



# Privy Council Office

## Performance Report

For the period ending  
March 31, 2001

Canada

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

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates 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*.

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

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## Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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The Right Honourable Jean Chrétien  
Prime Minister of Canada

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The mandate of the Privy Council Office is to provide Canadians with good government by providing professional, non-partisan advice and support to the Prime Minister and the Cabinet. This outcome is achieved in a number of ways, from supporting the Cabinet decision-making process and coordinating interdepartmental policy work to promoting modern human resources management in the Public Service.

The reporting period, April 2000 to March 2001, was a busy one for the Government and the entire Public Service. It included many initiatives that support the Government's overriding goal, to improve the quality of life for all Canadians. With the invaluable assistance of the Privy Council Office and all public servants, we made real progress on many initiatives such as Government On-Line (GOL), the Physical Infrastructure Program, more and better opportunities for Aboriginal people, and ongoing promotion of international trade. The Government's collaborative approach with other levels of government resulted in agreement and the signing of the Early Childhood Development Accord and the Health Accord in September 2000 by all Premiers and Territorial Leaders.

An election is a unique moment for a democracy; the defining event that sets us apart from all other forms of government. In the Canadian election on November 27, 2000, the Public Service — and the Privy Council Office in particular — had an important role to play by ensuring a smooth transition of power from one Government to the next. Their high-quality, non-partisan work during these times ably demonstrates their commitment to a democratic Canada. I wish to thank them for their efforts on behalf of all Canadians. Following the election, the Government reaffirmed its commitment to improve the quality of life for all Canadians in the *Speech from the Throne*, delivered by the Governor General in January 2001.

To be sure, the future holds many new challenges and opportunities for Canada. In the years ahead, I look forward to receiving the continued support and advice of the Privy Council Office, and the Public Service as a whole, to implement the Government's policy priorities and to deliver the important services and programs that Canadians value.

I am pleased to present the *2000-2001 Departmental Performance Report* for the Privy Council Office. This document reports on the Privy Council Office's performance in achieving the commitments made in the *2000-2001 Report on Plans and Priorities*.

## II DEPARTMENTAL PERFORMANCE

### A. Context

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The Privy Council Office (PCO) serves as the Public Service department that provides professional, non-partisan advice, information, and support services to the Prime Minister on a range of policy, management, and operational issues, and as the Secretariat to the Cabinet.

PCO advises and supports the Prime Minister as Head of Government on Government policies and priorities, on the Government's organization and its relations with Parliament, the provinces and other institutions, and on the planning and operations related to Canada's representation in the international community. PCO provides advice on the division of responsibilities among Ministers, on appointments of Deputy Ministers, and on special matters such as national security. PCO also provides support to the Prime Minister as the Chair of Cabinet. This support includes issues management, communications, and liaison with ministers.

PCO serves as the Secretariat for the Cabinet and various Cabinet committees, and supports certain Ministers, Commissions of Inquiry and Task Forces. PCO services include advice and administrative support for the Deputy Prime Minister, the President of the Privy Council and Minister of Intergovernmental Affairs, the Minister of State and Leader of the Government in the House of Commons, the Leader of the Government in the Senate, and the Minister designated as the Federal Interlocutor for Métis and Non-Status Indians.

PCO supports the Clerk of the Privy Council, in his role as Head of the Public Service, in ensuring the quality of expert, professional and non-partisan advice and service provided by the Public Service to the Prime Minister, the Ministry and to all Canadians.

For additional information on the organization of PCO, please refer to Annex A.

PCO must be sensitive to the priorities of Canadians, and offer its strategic advice in the best interests of Canadians and Canada. PCO must operate in a dynamic, multi-level environment, and balance diverse and sometimes competing perspectives. Judgment and accuracy are essential. To fulfil its mandate, collaboration and coordination are also imperative. PCO must work with provincial and territorial governments, take regional issues into account, and be attuned to international developments and their implications for Canada.



The 21<sup>st</sup> century demands excellence in government policy, administration and services. The need for high quality public policy and a greater responsiveness of public services will require new and better mechanisms for engaging citizens and civil society in governance. PCO is working with other federal departments and other levels of government in Canada to ensure that the tools and expertise are in place to meet these objectives.

## **B. Performance Accomplishments**

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This section reports on the commitments made in the *2000-2001 Report on Plans and Priorities*. PCO is committed to helping the Government achieve its priorities and develop future plans and objectives. As well, it plays an important role in ensuring that the Public Service of Canada remains a vital and efficient institution.

During the fiscal year 2000-2001, PCO was given the authority by Parliament to spend \$103.2 million to fulfil its mandate. Additional financial information is available in Annex B.

PCO has several roles within the Government of Canada:

- As the Prime Minister's department, PCO works with departments across government to provide advice, information and support services to the Prime Minister in his capacity as Head of Government and to other Ministers within the Prime Minister's portfolio.
- As a central agency, PCO has a role in the management of government-wide issues. Its precise role varies with the issue and the circumstances. At times PCO demonstrates its leadership by overseeing, coordinating and monitoring issues, projects and priorities that come before it. On other occasions, PCO acts as a participant, assisting and working with other government departments to go forward on a government-wide basis to achieve common outcomes and objectives.

These diverse roles — as an advisor, service provider, leader and participant — are evident in PCO's ongoing activities. Regardless of its role, however, all of PCO's initiatives contribute to the achievement of its mandate and planned **strategic outcome**:

***To provide Canadians with good government by providing the best professional, non-partisan advice and support to the Prime Minister and the Cabinet.***

Throughout 2000-2001, PCO supported the Prime Minister and the Cabinet in the operation of the central policy decision-making process by providing advice on a broad range of social, economic, fiscal, national security, foreign and defence, and federal-provincial policy issues, and by coordinating materials related to the meetings and committees of the Cabinet. As part of these responsibilities, PCO helped to manage the transition in Government resulting from the federal election in November. PCO also assisted in the setting of priorities, in which Ministers worked in their Cabinet committees to develop advice for the Prime Minister on the Government's key priorities and future policy directions, as stated in the *Speech from the Throne*, delivered to Parliament at the end of January 2001.

## **Policy Advice and Support**

During 2000-2001, PCO continued to provide advice and support to the Prime Minister and the Clerk of the Privy Council on issues related to the structure, organization and functioning of the Government. An election represents an important test for a non-partisan, professional public service. PCO, in particular, has a responsibility to ensure that the transition from one Government to another occurs seamlessly, without interruption. Related activities included the provision of advice on possible changes in the organization and functioning of the Government, the formulation of the new Cabinet and its committees, and the distribution of Ministers' mandates and responsibilities to support the Government's policy agenda.

PCO provides strategic advice on policy and legislative priorities, and monitors and coordinates intergovernmental activities in support of the Government's agenda across Canada. PCO provides intelligence and advice to the Prime Minister, Cabinet and other senior Government officials concerning intergovernmental relations in Canada. In 2000-2001, this work directly contributed to the success of the First Ministers' Meeting in Ottawa, which resulted in agreements to reinvest in Early Childhood Development and Health Care.

In 2000-2001, PCO provided support to the Prime Minister in his international role as Head of Government for Canada. The Prime Minister travelled abroad to visit China, Egypt, France, Germany, Guatemala, Israel, Jamaica, Japan, Jordan, Lebanon, Portugal, Saudi Arabia, Syria and the United States. In addition, the Prime Minister had bilateral meetings with delegations and Heads of State or Government from some 30 countries and international organizations.

To support the Prime Minister during his travels abroad, PCO liaised with the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency (CIDA), National Defence and other departments to provide policy advice on all aspects of formal meeting agendas, as well as issues of interest and relevance. PCO also coordinated and developed communications plans and media materials for these trips. On occasion, PCO staff travelled with the Prime Minister's delegation, offering on-the-ground policy and communications advice.

PCO advised and supported the Prime Minister and Deputy Prime Minister in representing Canada at several international summit meetings. These included the Third Way 21st Century Summit in Germany; the Organization of American States (OAS) meeting in Windsor; the Millennium Summit in New York; the Central America Summit in Guatemala; and the Canada-Caricom Summit in Jamaica.

In 2000-2001, PCO contributed \$500,000 to the Forum of Federations, a non-governmental organization responsible for the exchange of research and information on the challenges faced by established and emerging federations. This contribution assisted the Forum in its activities which included holding conferences in Brazil and Nigeria, and a conference with Russian officials in Ottawa.

## **Supporting the Decision-Making Process**

PCO manages the Cabinet decision-making process by arranging the timely consideration of issues and by providing advice to the Chair of Cabinet and the Chairs of Cabinet Committees and ad hoc meetings of Ministers. PCO also provides strategic advice and support to federal departments and agencies in adhering to the specific consultative and analytical requirements outlined in the Memoranda to Cabinet guidelines, the Cabinet Directive on Law-Making and the Regulatory Policy.

PCO supports the Clerk of the Privy Council as Chair of the Interdepartmental Committee on Security and Intelligence, a deputy-minister-level group responsible for strategic and resource issues regarding intelligence and national security matters. The Committee recommends annual intelligence priorities for ministerial consideration. PCO supports the Deputy Clerk, Counsel and Security and Intelligence Coordinator in his role to coordinate the security and intelligence activities of federal departments and agencies and to promote effective international intelligence relationships. In addition, PCO leads the work of the Intelligence Policy Group, responsible for policy and operational coordination within the Canadian security and intelligence community.

PCO provides neutral policy advice on security and intelligence to the Prime Minister, the Clerk and other key ministers. PCO prepares *The Year Ahead* (an overview of anticipated foreign developments), liaises with allied intelligence agencies, and supports major Canadian initiatives with analysis, profiles and special briefings. Throughout the year, PCO prepared evaluations of country, regional and global conditions and situations. PCO writes all-source analyses of foreign countries and organizations of interest to Canadian foreign policy-makers. Assessments are also prepared on controversial issues where a neutral statement of facts is needed to permit ministers to concentrate on policy questions. When a crisis arises that requires focus on a particular area, PCO frequently forms a special crisis team to provide extra assessments where needed, and supplements these efforts with special intelligence summaries or a series of "Watch Reports".

During 2000-2001, the format of all-source materials was revamped to make them more relevant, succinct and accessible to readers. Steps were also taken to improve the distribution procedures for intelligence products to ensure timely and accurate distribution. *The Year Ahead* was shortened, and now focusses more on trends of interest to senior policy-makers. A subsequent survey of readers was very positive.

The first full year of the integration of PCO and DFAIT assessment capacity has improved the effectiveness of the assessment function and provided better support to foreign policy decision-makers throughout the Government. Links were expanded with other agencies and departments (Citizenship and Immigration Canada, Department of Finance Canada, Transport Canada, Export Development Corporation, Canadian International Development Agency, Canada Customs and Revenue Agency) to increase

the information available for inclusion in assessments, and to increase the relevance of materials for other departments. Relations among various intelligence agencies represented on the Intelligence Assessment Committee (an interdepartmental committee of intelligence analysts) are closer and more productive.

After nearly three years operating as an ad hoc committee of Cabinet, the Cabinet Committee on Government Communications (CCGC) was made a permanent Cabinet Committee in January 2001. PCO effectively managed the agenda and operations of the CCGC to ensure the Committee was able to provide maximum input and value to decisions affecting a range of Government communications issues. PCO prepared and proposed a new strategic direction for Government of Canada communications (based on a marketing approach) to better inform Canadians of Government services and initiatives, particularly on the Government's key policy priorities. After receiving CCGC approval, the plan was presented to and endorsed by the Cabinet.

As an ongoing responsibility, PCO provides communications analysis and advice with respect to major policy initiatives going to policy committees of Cabinet for consideration and approval. Chairs of the Cabinet policy committees were briefed concerning the communications implications of initiatives coming before them. As a result, Cabinet decision-making is, and will be, influenced by sound and impartial communications analysis and advice to ensure that Canadians benefit from high-quality communications and information.

## **Leadership and Coordination**

PCO ensures leadership and interdepartmental and central agency coordination on major policy, legal, legislative and regulatory issues. The making of law is a fundamental function of Government. But Government must ensure that laws are made in an open and accountable way, and that they reflect the needs and values of all Canadians. To this end, PCO coordinates and advises senior management committees, such as the Coordinating Committee of Deputy Ministers on Policy (CCDM-P) and the Deputy Ministers' Challenge Team (DMCT) on Law-Making and Governance.

### ***Health Policy***

PCO provided secretariat support to the committees of Ministers and Deputy Ministers that deliberated on the Government's approach to health policy. PCO coordinated the efforts of federal departments and ensured coherence between the Government's approach to health policy and its overall policy agenda.

It was also important that the Early Childhood Development Initiative was consistent with the Government's policy agenda for children and the principles of the Social Union Framework Agreement (SUFA). To ensure this consistency, PCO coordinated the efforts of Human Resources Development Canada (HRDC) and Health Canada throughout the policy development and intergovernmental negotiations stages.

The work of the Ministers' and the Deputy Ministers' committees, HRDC and Health Canada culminated in agreements stated in the joint federal-provincial-territorial Health Accord and the Early Childhood Development Accord, and signed at the First Ministers' Meeting in September 2000. The Accords were published as Meeting Communiqués, available on-line at <http://www.scics.gc.ca>

### ***Efficient Regulations***

The Special Committee of Council (SCC) is responsible for the approval of all regulations requiring Governor-in-Council approval. During 2000-2001, PCO briefed the Committee in its consideration of over 300 regulatory submissions. Regulations meant to protect Canadian individuals and businesses were amended and modified to reflect changing technological, economic, and social conditions.

PCO helped to create new training and guidance materials for regulators, to ensure that regulatory submissions are consistent with the Regulatory Policy and that originators keep the overall objectives of the Government in mind. These materials can be found at <http://www.pco-brp.gc.ca/raoics-srdc>. PCO also streamlined the related decision-making process by eliminating duplication of approvals between Treasury Board and the SCC for certain types of submissions.

### ***Physical Infrastructure Program***

The 1999 *Speech from the Throne* announced an initiative to develop Infrastructure for the 21<sup>st</sup> Century, building on the model of the Canada Infrastructure Works Program (CIWP). The new vision for infrastructure incorporates non-traditional elements such as knowledge, information and cultural infrastructure, and is linked to the Government's broader priorities, including quality of life, a dynamic economy, and a clean and healthy environment. The new Program aims to develop the modern infrastructure needed to encourage and sustain growth.

PCO advised and assisted Treasury Board and Transport Canada in the design and implementation of the Program. PCO assisted with the negotiation of federal-provincial agreements, overall Program coordination, and communications and reporting on the results achieved by the Program.

### ***Atlantic Investment Partnership***

The Atlantic Investment Partnership is a new five-year initiative that is making major investments in Atlantic Canada in the areas of technology, research and development, rural and community economic development, trade and investment, and skills and entrepreneurship. The flagship of this initiative is a new Atlantic Innovation Fund to strengthen the region's innovation capacity. PCO provided strategic advice on the new approach for economic development in Atlantic Canada, on the positioning of the initiative as a response to the particular economic challenges facing the region and its benefits to the urban and rural populations, as well as on the governance structure of the Atlantic Innovation Fund.

The Canada Jobs Fund was wound down, and its monies were redirected to the Atlantic Canada Opportunities Agency (ACOA) to support this initiative. Other Canada Jobs Fund monies were redirected to other regions in support of innovation and knowledge-based initiatives.

PCO provided leadership to enable timely Cabinet consideration of the Atlantic Investment Partnership, the governance of the Atlantic Innovation Fund and the redirection of the Canada Jobs Fund monies to ACOA. PCO also provided coordination and analysis on the winding down of the Canada Jobs Fund and the redirection of its monies for regional economic development initiatives across the rest of the country.

### ***Federal Emission Reductions***

Federal, provincial and territorial Ministers of Energy and the Environment had identified "governments leading by example" as a key theme in the national climate change strategy. PCO played a strong role in coordinating efforts across government to reach an agreement on a strategy and an overall target for reducing federal emissions. Agreement was achieved on the allocation of individual departmental emission reductions to meet the overall target for federal departments.

### ***Opportunities for Aboriginal People***

During 2000-2001, a key commitment of the Government was to expand opportunities for Aboriginal people. PCO provided advice on the development of Canada's Aboriginal policy and relations with the provinces and territories and with Métis and non-status Indian organizations. PCO also collaborated with other departments to advance self-government initiatives and land claims agreements.

PCO worked with other departments to develop Canada's position internationally to enhance Aboriginal priorities. Advice was provided in connection with the Indigenous Summit of the Americas, held in Ottawa, which produced recommendations on indigenous economic development, connection to the new economy and human rights issues for the Quebec Summit of the Americas. The Indigenous Summit was the venue for the launch of the Aboriginal Canada Portal ([www.aboriginalcanada.gc.ca](http://www.aboriginalcanada.gc.ca)), providing a vehicle for enhancing Canadians' awareness of Aboriginal peoples. PCO also worked with other federal departments to develop Canadian positions that allowed Canada to play a leadership role during the consideration of draft declarations on indigenous rights by the United Nations and the Organization of American States.

PCO continued working to meet commitments made in the 1999 *Speech from the Throne*, to ensure effective participation by the Minister of Intergovernmental Affairs and the Federal Interlocutor for Métis and Non-Status Indians in discussions with both provincial and territorial governments, and representatives of Métis and non-status Indian organizations.

PCO worked closely with the provinces, federal departments and regional councils, national and regional Aboriginal organizations and other stakeholders to achieve concrete results through its Urban Aboriginal Strategy, its Regional Partnering Strategy and self-government negotiations. Its efforts also enhanced federal coordination of programs and initiatives directed towards Aboriginal peoples. Innovative initiatives to promote economic development were launched (for example: apprenticeship pilot projects).

The Federal Interlocutor for Métis and Non-Status Indians, through PCO, provided \$4.5 million contributions to Métis and off-reserve Aboriginal organizations, and to other entities, in support of their work in the following areas:

- Assisting the Congress of Aboriginal Peoples (CAP) and the Métis National Council (MNC) - maintaining open communications with national Aboriginal organizations, advocating the interests of the Aboriginal people, incorporating their perspectives into policy and program planning, and pursuing the resolution of issues at a national level;
- Tripartite self-government negotiating processes with provincial member organizations of the CAP and MNC, the Métis Settlements General Council in Alberta and the Aboriginal Council of Winnipeg, cost-shared with provinces (eight processes) - examining social, economic and cultural priorities of Aboriginal people; and working in partnership with provinces and other key stakeholders on initiatives that respond to the needs of Aboriginal people, including the development of practical approaches and models for financial accountability, institutional service delivery, internal governance and electoral reform;
- Building the capacity of representative Aboriginal organizations, contributing to staff professional development, and supporting measures to enhance financial accountability (22 initiatives);
- Supporting the establishment of new, and enhancing existing, institutions that deliver key social and cultural services to Métis and off-reserve Aboriginal people (six initiatives);
- Honouring Louis Riel and Métis contributions to Canada - looking for ways to affirm the contributions of Métis people in Canada and to reflect Louis Riel's proper place in Canadian history (five initiatives); and
- Supporting Métis litigation and legal research - assisting Métis and non-status Indian organizations to seek resolution of their legal claims (two initiatives).

### ***The Marshall Strategy***

PCO worked in collaboration with the Department of Fisheries and Oceans and other departments to develop a strategy to address the Supreme Court decision in *Marshall*, regarding certain treaty rights to fish. The Marshall Strategy was created in 2000-2001 to



address treaty rights of First Nations in the Atlantic Provinces, and to develop a mandate on fisheries negotiations that are on-going. Given the finite fishing resources and concerns regarding their sustainability, the Marshall Strategy steered a course for the exercise of Aboriginal treaty rights within a management framework designed to preserve resources for future generations.

The objective of the long-term strategy was to meet federal legal obligations set by the Supreme Court of Canada in its *Marshall* decisions of September 17, 1999 and November 5, 1999, by increasing access to the fishery to permit First Nations people to earn a “moderate” livelihood and to roll treaty and Aboriginal rights issues into a comprehensive claims process. The policy on the Government’s long-term Marshall Strategy was contentious and required extensive interdepartmental analytical work. PCO provided leadership to enable interdepartmental consensus, and designed an ad hoc Cabinet committee process to resolve outstanding matters on major policy issues for Cabinet consideration.

### ***Social Union Framework Agreement (SUFA)***

The Privy Council Office assisted departments in applying the Social Union Framework Agreement as a model for developing partnerships with the governments of provinces and territories that support collaborative actions to address issues of importance to Canadians.

At the 1999 Tripartite Meeting of the Ministerial Council, Aboriginal Affairs Ministers and Aboriginal Leaders, there was agreement to involve Aboriginal peoples in SUFA implementation wherever this has implications for Aboriginal peoples.

The Government wishes to support appropriate and meaningful opportunities for Aboriginal organizations to have input into social policy development. During 2000-2001, PCO continued its work with other federal departments, provincial governments and Aboriginal leaders to engage national Aboriginal organizations in the implementation of the Social Union Framework Agreement.

### ***International Trade***

In 2000-2001, PCO supported efforts to improve Canada’s international trade. PCO was particularly active in assisting the Prime Minister and his delegation during the Asia-Pacific Economic Cooperation (APEC) meeting held in Brunei and the Team Canada visit to China. PCO also worked with the Department of Foreign Affairs and International Trade in preparations for the Third Summit of the Americas in Quebec City.

During 2000-2001, PCO worked with other departments to develop negotiating mandates for trade matters, including negotiations with Costa Rica for a bilateral free trade agreement (to be signed in April 2001), and Canada's initial negotiating positions for the Free Trade Area of the Americas, for the New World Wine Producers Agreement (to be signed in April 2001), and for the WTO negotiations on the General Agreement on Trade in Services.

The discovery of potato wart fungus in the fall of 2000 led to the suspension by the United States of all potato imports from Prince Edward Island. This was a move of grave economic significance for Island farmers who export about 70% of their potato crop to the United States. PCO advised the Prime Minister on ways to manage the discourse and the Government's relationships with industry groups, the province, and the United States. PCO coordinated the departmental response to the crisis, ensuring that the Department of Foreign and International Trade, the Canadian Food Inspection Agency, Agriculture and AgriFood Canada and PCO were all furthering the same agenda and supporting each other's actions. By avoiding escalation of the conflict, a science-based solution was finally reached that allowed Prince Edward Island potatoes to again be exported to the United States.

## Public Service Reform

PCO supports the Clerk of the Privy Council in his role as the Head of the Public Service. PCO provides advice on strategic directions, management priorities and emerging issues in the Public Service, and ensures leadership and interdepartmental and central agency coordination on reform initiatives.

In his Eighth Annual Report to the Prime Minister on the Public Service (dated March 29, 2001, and available on-line at [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca)), the Clerk outlined the challenges facing the Public Service and what is being done to address them. Such challenges include the pace and scope of change in the knowledge-based society, increasing competition for talent, and changing citizen expectations for faster, better, more dynamic and customized services. A skilled, bilingual, representative, professional and non-partisan Public Service is more important than ever. It is fundamental in helping Canadians lead and adapt in this changing world.

In 2000-2001, people-centred management was at the top of the Public Service management agenda. The Public Service began the transformation to a modern, people-centred institution — one which is flexible, responsive, adaptive and innovative — a transformation that includes an examination of the current laws, rules and structures for managing people in the Public Service.

There is a collective commitment to modernize the Public Service for today's knowledge economy and society. Deputy Ministers are engaged, and important changes are taking place across the Public Service. To this end, the groundwork was laid for the creation of the Task Force on Modernizing Human Resources Management in the Public Service.

The Clerk has also visited an unprecedented number of departments and regions and spoken regularly to all levels of management and employees across the Public Service to encourage broad participation in the modernization of the Public Service. Four corporate

priorities were clearly set out and integrated into the performance agreements of Deputy Ministers and other executives throughout the Public Service. These priorities are:

- Recruitment, retention and learning;
- E-government;
- Strengthening policy capacity; and
- Financial management.

PCO encouraged departments to undertake appropriate activities corporately and to establish integrated priorities in collaboration with central agencies. On recruitment, retention and learning, three senior-level committees made recommendations for improvements. Deputy Ministers were encouraged to implement those recommendations which made sense in their departments. On e-government, a horizontal policy dialogue on the implications of this broader transformation for the Public Service was initiated.

PCO has taken a leadership role over the functional community of communicators in the federal Public Service. The Human Resources Management Framework developed for the community contains measures to strengthen learning and professional development, and staffing and recruitment. The overall objective is to ensure that communicators are able to provide value-added strategic advice that will support the implementation of the Government's agenda.

On behalf of the communications community, PCO organized and hosted a two-day national conference where 500 Public Service employees discussed the major issues and challenges facing Government communicators. After extensive consultation, PCO completed a Communications Competency Profile to serve as a basis for developing individual learning plans and ensuring greater consistency in skills competencies across the Government. PCO also continued the development of the Communications Core Curriculum for Government communicators, and coordinated a job description review to support managers in classification reform. An open corporate recruitment initiative was launched to bring new professional resources into the community. The competition attracted over 6,000 applicants and served to build an inventory of partially assessed candidates that will facilitate and speed the staffing process.

PCO also completed the implementation of a new performance management program for eligible Governor in Council appointees. The objective of the program is to provide a rigorous and equitable approach to rewarding the achievement of results that are linked to corporate plans and government objectives, as well as the demonstration of leadership qualities.

## **Modern Management**

PCO provides a number of common services to support the Prime Minister and other Ministers in his portfolio, the Cabinet and Cabinet committees, and the related policy and decision-making processes. Management initiatives to improve and enhance these common services, often pursued in collaboration with other government departments, will result in better use of public resources in the future to achieve planned outcomes that will benefit all Canadians.

### ***Improvements in Information Management***

To improve access to accurate, relevant, integrated information for decision-making PCO participated, with Treasury Board and several other government departments, in the acquisition of a shared records and document information management system (RDIMS). This initiative was undertaken because of the proliferation of documents in electronic media, and the need to manage both paper and electronic records in an integrated fashion. In 2000-2001, RDIMS was successfully implemented in the first pilot area of PCO. Ultimately, full implementation of RDIMS will support PCO's business and decision-making processes, and improve PCO's ability to meet its obligations under federal information law and policy (for example: the *Access to Information Act* and the *Privacy Act*).

PCO also implemented an updated information management policy and accountability framework in 2000-2001. The policy and framework support comprehensive management of PCO's complete information holdings throughout their life cycle, and assign specific responsibilities to all PCO employees and corporate functional areas. The *Users Guide to Records Keeping in PCO* was published and awareness sessions were and are being held, one-on-one with new employees and in groups for administrative and support personnel.

These improvements in information management support the streamlining of the Access to Information process that has been underway since 1997-1998. To improve timeliness and meet the response deadlines specified in legislation, PCO has also allocated additional resources. In 2000-2001, PCO received 375 access requests, representing an increase of 13% over 1999-2000 and 86% over 1998-1999. Through extensive staffing and training initiatives, however, PCO expects to attain and maintain the performance standards set in previous years.

### ***Human Resources Management***

A sustained and effective workforce is essential to achieve PCO's strategic outcome. PCO is committed to building and maintaining an effective, knowledgeable, highly motivated and fully representative workforce aligned to meet PCO's business needs, to support and advise the Prime Minister and the Cabinet. To this end, PCO developed a new human resources management toolkit, entitled *Towards an Exemplary Workplace*, including two key themes: Employment Equity and Diversity, and Official Languages. Significant related efforts in 2000-2001 were:

- EMPLOYMENT EQUITY AND DIVERSITY - PCO stated its policy, delivered related training to all managers, successfully dealt with the large pay equity workload, and completed all of the work necessary to be declared compliant by the Canadian Human Rights Commissioner; and
- OFFICIAL LANGUAGES - PCO ensured that all departmental executives met official language requirements by the deadline of March 31, 2001.

Other ongoing departmental human resource policy development initiatives included a policy on the *Prevention and Resolution of Conflict and Harassment in the Workplace* (with awareness sessions for managers and employees) and the *Workplace Accommodation* policy (supported by managers' training on its application).

### ***Correspondence***

On a daily basis, the Prime Minister, the Minister of Intergovernmental Affairs and the Leader of the Government in the House receive many queries from individuals and organizations in Canada and abroad. The Executive Correspondence Unit (ECU) in PCO responds to the non-political, non-personal letters, e-mails and telephone queries directed to the Prime Minister and other Ministers within his portfolio.

The timely efforts of the ECU support and enhance public appreciation and understanding of the Government and its policies. The ECU has established performance standards for all of its services to Canadians. The standards are being met. Exceptions have occurred during brief periods when there is a sudden and significant increase in workload because of a write-in or call-in campaign.

There has been a phenomenal increase in the number of e-mails received over the last three years. E-mail volume has grown from 7,174 in 1996-1997 to 207,806 in 2000-2001. The system for handling the Prime Minister's e-mail has been totally redesigned in full consideration of the growing volume of electronic correspondence, the Government On-Line initiative, and the expectations of the Canadian public. Feedback received from the public concerning the new system has been very positive.

### ***Technical Infrastructure***

PCO has been identified as one of 28 core departments included in the Government of Canada On-Line (GOL) Initiative. While PCO's primary role does not involve delivering services and programs directly to the public, the Department does provide publicly accessed information on the PCO Internet web site ([www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca)), and interacts with Canadians when replying to correspondence and requests for access to information.

PCO refers to its internal communications network as the *PCO Intranet*. PCO's wider area network to interact with other federal government departments is called the *Extranet*. PCO uses the *PCO Internet* web site to communicate with its public constituency. The continuing evolution of technology has offered an opportunity for PCO to move existing systems to more user-friendly, less resource-intensive software. In

2000-2001, PCO used Internet-based technology for Intranet and Extranet applications to ensure consistency, as well as compliance, with the Government's Common Look and Feel standard.

The PCO web site, accessible to the public via the Internet, allows e-mail access to PCO, and provides forms for requesting PCO publications. In addition, new information that is in frequent public demand has been added (such as plain-language explanations of PCO's roles and responsibilities). New content and tools of interest to public servants have also been created on the Extranet (for example: a Memorandum to Cabinet template and the Regulatory Process Learning Tool), and duplication with the public PCO Internet web site has been eliminated.

The technical infrastructure and information processing tools available on the Intranet in PCO continue to be upgraded to meet requirements for functionality, timeliness and quality of services in support of management's decision-making process. In 2000-2001, PCO also monitored Treasury Board's Common Infrastructures Initiatives, to ensure that PCO's technical platform will remain compatible and scalable with central agencies and other government departments and agencies as they, too, are transformed by the GOL Initiative.

#### ***Financial Information Strategy***

To improve management decision-making and accountability, PCO is implementing the government-wide Financial Information Strategy (FIS). In 2000-2001, PCO upgraded its financial systems, revised its accounting policies, reviewed business processes and promoted new people skills to be FIS-compliant by April 1, 2001. This involved an evaluation of existing processes, as well as the design of communication strategies and the delivery of training across the department.

#### **Supporting Commissions of Inquiry, Task Forces and Other Independent Bodies**

Commissions of Inquiry are established by the Government from time to time under the *Inquiries Act*, to make recommendations on specific issues. In addition, Task Forces and other persons or bodies under the Government's umbrella may need to operate independently. All of these receive an appropriate level of administrative services provided by the Privy Council Office. Due to their independent nature and for administrative purposes, the Indian Specific Claims Commission and the Policy Research Initiative currently appear under the Privy Council Office Program.

#### ***Indian Specific Claims Commission***

The continuing role of the Indian Specific Claims Commission is to assist the First Nations and Canada to settle specific land claims. The Commission plays a quasi-judicial role, providing a means of appeal to review Government decisions on claims made by First Nations. The Commission conducts impartial inquiries in response to a request from a First Nation, when:

- They dispute the decision of the Minister of Indian Affairs and Northern Development to reject their specific claim, or
- They disagree with the compensation criteria used by the Government in negotiating the settlement of their claim.

At the request of the Government or a First Nation, the Commission will also provide or arrange mediation or facilitation regarding claims.

The Commission strives to ensure that adequate mechanisms and processes are in place to enable it to maintain the high quality and impartiality of its services. During 2000-2001, the Commission completed three inquiries and issued five reports. The reports on two other inquiries are in progress. Since its creation in 1991, the Commission has completed 55 inquiries and reported on 52. Of the 55 inquiries, 23 have been settled or accepted for further negotiation. Currently, the Commission is conducting 21 ongoing inquiries.

In 2000-2001, the Commission's mediation unit provided services for 16 ongoing claims. Of these, 11 are being carried out in formal claims negotiations between the First Nations and the Government, while 3 claims are being pursued as pilot projects and 2 claims are in the planning conference stage. The mediation unit has participated in some 77 meetings on these 16 claims. The Commission has also published a brochure, entitled *Mediation Services*, to inform all parties concerning the benefits of using these services.

The Commission considers public education and awareness of claims issues in Canada to be an ongoing priority. The Commission seeks to improve the understanding among Canadians that specific claims are based in history, law and policy, and are often complex. To this end, the speakers' bureau launched last year continued its public speaking campaign in 2000-2001. The Commission also published another fact sheet, entitled *The Facts on Claims*, as part of its current public information series. Additional information can be found on the Internet at [www.indianclaims.ca](http://www.indianclaims.ca).

### ***Policy Research Initiative***

The Policy Research Initiative (PRI) was created in 1997 to facilitate the development of the knowledge base needed to address the increasingly complex, multi-faceted challenges facing Canada and Canadians. The PRI carries out a range of activities to strengthen Canada's research capacity in public policy, cutting across traditional departmental, disciplinary and sectoral boundaries.

The PRI acts as a catalyst to promote a long-term, forward-thinking policy agenda that provides venues and presents opportunities to foster greater use of research in public policy development. The PRI is currently focussed on three horizontal themes, and has facilitated a number of meetings and deputy-minister-led Horizontal Research Projects involving some 25 federal departments and agencies:

- SUSTAINABLE DEVELOPMENT - Research was completed on environmental indicators, eco-efficiency, sustainable communities, the global dimension and ethical investment in sustainable development. A research paper on *Adaptive Management Approaches*

*to Sustainable Development* was also completed, and will form the foundation for a series of community-level workshops planned for 2001-2002.

- SOCIAL COHESION - *ISUMA: the Canadian Journal of Public Policy* was launched to provide in-depth analysis of emerging issues. Two editions were published and distributed to more than 10,000 members of the policy research community. The Social Cohesion interdepartmental research network delivered four research workshops on the theme “What will keep us together?”, with more than 250 participants exploring the related issues of families, cooperatives, immigration and social cohesion. In February 2001 the PRI and the Centre de recherche inter-universitaire sur les transformations et les régulations économiques et sociales organized a most successful conference on the theme, “Have the Factors of Social Inclusiveness Changed?”
- NORTH AMERICAN LINKAGES - 420 people gathered in Vancouver to examine different aspects of the issue, “Rethinking the Line: the Canada-US Border”. Senior officials, policy practitioners and academics participated in the Harvard Symposium, to discuss policy responses to international integration in different parts of the world. These activities will help to answer questions about how we can manage our relationships with our North American partners and how we can enhance our Canadian way of life.

A key component of the PRI's Human Resources Strategy is the Policy Research Development Program which was implemented for the first time as part of the Public Service Commission's Winter 2001 Post-Secondary Recruitment Campaign. For approximately ten highly skilled, motivated and capable post-graduates, the Program provides an unique and exceptional opportunity to become Canada's future policy researchers. Qualified candidates are given two one-year assignments in policy research units and two six-month assignments: one in a policy unit and one in a research think tank.

In its work to strengthen the policy research community the PRI seeks dialogue and cooperation among members, working together, sharing research and learning from one another. The National Research Policy Conference held four plenary and 50 concurrent sessions this year, and provided a unique opportunity for more than 800 researchers from government, academia, civil society and the private sector to exchange ideas on Canada's place in a global society. The theme of the Conference focussed on Canada's emerging role in global society and the impact of global interdependence on Canadian public policy.

Over 1000 members of the research community attended the annual Canadian Policy Research Awards, which honour and celebrate outstanding achievements in policy research — the innovative thinking and professionalism of talented individuals and groups who create and disseminate policy research knowledge. Whether they reside in academia, think tanks, government, the industrial or service sectors, or non-governmental



organizations, their contributions make a difference in how we think about public policy issues, society and the world around us.

Policy research partnerships were developed across Canada, the United States, Japan and China. The policy research magazine, *Horizons*, connects more than 10,000 people across the country and abroad. In each issue, the latest developments in policy research are presented, and multi-disciplinary approaches are examined through the lens of a particular theme. The PRI Internet web site ([www.policyresearch.gc.ca](http://www.policyresearch.gc.ca)) provides another vehicle for members of the policy research community to share research findings and ideas. The web site responds to more than 1,000 information requests daily regarding the work of the PRI and the world of policy research.

The Policy Research Initiative will continue to build and apply this new collaborative approach for addressing the complex issues facing Canadians in the 21<sup>st</sup> century, and will strive to strengthen the knowledge base needed for future Government decision-making.

## **Conclusion**

In leading Canada into the new millennium, the Government's paramount goal is to build a stronger, ever more inclusive Canada, and to secure a higher quality of life for all Canadians. This focus motivates PCO to continue to seek out and provide the best non-partisan advice to the Prime Minister and the Cabinet, to help Canada move forward in our increasingly more interdependent and complex world. PCO supports the Government's decision-making process, and provides leadership and coordination for other government departments to advance initiatives and priorities. As Head of the Public Service, the Clerk of the Privy Council is working towards building a strong, bilingual, professional, non-partisan and highly motivated Public Service that can help Canadians meet the challenges and share the opportunities awaiting us all in Canada's future.

## ANNEX A DEPARTMENTAL OVERVIEW

### 1. Mandate, Mission and Vision

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The Queen's Privy Council for Canada was established through the *Constitution Act, 1867* to advise and assist the Queen's representative, the Governor General. The Cabinet, which acts formally as the Privy Council, carries out this role.

The Privy Council Office (PCO) also came into being at Confederation. As the Prime Minister's department, PCO provides non-partisan advice on government policies and priorities, and on the Government's organization and its relations with Parliament, the provinces, and other institutions. PCO also advises on the breakdown of responsibilities among Ministers, appointments of Deputy Ministers, and on special matters, such as national security. As well, PCO is the secretariat for the Cabinet and its committees.

The Prime Minister's Deputy Minister has carried the title Clerk of the Privy Council since 1867. A second title, Secretary to Cabinet, was added in 1940. Changes to the *Public Service Employment Act* in 1992 brought a third title, Head of the Public Service, and responsibility for setting the strategic directions for the Public Service.

The department's Program, called the Privy Council Program, comprises five business lines: Office of the Prime Minister, Ministers' Offices, Privy Council Office, Commissions of Inquiry, Task Forces and Others, and Corporate Services.

The Program provides for the operation and support of the central decision-making mechanism of the Government of Canada.

The core component of the Privy Council Program is the Privy Council Office business line whose mission statement follows:



#### ***Our Mission***

***To serve Canada and Canadians by providing the best non-partisan advice and support to the Prime Minister and Cabinet.***

#### ***Our Values***

***We recognize the special need of the Prime Minister for timely advice and support. We dedicate ourselves to our work and to the effective functioning of Government. We believe that integrity, judgment and discretion are essential to achieving our mission. We believe that people are the strength of PCO.***

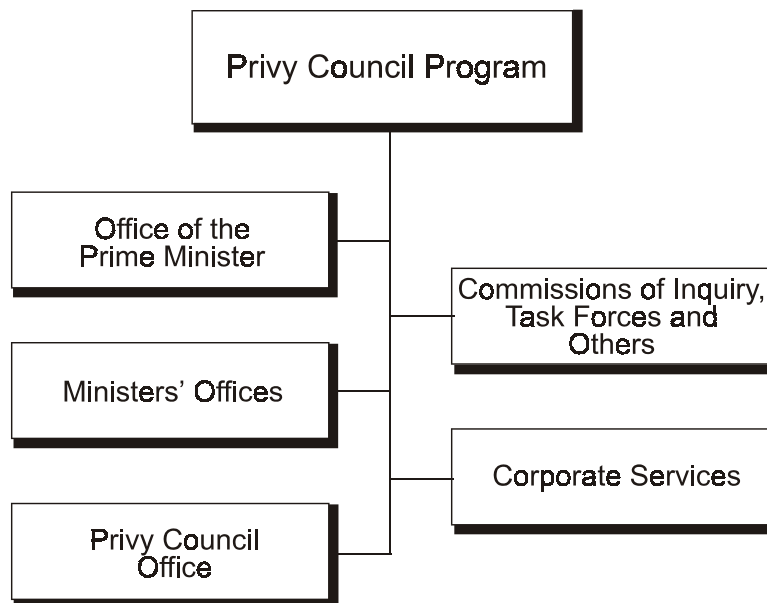
## 2. Departmental Organization

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The Privy Council Program operates in a complex, multi-level environment and is carried out primarily in Ottawa. An exception is the work of the Commissions of Inquiry and Task Forces, which may operate across Canada, as required.

In 2000-2001, the Privy Council Program consisted of five business lines. See Figure 1.

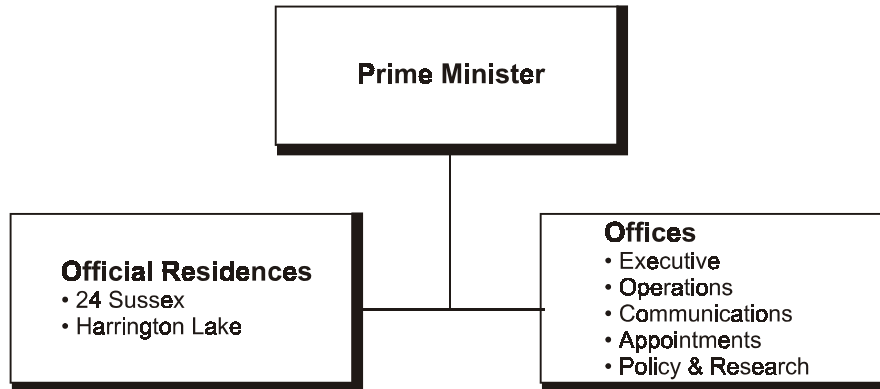
*Figure 1: Program Structure*



### **Business Line 1 – Office of the Prime Minister**

The objective of the **Office of the Prime Minister** business line is to provide advice, information and special services to support the Prime Minister as Head of Government and Chairman of Cabinet. This includes liaison with Ministers; issues management; communications; planning and operations related to the international community; and support for certain political responsibilities, including relations with the Government caucus. The business line also includes costs of operating the Official Residences of the Prime Minister. However, the National Capital Commission is responsible to furnish, maintain, heat and keep in repair the Prime Minister's Official Residences. The office, comprised of exempt staff, is under the direction of the Prime Minister's Chief of Staff.

*Figure 2: Office of the Prime Minister Business Line Organization Chart*

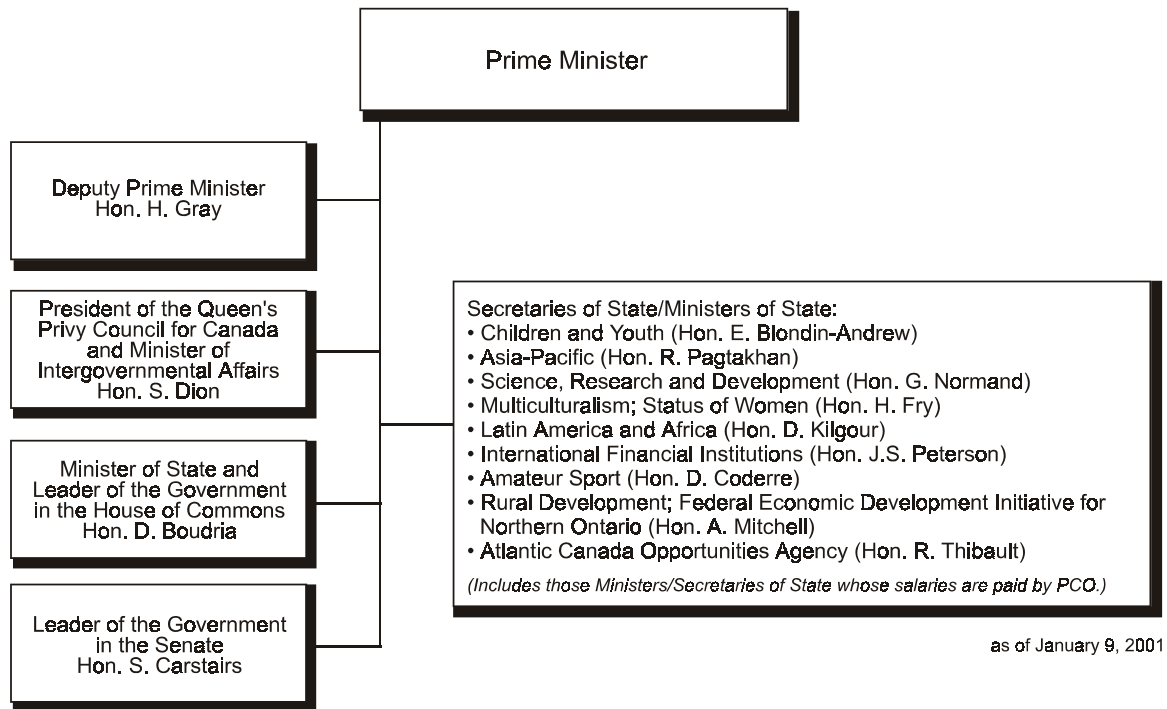


### **Business Line 2 – Ministers’ Offices**

The objective of the **Ministers’ Offices** business line is to provide advice, information and support services to the Deputy Prime Minister, the President of the Privy Council and Minister of Intergovernmental Affairs, the Minister of State and Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.

The Ministers’ Offices business line consists of the Office of the Deputy Prime Minister, which undertakes specific functions delegated by the Prime Minister; the Office of the President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs, which oversees federal, provincial and territorial relations; the Office of the Minister of State and Leader of the Government in the House of Commons, which is responsible for the Government’s legislative program in the House of Commons; and the Office of the Leader of the Government in the Senate, which manages the Government’s legislative program in the Senate. This business line is also responsible for the payment of the salaries and allowances for Secretaries of State and Ministers of State who assist Cabinet Ministers in carrying out this responsibilities. The operating budgets for these Secretaries of State and Ministers of State are reported by their respective departments. An executive assistant to each Minister is responsible for managing each of the above offices.

**Figure 3: Ministers' Offices Business Line Organization Chart**



### **Business Line 3 – Privy Council Office**

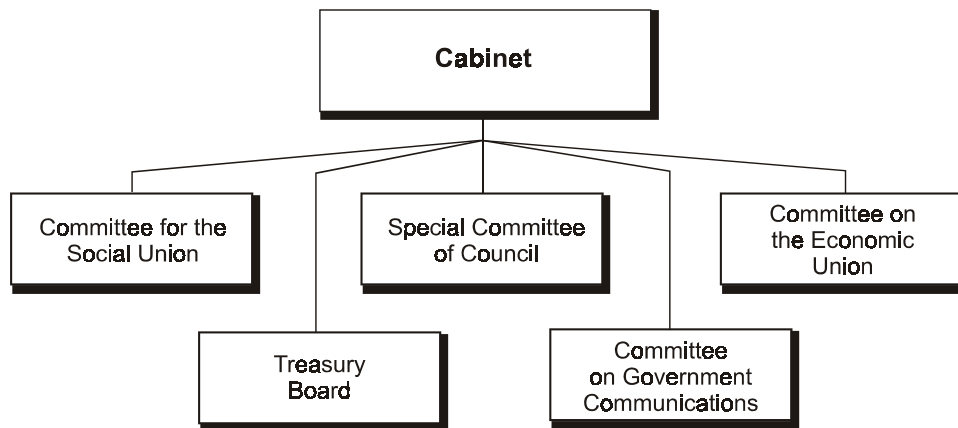
The objective of the **Privy Council Office** business line is to support the Prime Minister and Cabinet in the operation of the central policy decision-making process and to provide advice and information to the Prime Minister in the discharge of his responsibilities as Head of Government and Chairman of Cabinet. This also includes providing the necessary support to the four Ministers in the Privy Council Program as well as the Minister designated as the Federal Interlocutor for Métis and Non-Status Indians.

Fulfilling this objective involves working with federal departments and agencies to provide the best non-partisan advice and information. It also involves being attuned to the priorities of Canadians to offer strategic advice in the best interests of the country. The Privy Council Office works with provincial and territorial governments to understand regional issues and must be knowledgeable about international developments and their implications for Canada.

Another aspect of the responsibility of the Privy Council Office business line is to ensure that the Public Service as an institution has the capacity to serve Canadians and their elected representatives in the years ahead. As the responsibilities of government are redefined, the role of this business line is to advise the Prime Minister and other Ministers on priorities for change to enable the Public Service to adapt effectively.

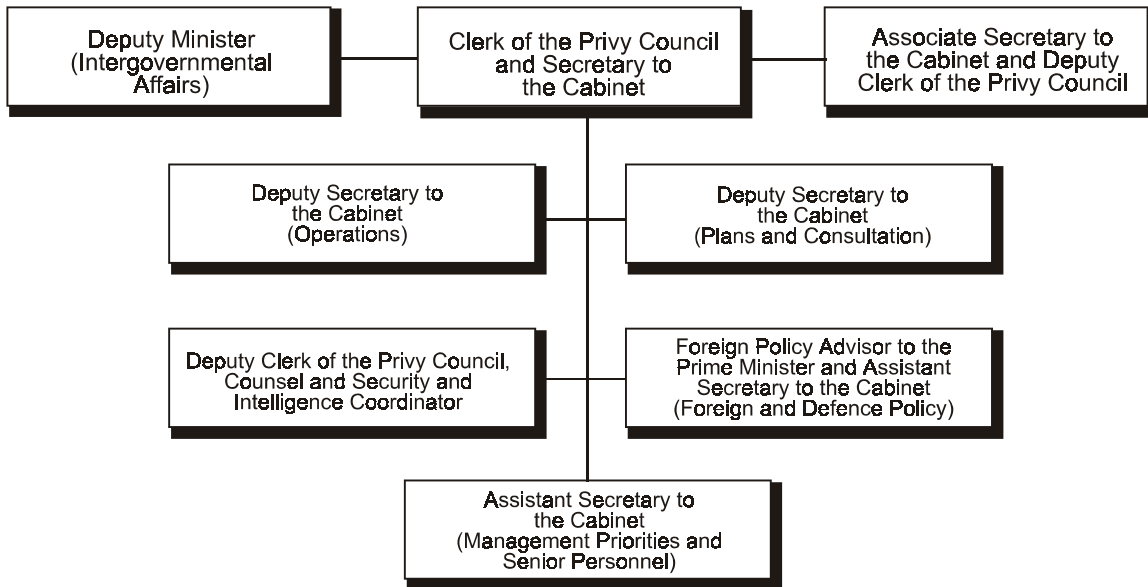
As the secretariat to the Cabinet, the role of the Privy Council Office business line is to provide policy information and advice to the Prime Minister, to Cabinet and to four of the five Cabinet committees, see Figure 4. (The fifth committee, Treasury Board, is supported by the Treasury Board Secretariat, a separate department of government.) See Figure 4.

**Figure 4: Cabinet Committees**



The Privy Council Office business line consists of the following branches: Intergovernmental Affairs, Operations, Plans and Consultation, Management Priorities and Senior Personnel, Deputy Clerk of the Privy Council and Counsel, Security and Intelligence, and finally, Foreign and Defence Policy. The Clerk of the Privy Council and Secretary to the Cabinet is accountable for the management of this business line and reports directly to the Prime Minister.

**Figure 5: Privy Council Office Business Line Organization Chart**



#### **Business Line 4 – Commissions of Inquiry, Task Forces and Others**

The objective of the **Commissions of Inquiry, Task Forces and Others** business line is to gather information and to report under specific terms of reference or to undertake independent projects or studies.

During the 2000-2001 fiscal year, this business line consisted of the Indian Specific Claims Commission (<http://www.indianclaims.ca>) and the Policy Research initiative (<http://policyresearch.gc.ca>). Each independent commission is managed by one or more commissioners. The Policy Research Initiative is headed by an Executive Director.

#### **Business Line 5 – Corporate Services**

The objective of the **Corporate Services** business line is to provide cost efficient and effective financial, administrative, information management and personnel services in support of departmental operations and systems.

This includes common and specialized services. Common services are provided to the other business lines. They include managing financial, administrative, information management, informatics, technical and human resources services as well as coordinating responses to requests for access to information under the *Access to Information Act* and *Privacy Act*.

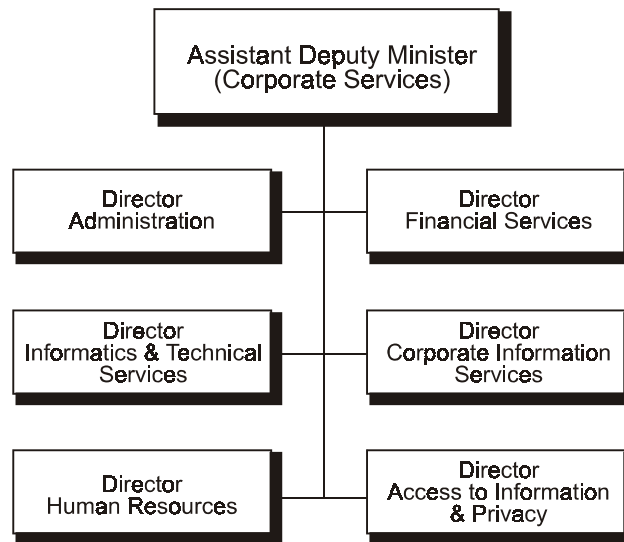
Specialized services include operating the Prime Minister’s switchboard, managing a correspondence unit responsible for non-political, non-personal mail addressed to the

Prime Minister and Ministers in his portfolio, and providing technical support for the Prime Minister's tours.

As well, this business line provides certain administrative services to commissions of inquiry, task forces and other independent entities.

The Corporate Services business line consists of Administration, Financial Services, Informatics and Technical Services, Corporate Information Services, Human Resources and Access to Information and Privacy. The Assistant Deputy Minister of Corporate Services manages this business line.

**Figure 6: Corporate Services Business Line Organization Chart**





## **ANNEX B FINANCIAL**

### **Financial Performance Overview & Tables**

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This section provides a financial performance overview using a set of various financial tables. The format of these tables is standard throughout the federal government. All figures reported under “Planned Spending,” “Total Authorities” and “Actual” columns of the Financial Tables correspond to amounts published in the 2000-2001 Main Estimates and in the 2000-2001 Public Accounts.

In 2000-2001, only the following financial tables were applicable to PCO’s operations:

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
5. Revenue
7. Transfer Payments

## Financial Table 1 – Summary of Voted Appropriations

### Financial Requirements by Authority (thousands of dollars)

Vote	2000-2001		
	Planned Spending	Total Authorities	Actual
<b>Privy Council Office</b>			
1 Program expenditures	85,571.0	92,564.9	<b>91,075.2</b>
(S) The Prime Minister's salary and motor car allowance	76.6	76.5	<b>76.5</b>
(S) President of the Privy Council -- Salary and motor car allowance	51.7	51.6	<b>51.6</b>
(S) Leader of the Government in the Senate -- Salary and motor car allowance	51.7	41.2	<b>41.2</b>
(S) Ministers without Portfolio or Ministers of State -- Motor car allowance	23.4	23.3	<b>23.3</b>
(S) Contributions to employee benefit plans	9,260.0	10,392.0	<b>10,392.0</b>
(S) Spending of proceeds from the disposal of surplus Crown assets	-	51.1	<b>26.1</b>
<b>Total Department</b>	<b>95,034.4</b>	<b>103,200.6</b>	<b>101,685.9</b>

Note: Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

## Financial Table 2 – Comparison of Total Planned Spending to Actual Spending

### Departmental Planned versus Actual Spending by Business Line (thousands of dollars)

Business Lines	FTEs	Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less:	
						Responsible Revenue*	Total Expenditures
<b>Office of the Prime Minister</b>	85	6,900.6	-	-	6,900.6	-	6,900.6
<i>(total authorities)</i>	85	7,158.0	-	-	7,158.0	-	7,158.0
<b>(Actuals)</b>	<b>82</b>	<b>6,779.1</b>	<b>0.2</b>	<b>-</b>	<b>6,779.3</b>	<b>-</b>	<b>6,779.3</b>
<b>Ministers' Offices</b>	82	8,480.8	-	-	8,480.8	-	8,480.8
<i>(total authorities)</i>	82	7,025.2	-	-	7,025.2	-	7,025.2
<b>(Actuals)</b>	<b>71</b>	<b>6,897.4</b>	<b>62.2</b>	<b>-</b>	<b>6,959.6</b>	<b>-</b>	<b>6,959.6</b>
<b>Privy Council Office</b>	401	39,360.0	-	5,697.0	45,057.0	-	45,057.0
<i>(total authorities)</i>	401	38,579.0	325.0	5,697.0	44,601.0	-	44,601.0
<b>(Actuals)</b>	<b>366</b>	<b>38,687.9</b>	<b>194.7</b>	<b>5,008.9</b>	<b>43,891.5</b>	<b>-</b>	<b>43,891.5</b>
<b>Commissions of Inquiry, Task Forces and Others</b>	24	8,643.0	-	-	8,643.0	-	8,643.0
<i>(total authorities)</i>	35	10,413.1	25.0	-	10,438.1	-	10,438.1
<b>(Actuals)</b>	<b>27</b>	<b>9,286.7</b>	<b>294.9</b>	<b>-</b>	<b>9,581.6</b>	<b>-</b>	<b>9,581.6</b>
<b>Corporate Services</b>	200	25,953.0	-	-	25,953.0	-	25,953.0
<i>(total authorities)</i>	225	32,138.3	1,840.0	-	33,978.3	-	33,978.3
<b>(Actuals)</b>	<b>231</b>	<b>29,717.9</b>	<b>4,756.0</b>	<b>-</b>	<b>34,473.9</b>	<b>-</b>	<b>34,473.9</b>
<b>Total</b>	792	89,337.4	-	5,697.0	95,034.4	-	95,034.4
<i>(total authorities)</i>	828	95,313.6	2,190.0	5,697.0	103,200.6	-	103,200.6
<b>(Actuals)</b>	<b>777</b>	<b>91,369.0</b>	<b>5,308.0</b>	<b>5,008.9</b>	<b>101,685.9</b>	<b>-</b>	<b>101,685.9</b>
<b>Other Revenues and Expenditures</b>							
<b>Non-responsible Revenues **</b>							(525.0)
<i>(total authorities)</i>							(1,153.6)
<b>(Actuals)</b>							<b>(1,153.6)</b>
<b>Cost of Services Provided by Other Departments</b>							7,837.0
<i>(total authorities)</i>							10,105.5
<b>(Actuals)</b>							<b>10,105.5</b>
<b>Net Cost of the Program</b>							102,346.4
<i>(total authorities)</i>							112,152.5
<b>(Actuals)</b>							<b>110,637.8</b>

\* Formerly "Revenues Credited to the Vote". In some cases, responsible revenues can also include the statutory item

"Expenditures pursuant to Section 29.1 (1) of the FAA."

\*\* Formerly "Revenues Credited to the General Government Revenues" (GGR).

### Financial Table 3 – Historical Comparison of Total Planned Spending to Actual Spending

**Departmental Planned versus Actual Spending by Business Line (thousands of dollars)**

Business Lines	1998-99 Actual	1999-2000 Actual	2000-2001		
			Planned Spending	Total Authorities*	Actual
Office of the Prime Minister	6,411.9	6,411.4	6,900.6	7,158.0	6,779.3
Ministers' Offices	7,013.9	6,992.7	8,480.8	7,025.2	6,959.6
Privy Council Office	37,987.3	39,298.3	45,057.0	44,601.0	43,891.5
Commissions of Inquiry, Task Forces and Others	3,884.5	4,536.0	8,643.0	10,438.1	9,581.6
Corporate Services	27,759.0	31,996.3	25,953.0	33,978.3	34,473.9
<b>Total</b>	<b>83,056.6</b>	<b>89,234.7</b>	<b>95,034.4</b>	<b>103,200.6</b>	<b>101,685.9</b>

\* Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

Explanation of variance between Planned Spending and Total Authorities.

During 2000-2001, additional funding of \$8.2 million was obtained for the following items:

- \$3.1 million in compensation for collective bargaining and for statutory adjustments such as employee benefit plans;
- \$2.2 million for improvements in information technology infrastructure;
- \$1.5 million for various items such as the operating budget carry forward used to alleviate internal workload pressures, the Public Works and Government Services Canada Accommodation Incentive and funding to support the development of the communications community;
- \$1.4 million to support the Policy Research Initiative.

## Financial Table 5 – Revenue

### Revenues by Business Line (thousands of dollars)

	1998-99 Actual	1999-2000 Actual	2000-2001		
			Planned Revenues	Total Authorities	Actual
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	-	-	-	-	-
Commissions of Inquiry, Task Forces and Others	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Total Respendable Revenue</b>	-	-	-	-	-
Tax Revenues	51.6	38.5	-	-	-
Non-Tax Revenues	538.6	875.8	525.0	1,153.6	1,153.6
<b>Total Non-respendable Revenues</b>	<b>590.2</b>	<b>914.3</b>	<b>525.0</b>	<b>1,153.6</b>	<b>1,153.6</b>
<b>Total Revenues</b>	<b>590.2</b>	<b>914.3</b>	<b>525.0</b>	<b>1,153.6</b>	<b>1,153.6</b>

## Financial Table 7 – Transfer Payments

### Transfer Payments by Business Line (thousands of dollars)

	1998-99 Actual	1999-2000 Actual	2000-2001		
			Planned Spending	Total Authorities	Actual
<b>GRANTS</b>					
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	48.0	48.0	53.0	53.0	53.0
Commissions of Inquiry, Task Forces and Others	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Total Grants</b>	<b>48.0</b>	<b>48.0</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>
<b>CONTRIBUTIONS</b>					
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	4,001.4	3,979.6	5,644.0	5,644.0	4,955.9
Commissions of Inquiry, Task Forces and Others	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Total Contributions</b>	<b>4,001.4</b>	<b>3,979.6</b>	<b>5,644.0</b>	<b>5,644.0</b>	<b>4,955.9</b>
<b>Total Transfer Payments</b>	<b>4,049.4</b>	<b>4,027.6</b>	<b>5,697.0</b>	<b>5,697.0</b>	<b>5,008.9</b>

## ANNEX C OTHER INFORMATION

### 1. Contacts for Further Information and Departmental Web Sites

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Publications / Inquiries	(613) 957-5153
Prime Minister	<a href="http://pm.gc.ca">http://pm.gc.ca</a>
Leader of the Government in the House of Commons	<a href="http://www.pci-bcp.gc.ca/lgc">http://www.pci-bcp.gc.ca/lgc</a>
Intergovernmental Affairs	<a href="http://www.pco-bcp.gc.ca/aia">http://www.pco-bcp.gc.ca/aia</a>
Privy Council Office	<a href="http://www.pco-bcp.gc.ca">http://www.pco-bcp.gc.ca</a>
<i>Speech from the Throne</i>	<a href="http://www.pco.bcp.gc.ca/sft-ddt">http://www.pco.bcp.gc.ca/sft-ddt</a>
Regulatory Affairs and Orders in Council Secretariat	<a href="http://www.pco-bcp.gc.ca/raoics-srdc">http://www.pco-bcp.gc.ca/raoics-srdc</a>
Voluntary Sector Task Force	<a href="http://www.pco-bcp.gc.ca/volunteer">http://www.pco-bcp.gc.ca/volunteer</a>
Indian Specific Claims Commission	<a href="http://www.indianclaims.ca">http://www.indianclaims.ca</a>
Policy Research Initiative	<a href="http://policyresearch.gc.ca">http://policyresearch.gc.ca</a>

## **2. Legislation Administered and Associated Regulations**

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### **Prime Minister**

<i>Canadian Centre for Management Development Act</i>	1991, c.16, s.20, as amended
<i>Constitution Acts</i>	
<i>Governor General's Act</i>	R.S. 1985, c.G-9, as amended
<i>Inquiries Act</i>	R.S. 1985, c.I-11, as amended
<i>Ministries and Ministers of State Act</i>	R.S. 1985, c.M-8
<i>National Round Table on the Environment and the Economy Act</i>	1993, c.31
<i>Public Service Rearrangement and Transfer of Duties Act</i>	R.S. 1985, c.P-34
<i>Royal Style and Titles Act</i>	R.S. 1985, c.R-12
<i>Royal Style and Titles (Canada) Act</i>	1947, c.72 (see also R.S.C. 1970, c.12)
<i>Salaries Act</i>	R.S. 1985, c.S-3, as amended

### **President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs**

<i>Canadian Transportation Accident Investigation and Safety Board Act</i>	1989, c.3, as amended
<i>Oaths of Allegiance Act</i>	R.S. 1985, c.O-1
<i>Parliamentary Employment and Staff Relations Act</i>	R.S. 1985, c.33 (2nd Supp.), as amended
<i>Public Service Staff Relations Act</i>	R.S. 1985, c.P-35, as amended
<i>Representation Act, 1974</i>	1974-75-76, c.13, as amended
<i>Representation Act, 1985</i>	1986, c.8, as amended

### **Minister of State and Leader of the Government in the House of Commons**

<i>Elections Canada Act</i>	R.S. 1985, c.E-2, as amended
<i>Electoral Boundaries Readjustment Act</i>	R.S. 1985, c.E-3, as amended
<i>Electoral Boundaries Readjustment Suspension Act, 1994</i>	1994, c.19
<i>Parliament of Canada Act</i>	R.S., 1985, c.P-1, as amended
<i>Referendum of Canada Act</i>	1992, c.30, as amended



### **3. Statutory Annual Reports and Other Departmental Reports**

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#### **Annual Report to the Prime Minister on the Public Service of Canada**

Pursuant to Section 47.1 of the *Public Service Employment Act*, the Clerk of the Privy Council, as Head of the Public Service, shall submit a report on the state of the Public Service each fiscal year to the Prime Minister. This report is then tabled in the House of Commons by the Prime Minister.

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