administration of Grants and Contributions* is available at <http://www.hrdc-drhc.gc.ca/dept/reports/progress.pdf>.

## **Core Services Accomplishments**

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changes ensure greater oversight and more focused management of policy and program development, service delivery and corporate services.

### **5. Get the Best Advice Available**

We worked closely with outside experts, such as the Auditor General, to improve grants and contributions management. These experts helped us refine the design of the Action Plan and improve its implementation.

We later retained the consulting firm of PricewaterhouseCoopers to provide an independent assessment of how well we were implementing the Action Plan. That report found that “The Department has been successful in quickly implementing a management structure and mobilizing a Grants and Contributions project team to effectively execute the Six-Point Plan.” The consultants determined that 36 of 38 specific commitments in the Action Plan were completed or on schedule, with the timing of two interim steps adjusted slightly. These delays will not affect the timely implementation of the Action Plan.

### **6. Report Progress to the Public and Staff**

We have reported to Parliamentarians, the media and all interested Canadians on the Action Plan and its results in many ways. We expect to continue to report our progress on improving the management of grants and contributions in future Departmental Performance Reports.

## **Modernization of Comptrollership**

HRDC’s high profile commitment to improve our management of grants and contributions during the year fit with a larger, ongoing effort to modernize how we manage all activities across the department.

We want all our managers to demonstrate a decision-making approach that delivers both sound administration with fiscal accountability and innovative, client-oriented programs and services that make a difference. To achieve that balance in practice requires supports, tools and training for managers.

To help us reach our goals, we are one of twelve pilot federal departments in the Modern Comptrollership initiative. Modern comptrollership will provide managers with integrated financial and non-financial performance information, a focus on risk management, appropriate control systems and a shared set of values and ethics. Under the pilot, we are committed to showing significant progress in adopting modern management principles and practices by September 2001.

To assess progress to date and work to be done, we looked at HRDC’s modern management capacity vis-à-vis best practices in leading public and private sector organizations during 1999-2000. This “capacity check” led to a broad, long-term action plan with a range of projects to further improve management practices. Given that

## Core Services Accomplishments

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achieving the Six-Point Action Plan on Grants and Contributions is a major step in implementing Modern Comptrollership, many shorter-term initiatives are common to both action plans.

A key element in the Modern Management action plan is a communications and awareness strategy aimed at HRDC managers. As part of this, we developed a two-day course: “*Modern Comptrollership: Managing for Results*” that will be offered to all managers and functional specialists starting in the fall of 2000. We also developed websites that we launched in April 2000. People within the Government of Canada Internet system, including Parliamentarians, can visit: <http://www.hrdc-drhc.gc.ca/modernmanagement/>. People outside of the Government of Canada Internet system can visit: <http://www.hrdc-drhc.gc.ca/dept/mmpa/mesg.shtml>.

### Recovery of Monies Owed to the Crown

Because of the size of our programs, HRDC manages a \$2.6 billion portfolio of accounts receivable, mostly from our Canada Student Loans (73% of portfolio), Employment Insurance (22%) and Income Security Programs. For 1999-2000, we noted three key results indicators to assess effective and efficient collection of monies owed to the Crown, and ensure fair, consistent and equitable treatment of HRDC debtors:

- \$7.4 million collected relating to Canada Pension Plan overpayments (\$7.9 million expected);
- \$196.7 million collected relating to Employment Insurance and Employment Programs (\$205 million expected); and
- \$154.5 million collected relating to Canada Student Loans Program (\$190.1 million expected).

There were three main reasons for the variances.

- HRDC program branches established fewer overpayments to be collected than we had expected because of factors such as fewer EI claims in a stronger economy, most having smaller benefits and shorter durations, and the transfer of employment benefits (and recoveries) to provinces under Labour Market Development Agreements.
- The department complied with a court ruling ordering an end to the “Customs Match program” that had used Customs information to find people who improperly claimed benefits while outside Canada. As part of this, the department decided to suspend recoveries of the 51,000 overpayments and penalties already recorded.
- Significantly lower than projected new Canada Student Loans claims were established. Claim payment expenditures associated with the former guaranteed loan program have been declining sooner and faster than expected.

For 1999-2000, our workplan had three other key commitments.

## Core Services Accomplishments

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While we expected to implement a single accounts receivable system for HRDC, this was rescheduled to April 2001 because of Year 2000 systems priorities and the decision to introduce accrual accounting for Government financial information.

We made progress on revising, standardizing and updating recovery policies, with national recovery guidelines for Employment Insurance overpayments and penalties and Grants and Contribution overpayments. We participated in the development of a new Income Security Programs Overpayment Policy Directive that is consistent with policies for other programs. Our participation in the development of a harmonized departmental accounts receivable policy is ongoing.

Operationally, we expanded recovery initiatives, and focused our resources on newer accounts that tend to produce the highest returns. We initiated a pilot project to recover grants and contributions accounts through the Canada Customs Revenue Agency (CCRA) Set-off Program. The Set-off program was also used to recover an extra 27,000 defaulted Canada Student Loan accounts, contributing to total recoveries of \$28 million. As part of this we revised our National Master Standing Offer for private collection agencies to include all HRDC Accounts Receivable and expanded the number of agencies under the standing offer from six to nine. In 1999-2000, we moved forward on other initiatives. For example, two regions transferred responsibility for Agreed Deduction on active accounts from the program branch level to Financial and Administrative Services.

## Quality Service

HRDC services have significant impacts on people in every community in Canada. Since the quality of those services is important for those people and for how Canadians see their government, in 1999-2000 we continued our journey of continuous improvement in service quality.

**Service Standards:** We began to assess our performance against national service standards for our major programs in 1999-2000. The standards complement our Key Results Commitments on Service Delivery described earlier in this report.

The results for 1999-2000 were:

- 94.5% of first Employment Benefits and Support Measures payments were received within 28 days;
- 96.7% of first Employment Insurance benefits payments were received within 28 days;



### Our Service Commitment

-  You are entitled to courteous and considerate treatment and complete and accurate information about your entitlements and obligations.
-  We aim to keep the waiting time to meet a client service officer to a minimum. Waiting times will be posted in our offices.
-  You are entitled, if you qualify, to receive your first payment within:
  - ❖ 28 days for Employment Benefits and Support Measures;
  - ❖ 28 days for Employment Insurance benefits; and
  - ❖ 35 days for Old Age Security or Canada Pension Plan.
-  We will provide 24-hour emergency response service for fatal accidents and refusals to work in the federal jurisdiction.
-  We will respond to complaints of unjust dismissal under federal jurisdiction within two working days.

## Core Services Accomplishments

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- The 35 day service standard for first Old Age Security benefits payments was met, the actual result being 31 days on average;<sup>45</sup>
- The 35 day service standard for first Canada Pension Plan benefits payments was not met, our actual result being 36 days on average;<sup>45</sup>
- 24-hour emergency response was provided in 100% of cases of fatal accidents and refusals to work; and
- In 96.3% of cases we responded to complaints of unjust dismissal within two working days.

We also began work that will lead to client satisfaction survey in 2001-2002. The results will set a baseline to identify priorities for action and measure improvements in client satisfaction.

**Service Canada:** HRDC has been a major participant in the government-wide Service Canada initiative that seeks to develop a network for one-stop access to government information and services.<sup>46</sup> Our department is well positioned to support Service Canada with its vast network of local Human Resource Centres (HRCs), and the expertise it has in the delivery of multiple programs from these offices and other service delivery channels. In 1999-2000, the Department managed approximately \$2 million in support of Service Canada in various pilot sites across the country, and anticipates expanding that participation as the various pilots are evaluated for effectiveness.

**Updated Service Delivery Policy:** HRDC approved an updated Service Delivery Policy in November 1999.<sup>47</sup> Our new Service Delivery Policy statement reflects a citizen-centred perspective and the need to deliver services through people, partnerships and technology, whether in-person, by telephone, electronically or in other ways.

The updated policy commits HRDC to meet citizen expectations for services that are organized so they can find what they need easily and put it to use effectively.

The policy recognizes that there will be change in the continuum of services that we provide. We expect to provide more automated ways of handling transactions (applications, benefits, reporting) under our legislated programs such as Employment Insurance and the Canada Pension Plan, consistent with Government On-line commitments.

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<sup>45</sup> HRDC is in the process of revisiting the service commitment of 35 days for first payment of Old Age Security and Canada Pension Plan benefits. We will conduct consultations with our clients in 2000-2001 to determine an appropriate service standard for these benefits.

<sup>46</sup> [http://www.servicecanada.gc.ca/menu\\_e.shtml](http://www.servicecanada.gc.ca/menu_e.shtml)

<sup>47</sup> More information on the updated Service Delivery Policy can be found in the HRDC Action Agenda – 2000 and Beyond, <http://www.hrdc-drhc.gc.ca/fas-sfa/busplan/2000/priorities.shtml>.

## Core Services Accomplishments

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**Ensuring Consistent High Quality:** Consistent with the HRDC commitment to modern management, we continued to look for ways to ensure that we deliver quality services throughout our day-to-day operations. Some 25 HRDC offices have received or are pursuing ISO 9000 certification in a number of areas, e.g., information technology centres, Insurance claims processing, grants and contributions.

Some of our offices at headquarters and in the regions began to pilot the Framework for Effective Public Service Organizations that was developed by Treasury Board Secretariat and the National Quality Institute. Lessons learned and best practices resulting from these pilots will be shared with other offices.

## Building a Workplace of Choice

HRDC's employees are the heart of our operations. They provide the direct and support services that enable us to work with our partners and reach Government-wide and departmental goals. By building a workplace of choice, we make it possible for our people to contribute to the greatest extent possible and to attract and retain the new staff who will help us reach our goals for many years to come. During 1999-2000, we took action in a number of areas to reach our people goals.

Leadership development was one major focus. We introduced our "Roadmap for Management and Leadership Development". It sets out expectations on competencies expected of leaders at all levels and supports that with information and tools. We also began to identify and address the specific needs of our middle managers.

Learning and development was another focus. We introduced new mechanisms to help employees and managers act on learning and development needs. We also drew on the results of the Public Service Employee Survey to identify areas to improve in the HRDC work environment and to enhance our services and programs related to employee well-being.

More generally, we carried out initiatives to position us to effectively meet the challenges of the future. Efforts focused on attracting and developing youth; enhancing the representation of designated group members (representation has increased for each of the groups in the past eighteen months); understanding and enunciating our values and ethics; and improving management practices and capacity.

### Specified Purpose Accounts

Specified purpose accounts (SPA) are special categories of revenues and expenditures. They report transactions of certain accounts where enabling legislation requires that revenues be earmarked and that related payments and expenditures be charged against such revenues. The transactions of these accounts are to be accounted for separately.

HRDC is responsible for the stewardship of four such accounts:

- the Employment Insurance (EI) Account
- the Canada Pension Plan (CPP)
- the Government Annuities Account
- the Civil Service Insurance Fund.

The EI Account is a consolidated SPA and is included in the financial reporting of the Government of Canada. Consolidated SPAs are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute Government revenues and expenditures.

The CPP is a SPA but is not consolidated as part of the Government of Canada financial statements. It is under joint control of the Government and participating provinces. As administrator, the Government's authority to spend is limited to the balance in the Plan.

The Government Annuities Account is a consolidated SPA and is included in the financial reporting of the Government of Canada. It was established by the *Government Annuities Act*, and modified by the *Government Annuities Improvement Act*, which discontinued sales of annuities in 1975. The account is valued on an actuarial basis each year, with the deficit or surplus charged or credited to the Consolidated Revenue Fund.

The Civil Service Insurance Fund is a consolidated SPA and is included in the financial reporting of the Government of Canada. It was established by the *Civil Service Insurance Act*. Pursuant to subsection 16(3) of the *Civil Service Insurance Regulations*, the amount of actuarial deficits are transferred from the Consolidated Revenue Fund to the Civil Service Insurance Account in order to balance the assets and liabilities of the program.

The following information updates data on the EI Account and CPP that we provided in our *2000-2001 Report on Plans and Priorities*.<sup>48</sup> That report presented multi-year financial data and general information. Additional information on performance and year-end data is available at the Internet addresses provided in this section.

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<sup>48</sup> <http://www.hrdc-drhc.gc.ca/dept/fas-sfa/rpp0001.shtml>

## Specified Purpose Accounts

### Employment Insurance Account

The table below summarizes the financial results for the EI Account from 1997-1998 to 1999-2000.

#### EI ACCOUNT – STATEMENT OF OPERATIONS AND SURPLUS

(millions of dollars)	1997-1998	1998-1999	1999-2000 <sup>a</sup>	
	Actual	Actual	Forecast	Actual
<b>Revenues</b>				
Premium Revenue	19,122	19,728	18,812	18,825
Penalties	67	79	76	74
Interest	364	764	1,066	1,068
Total Revenue	19,553	20,571	19,954	19,967
<b>Expenditures</b>				
Benefits	11,798	11,834	11,700	11,280
Administrative Costs	1,321	1,360	1,406	1,406
Doubtful Accounts	89	45	43	56
Total Expenditures	13,208	13,239	13,149	12,742
<b>Surplus</b>				
Current Year	6,345	7,332	6,805	7,225
Cumulative	13,645	20,977	27,782	28,202
<b>Unemployment Rate</b>	8.9%	8.1%	7.4%	7.3%
<b>Employee Premium Rate</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
(% of insurable earnings)	2.90%	2.70%	2.55%	2.40%

Employer's portion is 1.4 times the employee rate.

a. 1999-2000 forecast was presented in the 2000-2001 Report on Plans and Priorities.

The Employment Insurance Commission sets the premium rate each year, with the approval of the Governor in Council and on the recommendation of the Minister of Human Resources Development and the Minister of Finance. The rate is set to ensure that there will be enough revenue over a business cycle to pay the amounts authorized to be charged to the Account, while maintaining relatively stable rate levels throughout the business cycle. As indicated above, the Commission has gradually reduced the premium rate. A lower than expected unemployment level has resulted in a larger than expected surplus.

More detailed information is reported in the 1999-2000 audited EI Account financial statements that are included in the *2000 Public Accounts of Canada*, Volume 1, Section 4.<sup>49</sup> HRDC also offers a website dedicated to Employment Insurance accountability and reporting.<sup>50</sup> It provides statistics, evaluation and actuary reports as well as information on the authority, objectives and responsibilities of the Account.

<sup>49</sup> <http://www.pwgsc.gc.ca/text/pubacc-e.html>

<sup>50</sup> <http://www.hrhc-drhc.gc.ca/fas-sfa/account-resp/account.shtml>

## Specified Purpose Accounts

### Canada Pension Plan

The table below summarizes the financial results for the CPP from 1997-1998 to 1999-2000.

#### CPP – RECEIPTS AND DISBURSEMENTS

(millions of dollars)	1997-1998 <sup>a</sup>	1998-1999	1999-2000	
	Actual	Actual	Forecast	Actual
<b>Revenue</b>				
Contributions	12,790	14,924	16,871	17,037
Interest	3,950	3,891	3,789	4,238
<b>Total Revenue</b>	16,740	18,815	20,660	21,275
<b>Expenditures</b>				
Benefit Payments	17,537	18,203	18,835	18,799
Administrative Expenses	298	304	336	315
<b>Total Expenditures</b>	17,835	18,507	19,171	19,114
<b>Increase/(Decrease) in CPP</b>	(1 095)	308	1,489	2,161

#### CPP – BALANCE OF FUNDS

(millions of dollars)	1997-1998 <sup>a</sup>	1998-1999	1999-2000	
	Actual	Actual	Forecast	Actual
<b>Year-end Balance</b>	36,664	39,100	40,589	41,261
Represented by:				
Investment Fund	32,459	30,833	30,299	30,299
Investment Board Account	N/A	12	2,049	2,392
	4,205	8,255	8,241	8,570
<b>CPP Total</b>	36,664	39,100	40,589	41,261
<b>Increase/(Decrease) in CPP</b>	(1 095)	308	1,489	2,161

a. 1997-1998 records were prepared on a modified cash basis of accounting while other Fiscal Year data in the above tables are presented on an accrual basis.

N/A – not applicable

More information relating to 1999-2000 is reported in the CPP financial statements which can be found in the *2000 Public Accounts of Canada*, Volume 1, Section 6.<sup>51</sup>

<sup>51</sup> <http://www.pwgsc.gc.ca/text/pubacc-e.html>

## Specified Purpose Accounts

### Government Annuities Account and Civil Service Insurance Fund

The table below summarizes the financial results for the Government Annuities Account and of the Civil Service Insurance Fund from 1997-1998 to 1999-2000.

#### OTHER SPECIFIED PURPOSE ACCOUNTS – RECEIPTS AND DISBURSEMENTS

GOVERNMENT ANNUITIES ACCOUNT				
(millions of dollars)	1997-1998	1998-1999	1999-2000	
	Actual	Actual	Forecast	Actual
<b>Actuarial Liabilities --</b>				
<b>Balance at beginning of year</b>	<b>664.4</b>	<b>623.9</b>	<b>N/A</b>	<b>585.8</b>
Income	43.6	41.0	N/A	38.4
Payments and other Charges	79.6	76.0	N/A	72.4
Excess of payments and other charges over income for the year	35.9	35.1	N/A	33.9
Actuarial Surplus	4.6	3.0	N/A	5.8
<b>Actuarial Liabilities --</b>				
<b>Balance at end of the year</b>	<b>623.9</b>	<b>585.8</b>	<b>N/A</b>	<b>546.1</b>

#### CIVIL SERVICE INSURANCE FUND

(millions of dollars)	1997-1998	1998-1999	1999-2000	
	Actual	Actual	Forecast	Actual
<b>Opening Balance</b>	<b>9.3</b>	<b>8.9</b>	<b>N/A</b>	<b>8.6</b>
Receipts and other Credits	0.3	0.3	N/A	0.2
Payments and other charges	0.7	0.6	N/A	0.6
Excess of payments and other charges over income for the year	(0.4)	(0.3)	N/A	(0.4)
<b>Closing Balance</b>	<b>8.9</b>	<b>8.6</b>	<b>N/A</b>	<b>8.2</b>

N/A – Not applicable

The annual report and financial statements of the Government Annuities Account and the Civil Service Insurance Fund are available in the *2000 Public Accounts of Canada*, Volume 1, Section 6.<sup>52</sup>

<sup>52</sup> <http://www.pwgsc.gc.ca/text/pubacc-e.html>

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### Financial Performance

The financial tables on the following pages provide information on:

- Planned spending at the beginning of the year as reported in the *1999-2000 Report on Plans and Priorities*;
- The level of spending approved during 1999-2000 reflecting priority adjustments, 1999 budget announcements and technical adjustments;
- Actual 1999-2000 expenditures as reported in the 1999-2000 Public Accounts;
- A multi-year trend is also provided, where appropriate, to provide a longer financial perspective of HRDC activities.

In 1999-2000, the department was authorized to spend \$26,264 million or \$246 million less than the planned spending of \$26,510 million. This was mainly due to:

- a net decrease of \$418 million in statutory transfer payments authorities mostly related to two items. First, a total decrease of \$338 million under the Canada Student Loans and Financial Assistance programs. This decrease reflects declining expenditures associated with the former guaranteed loan program and the lower than expected take up on repayment assistance measures. Second, a decrease of \$83 million in Old Age Security payments reflecting minor changes in the average monthly benefits and expected number of eligible recipients; and
- a total net increase of \$172 million in operating expenditures and grants and contributions. That was largely due to an increase of \$103 million in the net resources received to cover various departmental informatics requirements, collective agreements signed in 1999-2000 and adjustments to Employee Benefit Plans; and an increase of \$33 million for the Aboriginal Human Resources Development Strategy and Frontier College.

The actual expenditures of \$26,145 million were \$119 million lower than our total authorities of \$26,264 million. This was mainly due to spending on grants and contributions that was \$98 million less than projected. This lapse can be attributed to the implementation of the Six-Point Action Plan on Grants and Contributions and to the reprofiling of Fishery Restructuring and Adjustment resources to 2000-2001. We also lapsed \$21 million in net operating resources of which \$13 million has been carried forward to fiscal year 2000-2001 under the Treasury Board Operating Budget regime.

## FIGURE 1: SUMMARY OF VOTED APPROPRIATIONS

Human Resources Development		1999-2000		
		Planned Spending	Total Authorities	Actual
Vote	(millions of dollars)			
<b>Corporate Services Program</b>				
1	Program expenditures	86.2	165.2	154.9
(S)	Minister of HRD - Salary and motor car allowance	0.0	0.1	0.1
(S)	Minister of Labour - Salary and motor car allowance	0.0	0.1	0.1
(S)	Contributions to employee benefit plans <sup>a</sup>	26.2	30.2	30.2
(S)	Spending of proceeds from disposal of surplus Crown Assets	-	0.8	0.5
(S)	Refunds of amounts credited to revenues in previous years	-	2.2	2.2
<b>Total Program</b>		<b>112.5</b>	<b>198.4</b>	<b>187.9</b>
<b>Human Resources Investment and Insurance Program</b>				
5	Operating expenditures	158.3	224.5	219.2
10	Grants and contributions	765.9	981.4	884.0
(S)	Interest payments under the <i>Canada Student Loans Act</i>	22.6	1.7	1.7
(S)	Liabilities under the <i>Canada Student Loans Act</i>	259.2	73.7	73.7
(S)	Interest and other payments under the <i>Canada Student Financial Assistance Act</i>	632.4	510.4	510.4
(S)	Grants to the trustees of Registered Education Savings Plans pursuant to Part III.1 of the <i>Department of Human Resources Development</i>	385.0	334.1	334.1
(S)	<i>Canada Student Financial Assistance Act</i> - Canada Study Grants	112.2	103.0	103.0
(S)	Supplementary Retirement Benefits - Annuities agents' pensions	0.0	0.0	0.0
(S)	Labour Adjustment Benefits payments	3.9	3.7	3.7
(S)	Payments to private collection agencies	-	19.3	19.3
(S)	Canada Assistance Plan	-	56.1	56.1
(S)	Civil Service Insurance actuarial liability adjustment	-	0.2	0.2
(S)	Contributions to employee benefit plans <sup>a</sup>	98.0	113.0	113.0
<b>Total Program</b>		<b>2,437.6</b>	<b>2,421.1</b>	<b>2,318.4</b>
<b>Labour Program</b>				
15	Program expenditures	45.5	50.8	49.2
(S)	Payments of compensation respecting government employees and merchant seamen	49.0	53.5	53.5
(S)	Contributions to employee benefit plans	6.4	7.4	7.4
<b>Total Program</b>		<b>101.0</b>	<b>111.8</b>	<b>110.1</b>
<b>Income Security Program</b>				
20	Program expenditures	74.0	87.3	83.0
(S)	Old Age Security payments	18,172.0	18,089.1	18,089.1
(S)	Guaranteed Income Supplement payments	4,938.0	4,933.9	4,933.9
(S)	Spouse's Allowance payments	390.0	391.5	391.5
(S)	Contributions to employee benefit plans <sup>a</sup>	27.0	31.1	31.1
(S)	Refunds of amounts credited to revenues in previous years	-	0.0	0.0
<b>Total Program</b>		<b>23,600.9</b>	<b>23,532.9</b>	<b>23,528.5</b>
<b>Total -- Main Estimates Part II</b>		<b>26,252.1</b>	<b>26,264.2</b>	<b>26,145.0</b>
<i>Plus: Initiatives announced in the 1999 Budget<sup>b</sup></i>		185.0	-	-
<i>Items not in Main Estimates or 1999 Budget</i>		73.2	-	-
<b>Total Department -- Adjusted Net Budgetary</b>		<b>26,510.3</b>	<b>26,264.2</b>	<b>26,145.0</b>
<b>Specified Purpose Accounts:<sup>c</sup></b>				
Employment Insurance costs		14,665.0	13,149.0	12,741.7
Canada Pension Plan costs		19,317.9	19,171.0	19,114.1
Other Specified Purpose Accounts		-	-	72.9
- Employee Benefit Plan recoverable from EI and CPP accounts		(120.0)	(130.4)	(130.4)
<b>Total Expenditures</b>		<b>60,373.2</b>	<b>58,453.8</b>	<b>57,943.4</b>

a. Partially recoverable from the EI Account and CPP.

b. These initiatives include the Canada Jobs Fund and the Youth Employment Strategy.

c. Total Authorities for EI and CPP reflect forecast as reported in 2000-2001 RPP.

Note: All financial tables within this report were expressed in millions of dollars and may not add due to rounding.

# Supplementary Information

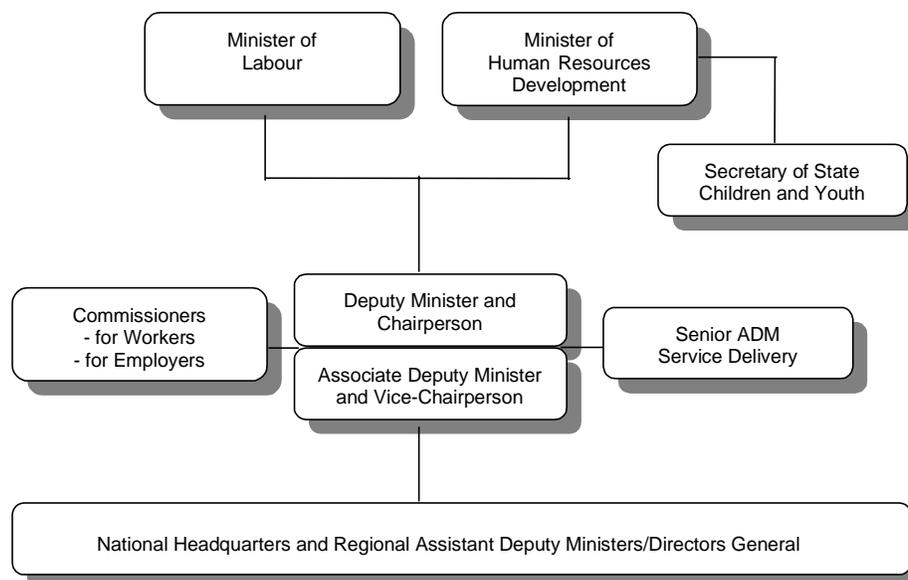
## FIGURE 2: COMPARISON OF TOTAL PLANNED TO ACTUAL SPENDING

(millions of dollars)

	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues	Total Net Expenditures
<b>Service Lines / Programs</b>									
Human Resources	3,107	421.1	-	1,008.2	1,429.4	1,415.3	2,844.7	(261.0)	2,583.7
Investment	3,600	388.6	-	981.4	1,370.0	1,082.7	2,452.6	(231.0)	2,221.6
	<b>3,495</b>	<b>385.1</b>	-	<b>884.0</b>	<b>1,269.1</b>	<b>1,082.7</b>	<b>2,351.8</b>	<b>(229.1)</b>	<b>2,122.7</b>
El Income Benefits	7,507	473.5	-	-	473.5	-	473.5	(416.0)	57.4
	7,780	584.2	-	-	584.2	0.2	584.4	(517.2)	67.2
	<b>7,755</b>	<b>583.0</b>	-	-	<b>583.0</b>	<b>0.2</b>	<b>583.2</b>	<b>(516.1)</b>	<b>67.1</b>
HRCC Management and Joint Services	2,168	192.7	-	-	192.7	-	192.7	(153.9)	38.8
	2,910	361.5	-	-	361.5	-	361.5	(229.3)	132.1
	<b>2,643</b>	<b>354.9</b>	-	-	<b>354.9</b>	-	<b>354.9</b>	<b>(226.3)</b>	<b>128.7</b>
Sub-total	12,782	1,087.3	-	1,008.2	2,095.5	1,415.3	3,510.8	(830.9)	2,679.9
	14,290	1,334.3	-	981.4	2,315.6	1,082.9	3,398.5	(977.5)	2,421.0
	<b>13,893</b>	<b>1,323.0</b>	-	<b>884.0</b>	<b>2,207.0</b>	<b>1,082.9</b>	<b>3,289.9</b>	<b>(971.5)</b>	<b>2,318.4</b>
Labour	673	136.3	-	3.5	139.8	-	139.8	(39.2)	100.6
	673	157.7	-	2.7	160.4	-	160.4	(48.6)	111.8
	<b>658</b>	<b>156.5</b>	-	<b>2.2</b>	<b>158.7</b>	-	<b>158.7</b>	<b>(48.6)</b>	<b>110.1</b>
Income Security	3,502	261.1	-	-	261.1	23,500.0	23,761.1	(143.9)	23,617.2
	3,609	277.4	-	-	277.4	23,414.4	23,691.8	(158.9)	23,532.9
	<b>3,467</b>	<b>256.1</b>	-	-	<b>256.1</b>	<b>23,414.4</b>	<b>23,670.5</b>	<b>(142.0)</b>	<b>23,528.5</b>
Corporate Services	2,876	383.2	-	-	383.2	-	383.2	(270.7)	112.5
	3,726	565.1	-	-	565.1	-	565.1	(366.7)	198.4
	<b>3,461</b>	<b>547.0</b>	-	-	<b>547.0</b>	-	<b>547.0</b>	<b>(359.1)</b>	<b>187.9</b>
<b>Total</b>	19,833	1,868.0	-	1,011.7	2,879.6	24,915.3	27,795.0	(1,284.7)	26,510.3
	22,298	2,334.4	-	984.0	3,318.4	24,497.3	27,815.8	(1,551.7)	26,264.1
	<b>21,479</b>	<b>2,282.6</b>	-	<b>886.2</b>	<b>3,168.8</b>	<b>24,497.3</b>	<b>27,666.1</b>	<b>(1,521.1)</b>	<b>26,145.0</b>
Less: Non-Respendable Revenues									(281.1)
									(391.9)
									<b>(391.9)</b>
Plus: Cost of services provided by other departments									10.2
									16.9
									<b>16.9</b>
<b>Net Cost of Department</b>									26,239.4
									25,889.1
									<b>25,770.0</b>

<b>Legend:</b>	
<b>For each Service Line...</b>	
First line	Planned Spending 1999-2000
Second line	Total Authorities 1999-2000
Third line	Actuals 1999-2000

**FIGURE 3: ORGANIZATIONAL STRUCTURE AND HISTORICAL COMPARISON OF TOTAL PLANNED SPENDING TO ACTUAL SPENDING**



(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
<b>Service Lines / Programs</b>					
Human Resources Investment	2,418.9	2,755.3	2,844.7	2,452.6	2,351.8
Employment Insurance Income Benefits	601.3	615.6	473.5	584.4	583.2
HRCC Management and Joint Services	219.8	247.9	192.7	361.5	354.9
Human Resources Investment and Insurance	3,239.9	3,618.8	3,510.8	3,398.5	3,289.9
Labour	143.7	156.7	139.8	160.4	158.7
Income Security	22,509.3	23,052.4	23,761.1	23,691.8	23,670.5
Corporate Services	401.6	456.1	383.2	565.1	547.0
<b>Total Gross Expenditures</b>	<b>26,294.5</b>	<b>27,284.1</b>	<b>27,795.0</b>	<b>27,815.8</b>	<b>27,666.1</b>
Respendable Revenues	(1,363.0)	(1,335.4)	(1,284.7)	(1,551.7)	(1,521.1)
<b>Total Net Expenditures</b>	<b>24,931.5</b>	<b>25,948.7</b>	<b>26,510.3</b>	<b>26,264.1</b>	<b>26,145.0</b>
<b>Specified Purpose Accounts<sup>a</sup></b>					
<b>Employment Insurance</b>					
Expenditures	13,208.5	13,239.3	14,665.0	13,149.0	12,741.7
Revenues	(19,553.0)	(20,571.5)	(19,904.0)	(19,954.0)	(19,967.1)
<b>Current Year Surplus (Deficit)</b>	<b>6,344.5</b>	<b>7,332.2</b>	<b>5,239.0</b>	<b>6,805.0</b>	<b>7,225.4</b>
<b>Canada Pension Plan</b>					
Expenditures	17,834.7	18,507.0	19,318.0	19,171.0	19,114.0
Revenues	(16,740.0)	(18,815.0)	(20,275.0)	(20,660.0)	(21,275.0)
<b>Current Year Surplus (Deficit)</b>	<b>(1,094.7)</b>	<b>308.0</b>	<b>957.0</b>	<b>1,489.0</b>	<b>2,161.0</b>
<b>Other Specified Purpose Accounts</b>					
Expenditures	80.2	76.6	0.0	0.0	72.9
Revenues	(44.0)	(41.3)	0.0	0.0	(38.7)
<b>Current Year Surplus (Deficit)</b>	<b>(36.3)</b>	<b>(35.3)</b>	<b>0.0</b>	<b>0.0</b>	<b>(34.3)</b>

a. For EI and CPP Specified Purpose Accounts, the Forecast, as published in 2000-2001 RPP has been used as Total Authorities.

## Supplementary Information

**FIGURE 4: DETAILS OF RESPONDABLE AND NON-RESPONDABLE REVENUES BY SERVICE LINE**

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Revenues	Total Authorities	Actual
<b>Responsible Revenues</b>					
Human Resources Investment	215.8	149.1	261.0	231.0	229.1
EI Income Benefits	496.8	552.2	416.0	517.2	516.1
HRCC Management and Joint Services	174.6	128.6	153.9	229.3	226.3
<b>HRI&amp;I Program</b>	<b>887.3</b>	<b>829.9</b>	<b>830.9</b>	<b>977.5</b>	<b>971.5</b>
Labour	25.3	47.1	39.2	48.6	48.6
Income Security	156.7	142.7	143.9	158.9	142.0
Corporate Services	293.7	315.6	270.7	366.7	359.1
<b>Total Responsible Revenues</b>	<b>1,363.0</b>	<b>1,335.4</b>	<b>1,284.7</b>	<b>1,551.7</b>	<b>1,521.1</b>
<b>Non-Responsible Revenues</b>					
<b>Human Resources Investment</b>					
Refunds of previous years' expenditures					
Student loan recovery	150.6	180.2	140.0	125.9	125.9
Student loan set-off	20.9	13.8	20.0	28.6	28.6
Recovery of employee benefit costs	22.5	13.1	18.4	18.1	18.1
Others	18.0	13.0	0.0	63.1	63.1
	211.9	220.1	178.4	235.7	235.7
<b>EI Income Benefits</b>					
Recovery of employee benefit costs	46.2	56.3	51.9	60.0	60.0
EI fines	0.9	0.6	-	0.5	0.5
Actuarial surplus - Annuities	0.0	7.6	-	5.8	5.8
	47.1	64.5	51.9	66.4	66.4
<b>HRCC Management and Joint Services</b>					
Refunds of previous years' expenditures	11.1	9.0	-	23.0	23.0
Recovery of employee benefit costs	15.4	15.7	14.5	13.9	13.9
	26.5	24.8	14.5	36.9	36.9
<b>Labour</b>					
Service fees	1.3	1.3	1.1	1.1	1.1
Refunds of previous years' expenditures	0.2	0.2	-	0.9	0.9
Others	0.0	0.1	-	0.3	0.3
	1.5	1.7	1.1	2.2	2.2
<b>Income Security</b>					
Recovery of employee benefit costs	11.0	18.9	16.1	20.0	20.0
Refunds of previous years' expenditures	0.8	0.4	-	5.6	5.6
Others	0.2	0.2	0.0	0.1	0.1
	11.9	19.5	16.1	25.7	25.7
<b>Corporate Services</b>					
Recovery of employee benefit costs	15.0	17.3	19.1	19.9	19.9
Refunds of previous years' expenditures	0.3	3.6	-	3.8	3.8
Others	4.2	0.5	-	1.3	1.3
	19.5	21.4	19.1	25.0	25.0
<b>Total Non-Responsible Revenues</b>	<b>318.5</b>	<b>351.9</b>	<b>281.1</b>	<b>391.9</b>	<b>391.9</b>

## FIGURE 5: TRANSFER PAYMENTS

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
<b>Grants</b>					
<b>Human Resources Investment</b>					
(S) Labour Adjustment Benefits in accordance with the terms and conditions prescribed by the Governor in Council to assist workers who have been laid off as a result of import competition, industrial restructuring, or severe economic disruption in an industry or region	9.1	5.9	3.9	3.7	3.7
(S) Special opportunity grants to qualifying full and part-time students pursuant to the <i>Canada Student Financial Assistance Act</i> regulations	14.8	-	-	-	-
(S) Canada study grants to qualifying full and part-time students pursuant to the <i>Canada Student Financial Assistance Act</i> regulations	-	108.8	112.2	103.0	103.0
(S) Grants to the trustees of Registered Education Savings Plans (RESPs) for the benefit of beneficiaries named under those RESPs, pursuant to the Canada Education Savings Grant Regulations of the <i>Department of Human Resources Development Act</i>	-	267.3	385.0	334.1	334.1
Grants to individuals, organizations and corporations to assist individuals to improve their employability and to promote employment opportunities by assisting local entrepreneurial development	5.9	2.3	10.0	1.3	1.3
Grants to voluntary sectors, professional organizations, universities and post-secondary institutions and to provincial and territorial governments for literacy	25.8	26.2	28.4	24.7	24.7
Grants to non-profit organizations for activities eligible for support through the Social development partnerships program	-	-	7.0	5.1	5.1
Grants to provide income support and other financial assistance to fishers and plant workers affected by the East Coast groundfish crisis	250.6	283.0	5.0	5.0	0.4
100th Anniversary grant to Frontier College Learning Foundation for literacy programming	-	-	-	12.0	12.0
100th Anniversary grant to Frontier College for literacy programming	-	-	-	3.0	3.0
Grants to voluntary organizations, municipal and regional governments, professional organizations and centres of excellence to support the implementation of innovative projects to further the integration of disabled persons	3.0	3.8	-	-	-
Grants to national voluntary social service organizations to assist with the operating costs of national offices	0.5	1.2	-	-	-
Grant to Canadian Policy Research Networks Inc.	-	9.0	-	-	-
	<b>309.8</b>	<b>707.6</b>	<b>551.5</b>	<b>491.9</b>	<b>487.2</b>
<b>Labour</b>					
(S) Merchant seamen compensation - Supplementary compensation to certain widows of merchant seamen	0.0	0.0	0.0	0.0	0.0
Canadian Joint Fire Prevention Publicity Committee	0.0	0.0	0.0	0.0	0.0
Fire Prevention Canada	0.0	0.0	0.0	0.0	0.0
To support activities which contribute to occupational safety and health program objectives	0.0	0.0	0.0	0.0	0.0
To support standards-writing associations	0.0	0.0	0.0	0.0	0.0
	0.1	0.1	0.1	0.1	0.1
<b>Income Security</b>					
(S) Old Age Security payments	17,114.2	17,563.8	18,172.0	18,089.1	18,089.1
(S) Guaranteed Income Supplement payments	4,728.6	4,834.7	4,938.0	4,933.9	4,933.9
(S) Spouse's Allowance payments	389.2	382.9	390.0	391.5	391.5
	<b>22,232.0</b>	<b>22,781.3</b>	<b>23,500.0</b>	<b>23,414.4</b>	<b>23,414.4</b>
<b>Total Grants</b>	<b>22,541.8</b>	<b>23,488.9</b>	<b>24,051.6</b>	<b>23,906.4</b>	<b>23,901.7</b>
<b>Contributions</b>					
<b>Human Resources Investment</b>					
(S) The provision of funds for interest payments to lending institutions under the <i>Canada Student Loans Act</i>	8.9	3.6	22.6	1.7	1.7
(S) The provision of funds for liabilities including liabilities in the form of guaranteed loans under the <i>Canada Student Loans Act</i>	379.2	155.4	259.2	73.7	73.7

# Supplementary Information

(millions of dollars)	1997-1998 Actual	1998-1999 Actual	1999-2000		
			Planned Spending	Total Authorities	Actual
<b>Contributions (continued)</b>					
(S) The provision of funds for interest and other payments to lending institutions and liabilities under the <i>Canada Student Financial Assistance Act</i>	340.5	516.6	632.4	510.4	510.4
(S) Payments to provinces and territories under the <i>Canada Assistance Plan (Act)</i> and the <i>Federal-Provincial Fiscal Arrangements Act</i>	37.4	8.1	-	56.1	56.1
(S) Post-Secondary education payments to provinces and territories made pursuant to the <i>Federal-Provincial Fiscal Arrangements Act</i>	4.7	-	-	-	-
Payments to provinces, territories, municipalities, other public bodies, organizations, groups, communities, employers and individuals for the provision of training and/or work experience, the mobilization of community resources, and human resource planning and adjustment measures necessary for the efficient functioning of the Canadian labour market	631.0	757.7	703.5	713.0	623.1
Employability assistance for people with disabilities — Payments to provincial and territorial governments, in accordance with bilateral agreements, for the provision of a range of measures to enhance the economic participation of working age adults with disabilities in the labour market by helping them to prepare for, attain and retain employment	-	189.0	195.0	189.2	189.2
Contributions to organizations, provinces, territories, municipalities, post-secondary institutions and individuals to encourage and support initiatives which will contribute to the development of a more results-oriented, accessible, relevant and accountable learning system	7.3	6.7	2.8	6.1	4.7
Contributions to non-profit organizations, community groups, educational institutions, professional associations, provincial/territorial Government departments, and local, regional or national First Nations and Inuit non-profit organizations to support child care initiatives	45.7	41.5	41.2	15.0	13.9
Contributions to organizations, provinces, territories, municipalities, post-secondary institutions and individuals to encourage and support initiatives with respect to the development, application, use and diffusion of new learning and training technologies (Office of Learning Technology)	-	-	3.3	0.1	-
Contributions to voluntary sectors, professional organizations, universities and post-secondary institutions and to provincial and territorial governments for literacy	3.8	4.1	-	4.9	4.9
Vocational Rehabilitation of Disabled Persons - Payments to provincial and territorial governments to carry out the purposes of the <i>Vocational Rehabilitation of Disabled Persons Act</i> and agreements made thereunder	235.6	-	-	-	-
New Brunswick Works - Payments (six-year time frame 1992-93 -- 1997-98) to the province of New Brunswick in accordance with the agreement to cost-share elements of this demonstration project to enhance the employability of social assistance recipients	1.2	-	-	-	-
Contributions to provincial and territorial government departments and agencies, municipal governments, business organizations, public health and educational institutions, aboriginal organizations including Indian band and tribal councils, and individuals to support new policy directions for social security reform and to test innovative approaches to make social programs more effective and financially sustainable	55.9	44.6	12.0	2.0	1.9
	1,751.1	1,727.3	1,872.0	1,572.2	1,479.5
<b>Employment Insurance Income Benefits</b>					
(S) The provision of annuities under the <i>Government Annuities Improvement Act</i>	54.6	-	-	-	-
(S) Civil Service Insurance actuarial liability adjustment	0.3	0.3	-	0.2	0.2
	54.9	0.3	-	0.2	0.2
<b>Labour</b>					
Labour-management partnerships program	1.4	1.4	1.6	1.6	1.2
Labour commission	0.9	0.9	1.8	1.0	0.9
	2.3	2.3	3.4	2.6	2.1
<b>Total Contributions</b>	<b>1,808.3</b>	<b>1,729.9</b>	<b>1,875.4</b>	<b>1,575.0</b>	<b>1,481.9</b>
<b>Total Transfer Payments</b>	<b>24,350.1</b>	<b>25,218.9</b>	<b>25,927.0</b>	<b>25,481.4</b>	<b>25,383.6</b>



## Supplementary Information

✓ Income Security ✓ Labour ✓ EI Income Benefits ✓ Human Resources Investment					Support (S) and/or Delivery (D) role
↓	↓	↓	↓	↓	↓
✓	✓	✓	✓	✓	↓
<b>PROVINCES AND TERRITORIES</b>					
✓	✓	✓	✓	✓	<i>S/D</i>
<b>Provincial/territorial governments/agencies</b> to design, harmonize, deliver and/or coordinate legislated and other programs and services for Canadians under federal-provincial-territorial agreements and the Social Union Framework Agreement, to collaborate on projects and share information					
<b>OTHERS</b>					
✓	✓	✓	✓	✓	<i>D</i>
<b>Foreign governments and international organizations</b> on benefits under bilateral social security and Employment Insurance agreements, international education and adoption issues, to exchange perspectives and experiences, to collaborate on research and to promote Canadian expertise					
✓	✓	✓	✓	✓	<i>S/D</i>
<b>Private Sector</b> to consult on legislative and program issues; share, distribute and provide information, especially with financial institutions and insurance companies; to assist and support the delivery of programs and services; and to help identify and share innovative human development initiatives					
✓	✓	✓	✓	✓	<i>D</i>
<b>Employers, employees and their representative organizations</b> to encourage compliance with laws and best practices, to encourage effective sectoral and workplace partnerships and practices					
✓	✓	✓	✓	✓	<i>S/D</i>
<b>Voluntary sector including organizations representing particular groups</b> to collaborate in development and delivery of policies and programs, to share information, to deliver programming under various agreements and as partners in improving access to information products					
✓	✓	✓	✓	✓	<i>D</i>
<b>Educational/training institutions and associations</b> to deliver student assistance programs and labour market, workplace, learning, pension and social development information, research and exchanges					
✓	✓	✓	✓	✓	<i>S/D</i>
<b>Workers' Compensation Boards</b> to adjudicate claims and provide Workers' Compensation benefits to federal employees under the <i>Government Employees' Compensation Act</i> , share information and coordinate initiatives to improve service to mutual clients					
✓	✓	✓	✓	✓	<i>D</i>
<b>Aboriginal authorities and organizations</b> to design and deliver programming to Aboriginal people under various agreements					
✓	✓	✓	✓	✓	<i>D</i>
<b>Régie des rentes du Québec</b> for exchanging information on the Quebec Pension Plan and providing service to shared clients					
✓	✓	✓	✓	✓	<i>S</i>
<b>Canadian Human Rights Commission</b> on employment equity and pay equity issues					

This list is not intended to represent all departments or organizations working with HRDC.

## Evaluations and Internal Audits

HRDC is committed to ensuring that it gets the best possible results from its programs, services and operations and that it does so with full attention to effectiveness and efficiency. One way we assess impacts is through evaluations of our programs and services. These are carried out by independent professionals. Less comprehensive than evaluations are our special studies that allow managers to focus on narrower sets of issues.

Because of our Canada-wide policy leadership role, we complement those evaluations and special studies by supporting research into broad “lessons learned” on major social and labour market issues that enable all governments in Canada, as well as groups that are interested in these issues, to learn from the best of Canadian and international experience and research.

We also conduct internal audits focusing on issues of greatest risk, consistent with professional standards and in accordance with Treasury Board policies. The findings in these reports normally lead to management responses that improve efficiency, effectiveness and results.

The chart below includes HRDC evaluation studies and audits and reviews of the last two years, organized by departmental key commitments. Recent evaluations and special studies are posted at <http://www11.hrdc-drhc.gc.ca/>. Recent HRDC audits and reviews are posted at <http://www.hrdc-drhc.gc.ca/fas-sfa/iab-bvi/menu/home.shtml>.

To provide Canadians with:	As demonstrated by the findings of the following:
<b>Effective and efficient labour market</b>	<p>Evaluations:</p> <ul style="list-style-type: none"> <li>➤ Direct Job Creation, 1998</li> <li>➤ Opportunities Fund for Persons with Disabilities, 1998</li> <li>➤ Employment Benefits and Support Measures, 1998</li> <li>➤ Monitoring Study of the Group Information Sessions, 1998</li> <li>➤ Twelve Federal-Provincial Partnership Strategic Initiatives on special client groups (child care, person with disabilities, youth), 1998, 1999</li> <li>➤ Formative Evaluation of Employment Benefits and Support Measures under the terms of the Canada/British-Columbia Labour Market Development Agreement, 1999</li> <li>➤ Formative Evaluation of the Canada/British Columbia Labour Market Development Agreement, 1999</li> </ul> <p>Lessons Learned:</p> <ul style="list-style-type: none"> <li>➤ Own-Account Self-Employment in Canada, 1998</li> <li>➤ Summary of Lessons from Formative Evaluations Strategic Initiative Program, 1998</li> <li>➤ Aboriginal Social and Economic Development, 1999</li> </ul>

## Supplementary Information

To provide Canadians with:	As demonstrated by the findings of the following:
<p><b>Temporary income support to eligible unemployed workers, or individuals who are out of the workplace due to maternity or parental responsibilities or as a result of illness</b></p>	<p>Evaluations:</p> <ul style="list-style-type: none"> <li>➤ Employment Insurance Appeals Pilot, 1998</li> <li>➤ Do Labels Matter? Unemployment Insurance (UI) and Quits in Canada, 1998</li> <li>➤ Patterns of Workers Returning to School Over the Business Cycle, 1998</li> <li>➤ Eligibility for UI Benefits, Take-up of Benefits and the Financial Liability of the UI Account, 1998</li> <li>➤ The Atlantic Groundfish Strategy, 1998</li> <li>➤ Long-term Employment Outcomes, 1998</li> </ul> <p>Lessons Learned:</p> <ul style="list-style-type: none"> <li>➤ Older Worker Adjustment Programs, 1999</li> </ul>
<p><b>Safe, fair, stable and productive workplaces</b></p>	<p>Lessons Learned:</p> <ul style="list-style-type: none"> <li>➤ Innovative Workplaces, 1999</li> </ul>
<p><b>Sustainable Income Security Programs for seniors; persons with disabilities and their children; survivors; and migrants</b></p>	<p>Lessons Learned:</p> <ul style="list-style-type: none"> <li>➤ Disability Policies and Programs, 1997</li> </ul> <p>Internal audits and reviews:</p> <ul style="list-style-type: none"> <li>➤ Income Security Program Data Matching/Sharing – Security of Information and Privacy, 1998</li> <li>➤ Statement of Accommodation and Administration Costs Charged to the Canada Pension Plan Account 1998/1999, 1999</li> <li>➤ CPP/QPP Analysis of Billing Discrepancies, 1999</li> </ul>
<p><b>A departmental infrastructure to achieve effective and efficient services</b></p>	<p>Evaluations:</p> <ul style="list-style-type: none"> <li>➤ Social Indicators for the Strategic Evaluation of Major Social Programs, 1998</li> <li>➤ The Use of Social Indicators as Evaluation Instruments – Final Report, 1998</li> <li>➤ Evaluation of the Labour-Management Partnerships Program (LMPP) – Final Report, 1998</li> </ul> <p>Special Studies:</p> <ul style="list-style-type: none"> <li>➤ Evaluation Tool Kit</li> <li>➤ Quasi-Experimental Evaluation, 1998</li> <li>➤ User Guide on Contracting HRDC Evaluation Studies, 1999</li> </ul> <p>Internal audits and reviews:</p> <ul style="list-style-type: none"> <li>➤ The Impact of HRDC's Vision on Employees, 1999</li> <li>➤ Improving Internal Communications, 1999</li> <li>➤ Assessing the Operational Environment of HRDC: Global Report, 1999</li> <li>➤ Review on Capacity to Deliver HRDC's Programs and Services, 1999</li> <li>➤ Improving Internal Coordination of New Initiatives in HRDC, 1999</li> <li>➤ Review of Data Integrity, 1998</li> <li>➤ National Report: Assessment of Information Technology Security, 1999</li> <li>➤ Audit of Financial Integrity: Phases I and II: Interim Results, 1998</li> <li>➤ Newfoundland LAN Configuration Review, 1999</li> <li>➤ Review of HRDC's Sustainable Development Strategy, 1999</li> <li>➤ HRDC Year 2000 Projects: Risk Assessments, 1998</li> <li>➤ Risk Assessment of Banyan Vines Kernel, 1999</li> </ul>

## Supplementary Information

To provide Canadians with:	As demonstrated by the findings of the following:
<b>Sound administration and financial management of grants and contributions</b>	Evaluations: <ul style="list-style-type: none"><li>➤ Transitional Jobs Fund, 1998</li></ul> Internal audits and reviews: <ul style="list-style-type: none"><li>➤ Audit of TAGS Grants and Contributions, 1999</li><li>➤ Canada Education Savings Grant (CESG) – IAB Systems Under Development (SUD) Audit, 1999</li><li>➤ Organizational Review of Regional Bilateral Agreement on Labour Force Development between HRDC and the Metis Nation of Saskatchewan, 1998</li><li>➤ Program Integrity/Grants and Contributions, 2000</li><li>➤ Sydney Special Audit, 1998</li><li>➤ Audit of Eastern Arm Contribution Agreement, 1998</li><li>➤ Review of the Business Advisory Centre of Hamilton-Wentworth for the Fiscal Year 1997, 1999</li></ul>

### Statutory Annual Reports

#### Canada Student Loans

The Canada Student Loans Program (CSLP) assists students in need by providing them with access to capital to meet the costs of post-secondary education they may not otherwise have and by fully subsidizing the cost of interest on the capital while they are in full-time studies. Student loans are not intended to meet all the costs of education. They are expected to supplement resources available to students from their own earnings, their families and other student awards.

The payments made in any fiscal year under the *Canada Student Loans Act* and the *Canada Student Financial Assistance Act* depend on a variety of factors. These include the number of students seeking assistance and their assessed financial needs, interest rates and the number and dollar value of claims. These in turn are influenced by such factors as university, college and private training institution enrolment, fee levels, cost of living and the general economic climate.

Under the *Canada Student Loans Act* and the *Canada Student Financial Assistance Act*, statutory expenditures are incurred for specific activities.

- **Claims Paid:** For loans made under the *Canada Student Loans Act*, if an individual defaults on his or her loan repayment, the government honours its guarantee by paying the lending institution the full amount of the unpaid principal, plus accrued interest.
- **Interest Subsidy:** The government pays all interest on Canada Student Loans while borrowers are enrolled in full-time studies and, in the case of loans negotiated prior to August 1, 1993, for six months after the completion of studies.
- **Alternative Payment:** A province or territory that chooses not to participate in the CSLP is entitled to an alternative payment to assist in paying the cost of operating a similar program.
- **Collection Costs:** Once the government has paid a claim, it takes responsibility for collecting from the borrower. This usually involves sending the loan to a collection agency.
- **Interest Relief/Debt Relief:** Assistance may be provided to cover loan interest for borrowers who have difficulty repaying their loans. In the 1998 federal budget, debt reduction in repayment was introduced to assist borrowers in severe financial hardship.
- **Loans Forgiven:** Pursuant to the *Canada Student Loans Act* and the *Canada Student Financial Assistance Act*, the government pays the lending institution the full amount of the unpaid principal plus accrued interest in the event of the death of the borrower or if the borrower becomes permanently disabled and cannot repay the loan without undue hardship.
- **Risk Premium:** Subject to the provisions of the contract with lender(s), the government pays to the lender(s) a risk premium based on the value of loans consolidated for repayment in that year.

## Supplementary Information

- **Canada Study Grants (formerly Special Opportunity Grants):** Four grant programs assist: high-need part-time students with educational expenses (\$1,200 annually); women in certain fields of Ph.D. studies (\$3,000 annually for up to three years); students with permanent disabilities in order to meet disability-related educational expenses (\$5,000 annually); and assistance to students with dependents.
- **Administrative Fees to Provinces and Territories:** Pursuant to the *Canada Student Financial Assistance Act*, the government has entered into arrangements with participating provinces to facilitate the administration of the CSLP. Fees to provinces are calculated on the basis of a basic operating cost and a per-certificate component. In addition, funds are available to fund joint federal-provincial initiatives.
- **Put-back:** Subject to the provisions of the contract with lender(s), the government will purchase from the lender(s) student loans that are in default of payment for at least twelve months and in aggregate do not exceed 3% of the average monthly balance of the lender(s) outstanding student loans in repayment.

**FIGURE 1: STATUTORY EXPENDITURES FOR THE CANADA STUDENT LOANS PROGRAM FOR THE FOLLOWING FISCAL YEARS<sup>a</sup>**

(millions of dollars)	Actual 1997-1998	Actual 1998-1999	Estimates 1999-2000	Preliminary 1999-2000
Claims Paid <sup>b</sup>	350.9	152.2	196.6	70.7
Interest Subsidy	163.7	210.2	220.0	204.0
Alternative Payments to Quebec and Northwest Territories <sup>c</sup>	74.9	160.9	172.0	126.1
Collection Costs	24.9	24.9	27.7	19.3
Interest Relief/Debt Relief <sup>d</sup>	37.9	58.5	179.8	83.2
Loans Forgiven	8.1	8.3	11.4	9.3
Risk Premium	58.5	75.5	85.0	81.8
Canada Study Grants <sup>e</sup>	14.8	108.8	112.2	103.0
Administrative Fees to Provinces and Territories	9.7	9.5	18.7	9.4
Put-back	0.0	0.5	3.0	1.6
<b>Total Statutory Expenditures</b>	<b>743.3</b>	<b>809.3</b>	<b>1,026.4</b>	<b>708.3</b>
Recoveries by collection agencies, legal agents and CSLP	150.6	160.8	177.7	125.9
Set-offs of income tax refunds	20.9	28.0	24.0	28.6
<b>Total - Revenues</b>	<b>171.4</b>	<b>188.8</b>	<b>201.7</b>	<b>154.5</b>
Number of claims paid	46,969	34,033	27,000	11,438

a. Fiscal Year: April 1 to March 31

b. The variance of \$125.9M between 1999-2000 estimated and preliminary figures is due to claim payment expenditures associated with the former guaranteed loan program declining sooner and faster than expected.

c. The variance of \$45.9M between 1999-2000 estimated and preliminary figures in alternative payments made to a province or territory that is not participating in the CSLP is due to a lower cost of the CSLP in general, as the payments are based on a formula factoring CSLP expenditures.

d. The variance of \$96.6M between 1999-2000 estimated and preliminary figures in interest relief/debt relief is due to the lower than expected take up on repayment assistance measures.

e. Assistance to students with dependents was introduced in 1998-1999 and explains the large increase.

More information on the Canada Student Loans Program is available on the internet at [http://www.hrdc-drhc.gc.ca/student\\_loans/](http://www.hrdc-drhc.gc.ca/student_loans/).

## Supplementary Information

### Old Age Security

The Old Age Security program is one of the cornerstones of Canada's retirement income system. Benefits include the basic Old Age Security pension, the Guaranteed Income Supplement and the Allowance. The Old Age Security program is financed from Government of Canada general tax revenues.

The following tables present information on monthly benefits, beneficiaries and payments by province or territory.

**FIGURE 1: SUMMARY OF MAXIMUM MONTHLY BENEFITS**

(dollars)						
Fiscal Year	Basic Pension	Guaranteed Income Supplement		Allowance		Increase
		Single	Married	Regular	Extended	
<b>Monthly benefit by fiscal year</b>						
1999-2000 Actuals						
January 1, 2000	419.92	499.05	325.06	744.98	822.47	0.6%
October 1, 1999	417.42	496.07	323.12	740.54	817.57	0.9%
July 1, 1999	413.70	491.65	320.24	733.94	810.28	0.6%
April 1, 1999	411.23	488.72	318.33	729.56	805.44	0.1%
1999-2000 Estimates						
January 1, 2000	415.38	493.65	321.54	736.92	813.57	0.3%
October 1, 1999	414.19	492.24	320.62	734.82	811.25	0.1%
July 1, 1999	413.75	491.71	320.28	734.03	810.38	0.4%
April 1, 1999	412.30	489.99	319.15	731.45	807.53	0.4%
1998-1999						
January 1, 1999	410.82	488.23	318.01	728.83	804.64	0.0%
October 1, 1998	410.82	488.23	318.01	728.83	804.64	0.5%
July 1, 1998	408.78	485.80	316.43	725.21	800.64	0.4%
April 1, 1998	407.15	483.86	315.17	722.32	797.45	0.0%
<b>Fiscal year averages (annual benefits)</b>						
1999-2000 Actuals	4,986.81	5,926.47	3,860.25	8,847.06	9,767.28	
1999-2000 Estimates	4,966.86	5,902.77	3,844.77	8,811.66	9,728.19	
1998-1999	4,912.71	5,838.36	3,802.86	8,715.57	9,622.11	

## Supplementary Information

**FIGURE 2: NUMBER OF PERSONS RECEIVING OLD AGE SECURITY BENEFITS, BY PROVINCE OR TERRITORY AND BY TYPE**

Province or Territory	March 1999				March 2000			
	Old Age Security Pension (OAS)	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS	Old Age Security Pension (OAS)	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS
Newfoundland	61,872	42,800	4,450	69.18	62,622	42,574	4,441	67.99
Prince Edward Island	17,739	9,717	754	54.78	17,915	9,494	689	52.99
Nova Scotia	122,211	58,792	4,795	48.11	123,511	58,097	4,687	47.04
New Brunswick	96,541	52,084	4,431	53.95	97,048	51,254	4,173	52.81
Quebec	909,434	446,572	33,736	49.10	925,457	446,128	33,267	48.21
Ontario	1,363,854	382,071	25,600	28.01	1,388,280	380,979	25,289	27.44
Manitoba	153,586	60,847	4,076	39.62	154,102	59,640	3,869	38.70
Saskatchewan	146,160	61,353	3,992	41.98	145,943	59,833	3,878	41.00
Alberta	281,086	103,687	8,003	36.89	288,746	103,639	7,899	35.89
British Columbia	481,516	151,685	9,081	31.50	488,769	151,621	9,064	31.02
Yukon	1,582	619	42	39.13	1,671	629	38	37.64
Northwest Territories	2,158	1,464	158	67.84	2,259	1,465	151	64.85
International <sup>a</sup>	56,365	10,256	203	18.20	58,850	9,965	176	16.93
<b>TOTAL</b>	<b>3,694,104</b>	<b>1,381,947</b>	<b>99,321</b>	<b>37.41</b>	<b>3,755,173</b>	<b>1,375,318</b>	<b>97,621</b>	<b>36.62</b>

a. Persons receiving Canadian Old Age Security benefits under International Agreements on Social Security.

**FIGURE 3: OLD AGE SECURITY PAYMENTS, BY PROVINCE OR TERRITORY AND BY TYPE, FISCAL YEAR 1999-2000**

(millions of dollars)	Old Age Security Pension	Guaranteed Income Supplement	Allowance	TOTAL
Newfoundland	311.7	151.1	20.5	483.3
Prince Edward Island	88.8	33.7	3.1	125.6
Nova Scotia	613.0	193.7	18.3	825.0
New Brunswick	485.0	176.0	18.8	679.8
Quebec	4,547.8	1,552.3	125.9	6,226.0
Ontario	6,703.1	1,384.3	99.2	8,186.6
Manitoba	759.2	207.0	16.6	982.8
Saskatchewan	729.4	204.2	16.6	950.2
Alberta	1,394.4	370.1	32.5	1,797.0
British Columbia	2,365.9	568.9	37.1	2,971.9
Yukon	8.1	2.3	0.2	10.6
Northwest Territories	11.1	6.3	1.1	18.5
International <sup>a</sup>	71.6	84.0	1.5	157.1
<b>TOTAL</b>	<b>18,089.1</b>	<b>4,933.9</b>	<b>391.4</b>	<b>23,414.4</b>

a. Persons receiving Canadian Old Age Security benefits under International Agreements on Social Security.

## Supplementary Information

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### Other Statutory Annual Reports

Noted below are other statutory annual reports that are consolidated in other segments of this report and/or in the Public Accounts of Canada.

#### **Parts I and III of the *Canada Labour Code***

These are reported in the Labour segment of the Core Services Accomplishments section.

#### ***Civil Service Insurance Act***

The complete annual Report is included in the *2000 Public Accounts of Canada*, Volume 1, Section 6.<sup>53</sup> It is also reported on in the Specified Purpose Accounts section of the report.

#### ***Government Annuities Act***

The complete annual Report is included in the *2000 Public Accounts of Canada*, Volume 1, Section 6.<sup>53</sup> It is also reported on in the Specified Purpose Accounts section of the report.

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<sup>53</sup> <http://www.pwgsc.gc.ca/text/pubacc-e.html>

### Consolidated Reporting

#### Social Union Framework Agreement

The accountability provisions of the Social Union Framework Agreement (SUFA) commit federal, provincial and territorial governments to increased transparency and accountability to Canadians.<sup>54</sup> These provisions apply to new and existing initiatives. They require governments:

- to monitor, measure and publicly report on social policy outcomes;
- share best practices;
- use third parties to help assess progress; and
- explain their respective roles and contributions.

In 2002, the governments will review their respective progress in these areas. In preparation, HRDC is working with Treasury Board Secretariat (TBS) to integrate SUFA accountability principles into our reporting to Parliament and Canadians. This is consistent with HRDC's appreciation of the need to improve results, effectiveness and comptrollership throughout our work.

As a major social policy department, HRDC was actively involved in SUFA-related activities during 1999-2000. We worked closely with TBS to develop a template that departments are beginning to use to assess accountability under SUFA.

We also coordinated federal efforts to examine programs and services for consistency with the mobility provisions of SUFA. Those provisions commit governments to eliminating residency-based barriers within three years, erecting no new barriers in social policy initiatives and to a July 1, 2000 deadline for meeting the labour mobility requirements under the *Agreement on Internal Trade* (AIT).

Under HRDC coordination, federal departments that deliver programs in the four core sectors identified by SUFA - health, post-secondary education, training and social services and social assistance – looked for situations in which a person's access to a program or service was conditional on how long the person had lived in a place, in the absence of any reciprocal agreement that might address the situation. The March 2000 federal mobility report indicated that this review turned up few residency-based barriers. The government will continue to examine activities for mobility barriers, including those delivered by third-parties.

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<sup>54</sup> [http://socialunion.gc.ca/news/020499\\_e.html](http://socialunion.gc.ca/news/020499_e.html)

## Supplementary Information

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### Transfer Payments

Human Resources Development Canada has a substantial number of transfer payment programs. These support individuals, communities, the private and voluntary sectors, labour, other orders of government and Aboriginal organizations in the achievement of shared human development goals. We are subject to the revised policy on Transfer Payments, which was introduced on June 1, 2000. That policy requires departments to report on those transfer payment programs that are worth at least \$5 million. In so doing, we are helping to demonstrate sound management of, control over and accountability for our transfer payments.

Consistent with this policy, we have developed descriptive material on each program, including stated objectives, expected results and outcomes, and milestones for achievement. We have also prepared a table listing the active Terms and Conditions for transfer payments and a fact sheet for each program involving more than \$5 million.

### NON-STATUTORY TRANSFER PAYMENTS BY SERVICE LINE (1999-2000 ACTUALS: \$886.2 MILLION (M))

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#### Associated Programs (Terms and Conditions)

For more details,  
see Fact Sheet #

### Human Resources Investment (HRI)

#### Grants

*Grants to individuals, organizations and corporations to assist individuals to improve their employability and to promote employment opportunities by assisting local entrepreneurial development (Actuals: \$1.3M)*

Opportunities Fund for Persons with Disabilities

Fact Sheet 1

Youth Employment Initiatives

Fact Sheet 2

Canadian Jobs Strategy

Fact Sheet 3

*Grants to voluntary sectors, professional organizations, universities and post-secondary institutions and to provincial and territorial governments for literacy (Actuals: \$24.7M)*

National Literacy Secretariat

Fact Sheet 4

*Grants to non-profit organizations for activities eligible for support through the social development partnerships program (Actuals: \$5.1M)*

Social Development Partnerships Program

Fact Sheet 5

*Grants to provide income support and other financial assistance to fishers and plant workers affected by the East Coast ground fish crisis (Actuals: \$0.4M)*

*100<sup>th</sup> Anniversary grant to Frontier College Learning Foundation for literacy programming (Actuals: \$12.0M)*

Fact Sheet 6

*100<sup>th</sup> Anniversary grant to Frontier College for literacy programming (Actuals: \$3.0M)*

Fact Sheet 6

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### Associated Programs (Terms and Conditions)

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For more details,  
see Fact Sheet #

#### Contributions

*Payments to provinces, territories, municipalities, other public bodies, organizations, groups, communities, employers and individuals for the provision of training and/or work experience, the mobilization of community resources, and human resource planning and adjustment measures necessary for the efficient functioning of the Canadian labour market (Actuals: \$623.1M)*

Aboriginal Human Resources Development Strategy	Fact Sheet 7
Canada Jobs Fund	Fact Sheet 8
Canadian Jobs Strategy	Fact Sheet 3
Early Retirement for Fish Plant Workers	Fact Sheet 9
Fisheries Employment Adjustment and Development	Fact Sheet 10
Opportunities Fund for Persons with Disabilities	Fact Sheet 1
Social Development Partnerships Program	Fact Sheet 5
Youth Employment Initiatives	Fact Sheet 2

*Employability assistance for people with disabilities — Payments to provincial and territorial governments, in accordance with bilateral agreements, for the provision of a range of measures to enhance the economic participation of working age adults with disabilities in the labour market by helping them to prepare for, attain and retain employment (Actuals: \$189.2M)*

Canadian-Provincial-Territorial Employability Assistance for People with Disabilities	Fact Sheet 11
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*Contributions to organizations, provinces, territories, municipalities, post-secondary institutions and individuals to encourage and support initiatives which will contribute to the development of a more results-oriented, accessible, relevant and accountable learning system (Actuals: \$4.7M)*

*Contributions to provincial and territorial government departments and agencies, municipal governments, business organizations, public health and educational institutions, aboriginal organizations including Indian Band and tribal councils, and individuals to support new policy directions for social security reform and to test innovative approaches to make social programs more effective and financially sustainable (Actuals: \$1.9M)*

*Contributions to non-profit organizations, community groups, educational institutions, professional associations, provincial/territorial Government departments, and local, regional or national First Nations and Inuit non-profit organizations to support child care initiatives (Actuals: \$13.9M)*

Aboriginal Human Resources Development Strategy	Fact Sheet 7
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*Contributions to voluntary sectors, professional organizations, universities and post-secondary institutions and to provincial and territorial governments for literacy (Actuals: \$4.9M)*

National Literacy Secretariat	Fact Sheet 4
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## Supplementary Information

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**Associated Programs (Terms and Conditions)**

For more details,  
see Fact Sheet #

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### Labour

#### Grants

*Canadian Joint Fire Prevention Publicity Committee (Actuals: \$0.0M)*

*Fire Prevention Canada (Actuals: \$0.0M)*

*To support activities which contribute to Occupational safety and health  
program objectives (Actuals: \$0.0M)*

*To support Standards-writing associations (Actuals: \$0.0M)*

#### Contributions

*Labour-management partnerships program (Actuals: \$1.2M)*

*Labour commission (Actuals: \$0.9M)*

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### FACT SHEET # 1: OPPORTUNITIES FUND FOR PERSONS WITH DISABILITIES (1999-2000 ACTUALS: \$30.8M)

Objectives	<p>To assist persons with disabilities in preparing for, obtaining and keeping employment, thereby resulting in savings in income maintenance or support payments.</p> <p>The objective will be achieved by working in partnership with non-government organizations representing persons with disabilities, the private sector and provincial governments in testing innovative approaches that demonstrate best practices to promoting the economic integration of persons with disabilities.</p>
Expected Results and Outcomes	8,500 to be assisted, with 2,000 expected to find and keep work.
Milestones for Achievements:	
→ Renewal Date	March 31, 2005
→ Evaluation performed	1998: Formative Evaluation
→ Evaluation scheduled	2000: Summative Evaluation

### FACT SHEET # 2: YOUTH EMPLOYMENT INITIATIVES (1999-2000 ACTUALS: \$228.4M)

Objective	To assist youth in preparing for, obtaining and maintaining employment, and in making a successful transition into the labour market, thereby resulting in increased employment.
Expected Results and Outcomes	Assist 75,000 youth to obtain work experience, of whom 12,500 are expected to find work and 50,000 are expected to be students who return to school after summer employment.
Milestones for Achievements:	
→ Renewal Date	March 31, 2005
→ Evaluations performed	<p>1998-1999: Youth Service Canada Summative Evaluation</p> <p>Youth Employment Strategy: A Formative Evaluation of Youth Internship Canada and Other HRDC Youth Initiatives</p> <p>Interdepartmental Evaluation of the Youth Employment Strategy (YES)</p> <p>1997: Summer Career Placements Summative Evaluation</p>
→ Evaluations scheduled	<p>2000-2001: Youth Service Canada Evaluation (Longitudinal Study)</p> <p>Summative Evaluation of HRDC's Youth Internship Programs under the Youth Employment Strategy</p> <p>YES Interdepartmental Evaluation Phase I</p> <p>Youth Internship Program Evaluation Phase II</p> <p>YES Interdepartmental Evaluation Phase II (Consolidates YES with other federal youth programs)</p>

## Supplementary Information

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### FACT SHEET # 3: CANADIAN JOBS STRATEGY (1999-2000 ACTUALS: \$8.2M)

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Objectives	<ol style="list-style-type: none"><li>1. To achieve the improved employability and facilitate the successful integration into appropriate employment of selected individuals who require assistance to overcome existing or anticipated labour market barriers through the provision of counseling assistance, training and work experience, mobility assistance and related services and income support (Employability Improvement Program);</li><li>2. To induce more employers, particularly in key adjustment situations, to assume their primary responsibility for effectively meeting changing skill needs in their workplace by negotiating partnership arrangements directed towards their adoption of human resource planning (including employment equity), workplace-based training and other related adjustment measures (Labour Market Adjustment Program);</li><li>3. To support the development of local employment opportunities and to assist communities facing severe labour market problems in effectively organizing their resources to assess local problems and opportunities, establish realistic objectives, formulate and manage appropriate plans and implement strategies that are critical to the success of their plans and that promise significant labour market impacts (Community Development Program);</li><li>4. To develop and provide information on the labour market and on employment opportunities for individuals, employers, organizations and institutions in order to facilitate decision-making with respect to labour market needs and to assist research and new approaches that would contribute to the better functioning of the labour market (Information and Special Initiatives).</li></ol>
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Expected Results and Outcomes	See objectives.
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Milestones for Achievements:

→ Renewal Date	Under discussion
→ Evaluations performed	None recently
→ Evaluations scheduled	None

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### **FACT SHEET # 4: NATIONAL LITERACY SECRETARIAT (1999-2000 ACTUALS: \$29.6M)**

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Objectives	Provides financial (and technical) assistance for activities which meet at least one of the following objectives: <ul style="list-style-type: none"><li>a) Enable increased understanding of literacy issues through promotion and public awareness;</li><li>b) Foster coordination and information sharing among literacy-related organizations;</li><li>c) Enhance outreach measures and access activities for community and workplace literacy programming;</li><li>d) Support the development and exchange of learning materials methods and programs;</li><li>e) Stimulate applied research and development initiatives which address the needs of literacy practice and practitioners;</li><li>f) Encourage innovative developments and solutions in literacy programming through community, labour or private sector demonstration projects;</li><li>g) Develop the capacity of major organizations and institutions involved in literacy to represent and advocate for literacy.</li></ul>
Expected Results and Outcomes	A country more aware of the need to focus on literacy. More partners across Canada that include literacy on their agenda.
Milestones for Achievements:	
→ Renewal Date	March 31, 2005
→ Evaluation performed	1995: Formative Evaluation
→ Evaluation scheduled	2002-2003: Evaluation of HRDC as a learning organization

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## Supplementary Information

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### **FACT SHEET # 5: SOCIAL DEVELOPMENT PARTNERSHIPS PROGRAM (1999-2000 ACTUALS: \$14.1M)**

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**Objectives**

A research and development program that supports activities of the social non-profit sector in line with HRDC's mandate. These activities identify, develop and promote nationally significant best practices and models of service delivery and build community capacity to meet the social development needs and aspirations of populations who are or may be at risk.

These objectives will be achieved through a review and accountability framework, in partnership with the voluntary sector.

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**Expected Results and Outcomes**

Qualitative results in the following areas:

- Increased research from a national perspective on key issues, models and practices in social development;
- Increased capacity in the voluntary sector;
- Increased opportunity for Canadians to become involved in their communities through voluntary organizations; and
- Increased community support and reduced barriers for Canadians with intellectual and/or physical disabilities.

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**Milestones for Achievements:**

→ Renewal Date	March 31, 2005
→ Evaluations performed	None to date
→ Evaluation scheduled	2001: Formative Evaluation

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### **FACT SHEET # 6: FRONTIER COLLEGE (1999-2000 ACTUALS: \$15.0M)**

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Objectives	<p>Frontier College is a Canada-wide, volunteer-based, organization that promotes literacy in Canada by recruiting and training volunteers across Canada as literacy tutors to teach people to read and write and by carrying out programs to mobilize the resources of the community in support of literacy.</p> <p>Frontier College proposes to expand its activities to meet the literacy needs of Canadians by undertaking a large-scale, long-term, Canada-wide literacy program and has requested funding from the Government of Canada to assist it in carrying out the program.</p>
Expected Results and Outcomes	<p>Increase University Chapters from 40 to 70.</p> <p>Increase student tutors from 2,000 to 10,000 +.</p> <p>Establish tutor-training partnerships with each member of national youth serving agencies.</p>
Milestones for Achievements:	
→ Renewal Date	Not applicable
→ Evaluations performed	Not applicable
→ Evaluations scheduled	Frontier College will work with an independent consultant to provide an evaluation of this program at the end of the first five years. Annual progress reports will be provided including financial reports and an audited statement.

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## Supplementary Information

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### **FACT SHEET # 7: ABORIGINAL HUMAN RESOURCES DEVELOPMENT STRATEGY (AHRDS) (1999-2000 ACTUALS: \$247.1M)**

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Objectives	<p>To support Aboriginal organizations to develop and implement labour market, youth and child care programs that are designed to address the local and regional needs of Aboriginal people.</p> <p>This programming will:</p> <ul style="list-style-type: none"><li>a) Assist Aboriginal individuals to prepare for, obtain and maintain employment, thereby resulting in savings to income support programs;</li><li>b) Assist Aboriginal youth (a person normally from 15 to 30 years of age) in preparing for, obtaining and maintaining employment and in making a successful transition into the labour market, thereby resulting in increased employment; and</li><li>c) Increase the supply of quality child care services in First Nations and Inuit communities, thereby raising the availability of distinct and diverse services in these communities to a level comparable to that of the general population.</li></ul>
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Expected Results and Outcomes	Assist 25,000 Aboriginal clients, of whom 6,000 are expected to find and keep work or become self-employed.
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Milestones for Achievements:

→ Renewal Date	March 31, 2004
→ Evaluations performed	None to date
→ Evaluations scheduled	Evaluation Framework Planning scheduled for April 2001 Evaluation to include primarily summative elements with minor formative explorations.

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### **FACT SHEET # 8: CANADA JOBS FUND (CJF) (1999-2000 ACTUALS: \$36.9M)**

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Objective	To create long term sustainable jobs for individuals in high unemployment areas and to strengthen the capacity of communities to become self-reliant.  The objective will be achieved by working in collaboration with partners such as the provinces/territories, regional economic development agencies, other federal government departments, community partners and the private sector in a manner that respects local and regional priorities.
Expected Results and Outcomes	Jobs anticipated being created in 1999-2000 – Target: 10,000
Milestones for Achievements:	
→ Renewal Date	Program to cease on March 31, 2002
→ Evaluation performed	1998 (Transitional Jobs Fund (TJF)): Formative Evaluation
→ Evaluation scheduled	2001-2002: CJF Evaluation

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### **FACT SHEET # 9: EARLY RETIREMENT FOR FISH PLANT WORKERS (1999-2000 ACTUALS: \$33.4M)**

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Objective	To provide periodic income assistance payments to former fish plant workers whose employment has been terminated by reason of a permanent reduction in the work force at those fish plants because of a decline in East Coast fish stocks and who are unable to adjust to new employment opportunities due to age, to assist them to retire from the fishery and to avoid dependency on other income support programs.
Expected Results and Outcomes	Expected result for 3 year initiative: 1,285 annuities purchased for eligible displaced fishers and fishplant workers.
Milestones for Achievements:	
→ Renewal Date	March 31, 2005
→ Evaluation performed	1999-2000: Evaluation Framework of Fisheries Restructuring and Adjustment Program (FRA)
→ Evaluation scheduled	2000-2001: Evaluation of FRA – HRDC will evaluate its component of FRA

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## Supplementary Information

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### FACT SHEET # 10: FISHERIES EMPLOYMENT ADJUSTMENT AND DEVELOPMENT (1999-2000 ACTUALS: \$30.2M)

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Objectives	<ol style="list-style-type: none"> <li>1) To assist individuals to prepare for, obtain and maintain employment. In so doing, a return on investment will be achieved through a reduction in dependency on government assistance and additional tax revenues through increased employment.</li> <li>2) The following Measures are established in support of this objective:             <ol style="list-style-type: none"> <li>a) Wage subsidies encourage employers to hire individuals who they would not normally hire, in the absence of a subsidy;</li> <li>b) Self-employment helps individuals to create jobs for themselves by starting a business;</li> <li>c) Job creation supports community employment development (outside of the fishery) that provides individuals with opportunities through which they can gain work experience which leads to on-going employment;</li> <li>d) Skills development helps individuals to obtain skills for employment, ranging from basic to advanced skills through direct assistance to individuals;</li> <li>e) Mobility assistance provides financial assistance to individual workers or groups of workers in order to facilitate their permanent relocation from the area of their residence to areas where they can find work; or the costs associated with the reach for new employment and of finding suitable housing once new employment is secured.</li> </ol> </li> </ol>
Expected Results and Outcomes	To assist 1,260 individuals.
Milestones for Achievements:	
→ Renewal Date	Not applicable
→ Evaluations performed	None to date
→ Evaluation scheduled	2000-2001: Summative evaluation of Fisheries Restructuring and Adjustment Program

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**FACT SHEET # 11: CANADIAN-PROVINCIAL-TERRITORIAL  
EMPLOYABILITY ASSISTANCE FOR PEOPLE WITH  
DISABILITIES (EAPD)  
(1999-2000 ACTUALS: \$189.2M)**

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Objective	To provide funding to provinces and territories for a range of measures to enhance the economic participation of working age adults with disabilities in the labour market by helping them prepare for, attain and retain employment.
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Expected Results and Outcomes	The key outcome commitment is to help people with disabilities prepare for, attain and retain employment. EAPD emphasizes accountability and the federal/provincial governments jointly developed the results indicators. Data on outcomes will not be available until the National report is published in fall 2001.
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Milestones for Achievements:

→ Renewal Date	March 31, 2005
→ Evaluation performed	1999-2000: Evaluability Assessment
→ Evaluations scheduled	2000-2001: Initial work on Longitudinal Study and Promising Practices
	2001-2002: Bilateral Studies with Provinces
	2002-2003: Bilateral Studies with Provinces

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## **Supplementary Information**

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### **Procurement and Contracting**

HRDC has a Procurement and Contracting directorate to provide advice and guidance to other branches on these issues. The directorate also is responsible for processing and approving all contracting and procurement requests worth more than \$5,000 that take place at National Headquarters. In 1999-2000, the goods and services covered by this approval process were worth almost \$400 million.

As part of the overall HRDC commitment to modern management and the effective, efficient use of public money, we have developed principles that will guide a new departmental policy that we are developing on asset acquisition and management. The projected policy is expected to ensure greater clarity, accountability, enforceability and communication of all necessary processes. To implement that policy, we will introduce new processes, update existing staff training, and support branches as they address procurement and contracting issues.

### **Matériel Management**

Under the Operations and Maintenance Transaction Module (OMTM) of the HRDC Corporate Management System, we record and manage departmental assets with a value of more than \$1,000.

We assess asset value using the purchase price at acquisition. Although the OMTM system now estimates the useful life of an asset, we expect that we will begin to calculate amortization by April 1, 2001.

We track the life cycle costs for automobiles in several systems in the department. Our Electronic Data Processing (EDP) equipment worth more than \$10,000 consists of mainframe computers and network servers and we have life-cycle costs and plans for these mission critical assets. We have not extended this costing and planning to our individual EDP assets worth less than \$10,000 and no key concerns or problem areas have arisen from this decision.

As noted above under Procurement and Contracting, we have developed principles that will guide a new departmental policy that we are developing on asset acquisition and management. To implement that policy, we will introduce new processes, update existing staff training, and support branches as they address asset management and control.

### Sustainable Development Strategy

In 1999-2000, we continued to act on recent general findings of the Commissioner of the Environment and Sustainable Development and an HRDC internal review of the departmental Sustainable Development Strategy (SDS).<sup>55</sup>

We made progress in identifying measurable targets within our Environmental Action Plan, particularly in relation to Greening of Operations and incorporating sustainable development into our corporate culture. We also worked with other departments on the challenges of defining the social and cultural aspects of sustainable development. We added one measurable target to our Environmental Action Plan relating to Social/Cultural Aspects of Sustainable Development, involving supporting aboriginal businesses through the procurement of products and services from aboriginal suppliers. The following are other performance results.

<b>Key Objective 1: Green HRDC's internal operations and external service delivery</b>	
<b>Performance Measurement and Activities</b>	<b>Progress to Date and Corrective Action</b>
Environmental Management System (EMS)	<ul style="list-style-type: none"> <li>• Created an EMS manual, which outlines the necessary steps within the EMS according to the ISO 14001 standard.</li> <li>• Developed an Environmental Policy for HRDC.</li> <li>• Developed national objectives and targets for HRDC.</li> </ul>
Environmental Action Plan (EAP)	<ul style="list-style-type: none"> <li>• Began to develop an on-line Environmental Action Plan for setting regional targets and reporting environmental performance to be implemented in summer 2000.</li> </ul>
Resource consumption reductions in our operations	<ul style="list-style-type: none"> <li>• Plans are in place to re-write the departmental fleet policy. Expected date of completion is fall 2000.</li> <li>• National targets developed to evaluate the feasibility of purchasing alternative fuel vehicles and converting existing fleet.</li> <li>• Use of electronic systems that reduce paper consumption. For example, "Paperless Office" gives employees immediate electronic access to their leave balances.</li> </ul>
Recycling programs	<ul style="list-style-type: none"> <li>• The No Waste program is now being expanded to other HRDC sites in the National Capital Region. The national target is to reduce waste sent to landfill by 50% over 1988 levels by March 31, 2001.</li> </ul>
Green Procurement	<ul style="list-style-type: none"> <li>• Participated in the testing of Econexus, a new green procurement web service.</li> <li>• The national target is to increase the amount of green procurement by 5% by March 31, 2001.</li> </ul>
Participation rates among staff in innovative "future of workplace" approaches	<ul style="list-style-type: none"> <li>• Approximately 30% of all employees are working part-time or in an alternative work arrangement.</li> <li>• We expect to complete guidelines on telework by late fall 2000.</li> </ul>

<sup>55</sup> The HRDC Sustainable Development Strategy is available at <http://www.hrdc-drhc.gc.ca/dept/sds/sds.shtml>.

## Supplementary Information

Performance Measurement and Activities	Progress to Date and Corrective Action
Increased environmental benefits in its service delivery	<ul style="list-style-type: none"> <li>• 83.5% of Old Age Security, 80.3% of Canada Pension Plan and 44% of Employment Insurance (EI) payments were direct deposit.</li> <li>• More than 50% of EI claims were processed electronically.</li> <li>• We displayed 500,000 jobs electronically on our National Job Bank and attracted 20 million user sessions by work seekers.</li> <li>• The Electronic Labour Exchange was visited by approximately 100,000 employers and had 600,000 work seeker user sessions.</li> <li>• Youth employment initiatives since 1997 include a 800 line receiving 201,061 calls to date and the on-line Youth Resource Network of Canada receiving 1,467,144 visits.</li> <li>• There are on-going applications of the <i>Canadian Environmental Assessment Act</i> where all funding decisions must consider environmental impacts before a decision is made to fund a project.</li> </ul>
Levels of compliance with Part II of <i>Canada Labour Code</i>	<ul style="list-style-type: none"> <li>• We resolved 97.5% of non-compliance situations (excluding situations of danger) voluntarily.</li> </ul>

### Key Objective 2: Consider sustainable development in policies and programs

Performance Measurement and Activities	Progress to Date and Corrective Action
Improved analysis of environmental implications	<ul style="list-style-type: none"> <li>• We have incorporated reviews of environmental implications into ongoing policy analysis.</li> </ul>
Incorporation of Sustainable Development (SD) objectives and criteria	<ul style="list-style-type: none"> <li>• We are incorporating sustainable development perspectives into our work on community capacity building and development.</li> </ul>
Greater sharing of information on social dimensions	<ul style="list-style-type: none"> <li>• With other social departments, we are discussing social implications of SD and preparing a workplan.</li> </ul>
Participation in Inter-departmental Network on SDS (INSDS) horizontal theme activity in the preparation of HRDC SDS-II	<ul style="list-style-type: none"> <li>• We participate with other departments in horizontal themes relating to HRDC's mandate in preparation of next round of SDS's (Social and Cultural Dimensions of Sustainable Development (SD); Sustainable Communities; Knowledge and Information for SD; SD and Healthy Canadians).</li> </ul>

### Key Objective 3: Build sustainable development into HRDC's corporate culture

Performance Measurement and Activities	Progress to Date and Corrective Action
Success stories and awareness	<ul style="list-style-type: none"> <li>• We promoted our sharply reduced use of telephone directories in HRDC's national employee magazine.</li> <li>• We are developing a mechanism to share best practices.</li> </ul>
Environment Week	<ul style="list-style-type: none"> <li>• HRDC celebrated the week in June 2000 with an information booth, green tips via e-mail, participation in the government-wide commuter challenge, and a tree sale by Tree Canada.</li> </ul>
Awareness activities	<ul style="list-style-type: none"> <li>• An e-mail campaign by Green Representatives in HRDC to raise staff awareness on environmental issues and initiatives.</li> <li>• Established national targets in EAP-on line to increase staff awareness for March 2002. Tools are being developed in NHQ for this purpose.</li> </ul>

## Regulatory Initiatives

### Human Resources Investment

Performance of Regulatory Initiatives			
Purpose of legislative or regulatory initiative	Expected results	Performance measurement criteria	Results achieved
<p>Canada Student Loans Regulations, Canada Student Financial Assistance Regulations</p> <ul style="list-style-type: none"> <li>➤ Amendments to implement a directly financed student loans regime for August 1, 2000.</li> <li>➤ Lender Negotiations: The Government of Canada announced on March 9, 2000 that it would be implementing a directly financed student loans regime as negotiations with lenders to continue a risk-shared arrangements were unsuccessful. Substantial amendments to the Canada Student Financial Assistance Regulations and more minor amendments to the Canada Student Loans Regulations were necessary in order to provide the regulatory framework for a directly financed student loans regime. These amendments received the approval of the Governor in Council on July 17, 2000.</li> </ul>	<p>The amendments related to the implementation of direct financing will ensure the smooth transition from the risk-shared arrangements with no disruption in the delivery of the Canada Student Loans Program (CSLP).</p>	<p>Given the objective of the amendments, namely the uninterrupted delivery of the CSLP, criteria that may be used to assess the success of the regulatory amendments include:</p> <ul style="list-style-type: none"> <li>➤ The extent to which student borrowers who were awarded loans, received their required loan amounts.</li> <li>➤ The number of technical complaints received regarding the new loan regime (these complaints would exclude those that concern the service levels).</li> </ul>	<p>The outcome will be verified as implementation of direct financing goes on.</p>

## Supplementary Information

Performance of Regulatory Initiatives			
Purpose of legislative or regulatory initiative	Expected results	Performance measurement criteria	Results achieved
<p>Anticipated regulatory initiatives for the Canada Student Loans Regulations and the Canada Student Financial Assistance Regulations:</p> <ul style="list-style-type: none"> <li>➤ Gratuitous Payments (Debt Reduction in Repayment (DRR): Canada Student loans Program (CSLP) has not been able to assist as many borrowers as originally estimated and will be revising the regulations in order to improve the uptake of DRR.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Changes to Debt Reduction in Repayment (DRR) have been delayed because of implementation of the new direct financing regime. We anticipate that the revised DRR will be in place for 2001.</li> <li>➤ The expectations are that DRR will help borrowers manage their student debt without creating financial hardship.</li> </ul>	<p>To increase the accessibility of DRR to include more borrowers. To lower debt levels for students with financial difficulties.</p>	<p>The outcome will be a higher uptake in the number of borrowers on DRR and lower default rates.</p>
<ul style="list-style-type: none"> <li>➤ Graduated Interest Relief (GIR): CSLP may re-examine GIR in the context of direct finance loan regime.</li> </ul>	<p>This measure was rejected during negotiations regarding the changes in the 1998-1999 federal Budget. It may be re-examined in the context of direct financing regime.</p>	<p>Assessment of borrowers ability to repay student loans through the existing IR/DRR measures and other options.</p>	<p>N/A Policy options must be examined to arrive at a best solution.</p>
<ul style="list-style-type: none"> <li>➤ Credit Worthiness: Credit screening regulation measures were introduced August 1, 1998 and implemented August 1, 1999 to ensure the integrity of the CSLP through the identification of credit abusers and the unwarranted depletion of the program funds.</li> </ul>	<p>Approximately 100 000 first time loan applicants were screened in 1999-2000 and less than 1% were denied a CSL based on their credit history as only students with severe credit abuse are affected.</p>	<p>Participating provinces, excluding British Columbia, carry out credit screening to aid in improving default rates.</p>	<p>The outcome of credit screening will be reflected as a portion of future default rates.</p>

## Supplementary Information

<b>Performance of Regulatory Initiatives</b>			
<b>Purpose of legislative or regulatory initiative</b>	<b>Expected results</b>	<b>Performance measurement criteria</b>	<b>Results achieved</b>
<p>➤ Modernizing Benefits: Regulations requiring amendment as a result of the passage of Bill C-23, an Act to modernize the Statutes of Canada in relation to benefits and obligations, to be identified, amendments to be drafted and approved by Special Committee of Council (SCC) by the end of year 2000.</p>	<p>CSLP Modernizing Benefits Regulations to be forwarded to SCC in the Fall 2000. No major impact expected as a result of these amendments to the regulations. Where the spouse's income is referred to, it will now include the income of the common-law partner. This will primarily affect the need of assessment process when examining income as a resource.</p>	<p>This initiative is part of a government-wide initiative to amend all regulations and legislation to modernize benefits.</p>	<p>The outcome of modernizing benefits will be to harmonize our program with those of other federal government department.</p>

## Supplementary Information

### Labour

Performance of Regulatory Initiatives			
Purpose of legislative or regulatory initiative	Expected results	Performance measurement criteria	Results achieved
<p>Fair Wages and Hours of Labour Regulations - Re-establish fair wage schedules applicable to federal construction work sites.</p> <ul style="list-style-type: none"> <li>➤ Specify wage survey procedures to establish fair wage schedules.</li> <li>➤ Authorize adoption of current provincial or territorial wage schedules and hours of work schemes.</li> <li>➤ Update key definitions, such as “director” and “fair wage officer”.</li> <li>➤ Eliminate residency requirements.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Using the established survey procedures, a fair wage rate will be set for occupations specific to construction.</li> <li>➤ Contractors on federal construction sites will know how much they should at least pay their employees.</li> <li>➤ The affected workers will know how much they should at least be paid, and what their hours of work are.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The degree acceptance of the wage schedules by the parties.</li> <li>➤ Whether the schedules are current and reflect the local economy.</li> <li>➤ The number of complaints received from workers.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The wage schedules for each provinces and the Yukon Territories are in place.</li> <li>➤ Both employers and workers are accepting them as being accurate.</li> <li>➤ Workers on federal construction sites are receiving a fair wage.</li> <li>➤ A procedure has been established to review the wage schedules from time to time.</li> </ul>

*Part II (Building Safety) of Canada Occupational Safety and Health Regulations: Not yet approved, carried over in the Report on Plans and Priorities for 2000-2001.*

*Part XII (Safety Materials, Equipment, Devices and Clothing) of Canada Occupational Safety and Health Regulations: Not yet approved, carried over in the Report on Plans and Priorities for 2000-2001.*

## Websites and References

HRDC website: <http://www.hrdc-drhc.gc.ca>

### Acts and Regulations

Acts and Regulations governing HRDC: <http://www.hrdc-drhc.gc.ca/common/acts.shtml>

### Policy Accomplishments

- 1999 Speech from the Throne: <http://www.pco-bcp.gc.ca/sft-ddt/>
- 2000 Budget: <http://www.fin.gc.ca/budget00/toce/2000/bud2000e.htm>
- A National Children's Agenda: Developing a Shared Vision: [http://socialunion.gc.ca/nca/may7-back\\_e.html](http://socialunion.gc.ca/nca/may7-back_e.html)
- A National Children's Agenda: Measuring Child Well-Being and Monitoring Progress: [http://socialunion.gc.ca/nca/may7-measure\\_e.html](http://socialunion.gc.ca/nca/may7-measure_e.html)
- Public Dialogue on the National Children's Agenda – Developing a Shared Vision: [http://socialunion.gc.ca/nca/June21-2000/english/index\\_e.html](http://socialunion.gc.ca/nca/June21-2000/english/index_e.html)
- In Unison: A Canadian Approach to Disability Issues: [http://socialunion.gc.ca/pwd/unison/unison\\_e.html](http://socialunion.gc.ca/pwd/unison/unison_e.html)

### Income Security

- Old Age Security and Canada Pension Plan: <http://www.hrdc-drhc.gc.ca/isp/common/home.shtml>
- Canada Pension Plan Investment Board Site: <http://www.cppib.ca/>

### Employment Insurance Income Benefits

- 1999 Employment Insurance Monitoring and Assessment Report: <http://www.hrdc-drhc.gc.ca/ei/employ/sum99.shtml>
- Employment Insurance: <http://www.hrdc-drhc.gc.ca/ei/common/home.shtml>
- Chapter 16 of the 1998 Report of the Auditor General of Canada - Management of the Social Insurance Number: <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/9816ce.html>

### Human Resources Investment

- Second Progress Report on the Action Plan for Strengthening Administration of Grants and Contributions, August 2000: <http://www.hrdc-drhc.gc.ca/dept/reports/progress.pdf>
- Evaluation of the Opportunities Fund for People with Disabilities (Phase I): <http://www11.hrdc-drhc.gc.ca/edd/OFPD.shtml>
- Job Futures 2000: <http://www11.hrdc-drhc.gc.ca/doc/jf/index.shtml>
- Employment Insurance Monitoring and Assessment Reports: <http://www.hrdc-drhc.gc.ca/ei/employ/eimar.shtml>
- Formative Evaluation of Employment Benefits and Support Measures Under the Terms of The Canada/British Columbia Labour Market Development Agreement: <http://www11.hrdc-drhc.gc.ca/edd/EBSM.shtml>
- Canada Student Loans Program: [http://www.hrdc-drhc.gc.ca/student\\_loans/](http://www.hrdc-drhc.gc.ca/student_loans/)
- Evaluation of the Summer Career Placements Program: <http://www11.hrdc-drhc.gc.ca/edd/SCP.html>

## Websites and References

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- Literacy in the Information Age: <http://www.nald.ca/NLS/ials/infoage/highl.htm>
- Voluntary Sector Task Force: [http://www.pco-bcp.gc.ca/volunteer/vstf\\_e.htm](http://www.pco-bcp.gc.ca/volunteer/vstf_e.htm)
- InfoCentre: [www.canada.gc.ca/infocentre](http://www.canada.gc.ca/infocentre)
- CanLearn Interactive: <http://www.canlearn.ca>
- Public Service Employee Survey 1999: <http://www.survey-sondage.gc.ca/menu-e.html>

### Labour

- Labour Program: <http://labour-travail.hrdc-drhc.gc.ca/doc/lab-trav/eng/>

### Sound Departmental Management

- Information on Grants and Contributions: <http://www.hrdc-drhc.gc.ca/dept/reports/index.shtml>
- HRDC's Modern Management Office: <http://www.hrdc-drhc.gc.ca/modernmanagement/> (accessible only by people within the Government of Canada Internet system)
- Modern Management Practices Assessment: <http://www.hrdc-drhc.gc.ca/dept/mmpa/mesg.shtml>
- Service Canada: [http://www.servicecanada.gc.ca/menu\\_e.shtml](http://www.servicecanada.gc.ca/menu_e.shtml)

### Other websites

- Departmental Performance Report for the period ending March 31, 1999: <http://www.hrdc-drhc.gc.ca/dept/fas-sfa/dpr9899.shtml>
- 1999-2000 Part II – Main Estimates: [http://www.tbs-sct.gc.ca/tb/estimate/p2\\_9900e.html](http://www.tbs-sct.gc.ca/tb/estimate/p2_9900e.html)
- 1999-2000 Estimates - *Report on Plans and Priorities*: <http://www.hrdc-drhc.gc.ca/dept/fas-sfa/rpp9900.shtml>
- 2000-2001 Part II – Main Estimates: [http://www.tbs-sct.gc.ca/tb/estimate/p2\\_0001e.html](http://www.tbs-sct.gc.ca/tb/estimate/p2_0001e.html)
- 2000-2001 Estimates - *Report on Plans and Priorities*: <http://www.hrdc-drhc.gc.ca/dept/fas-sfa/rpp0001.shtml>
- Public Accounts of Canada: <http://www.pwgsc.gc.ca/text/pubacc-e.html>
- HRDC Accountability and Reporting: <http://www.hrdc-drhc.gc.ca/fas-sfa/account-resp/account.shtml>
- HRDC Action Agenda – 2000 and Beyond: <http://www.hrdc-drhc.gc.ca/fas-sfa/busplan/2000/home.shtml>
- HRDC Evaluation and Data Development: <http://www11.hrdc-drhc.gc.ca>
- HRDC Internal Audit Bureau: <http://www.hrdc-drhc.gc.ca/fas-sfa/iab-bvi/menu/home.shtml>
- A Framework to Improve the Social Union for Canadians: [http://socialunion.gc.ca/news/020499\\_e.html](http://socialunion.gc.ca/news/020499_e.html)
- HRDC Sustainable Development Strategy: <http://www.hrdc-drhc.gc.ca/dept/sds/sds.shtml>

### Questions and Public Enquiries

If you have questions about departmental programs and services, you may contact your nearest Human Resources Development Canada office listed in the Government of Canada pages of the telephone book or the HRDC Public Enquiries Centre.

To obtain HRDC publications, you may contact the Public Enquiries Centre (tel: 1-819-994-6313).

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