



# Privy Council Office

## 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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Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/65-2000

ISBN 0-660-61376-X



## 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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# **Privy Council Office**

## **Performance Report**

**For the  
period ending  
March 31, 2000**

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The Right Honourable Jean Chrétien  
Prime Minister of Canada

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Canada is a nation built on hard work, dreams, and the investments of generations. Together, we have succeeded in creating a country of diversity, tolerance, generosity and compassion, whose citizens enjoy the highest quality of life in the world.

Canadians have realized this accomplishment by pursuing a balanced approach that promotes individual freedom and economic prosperity, while at the same time sharing risks and benefits. This has involved a recognition of the strength of diversity and of different cultures, and of the benefits of a partnership between citizens and their governments.

As we enter the new millennium, Canadians share a common, national cause – to continue building a dynamic, prosperous country that seizes all the opportunities of the new knowledge-based economy and society. In moving forward, we must continue to ensure that these opportunities are available to all, and that no one is left behind. Governments, communities, businesses and individual Canadians all have crucial roles to play in advancing the great Canadian success story into the 21st century.

In the year ahead, I will look to the Public Service of Canada, and the Privy Council Office in particular, for support and advice in implementing the Government's policy priorities and in delivering the important services and programs that Canadians value.

I am pleased to present the *1999-2000 Departmental Performance Report* for the Privy Council Office. This document reports on the Privy Council Office's performance in achieving the priority commitments made in the *1999-2000 Report on Plans and Priorities*.



## II DEPARTMENTAL PERFORMANCE

### A. Societal Context

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The Privy Council Office serves as both the Secretariat to the Cabinet and the department that provides professional, non-partisan advice to the Prime Minister on a range of policy, management, and operational issues. As such, the Privy Council Office must be sensitive to the priorities of Canadians and offer strategic advice in the best interests of Canadians and Canada.

In carrying out its mandate, collaboration and co-ordination are essential: the Privy Council Office must work closely with government departments and agencies to develop a shared understanding of the Government's priorities and to provide advice on advancing the Government's agenda.

The Privy Council Office must operate in a dynamic, multi-level environment, and must balance diverse and, at times, competing perspectives. Sensitivity and accuracy are essential. In addition, the Privy Council Office must work with provincial and territorial governments, take account of regional issues, and be attuned to international developments and their implications for the country.

The challenges facing the Privy Council Office at the start of the 21st century reflect the fundamental socioeconomic changes affecting Canada, being brought on by the global economy, driven by technology and information. These changes are creating both dramatic challenges and opportunities for growth and development and the key to their success is a high quality public service able to work in a knowledge-based economy.

In particular, the future will increasingly demand excellence in government policy, administration and services. At the same time, 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. Key to reconnecting governments to their citizens will be greater transparency and accountability in how government operates.



## B. Performance Results

<b>Chart of Key Results Commitments Privy Council Office (PCO)</b>	
to provide Canadians with:	to be demonstrated by:
good Government by providing the best non-partisan advice and support to the Prime Minister and Cabinet	<ul style="list-style-type: none"><li>• policy advice and support to the Prime Minister and to other Ministers within the Prime Minister's portfolio: the Deputy Prime Minister, the President of the Queen's Privy Council for Canada 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;</li><li>• efficient operation of the Cabinet decision-making process in accordance with the principles of responsible government, as well as the Prime Minister's design;</li><li>• interdepartmental co-ordination on major policy issues supporting the Government's priorities;</li><li>• interdepartmental co-ordination and leadership on public service reform initiatives to support the Government's priorities; and</li><li>• the cost efficient handling of the volume of correspondence that Canadians address to their Prime Minister.</li></ul>

## C. Performance Accomplishments

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This section reports on the commitments made in the *1999-2000 Report on Plans and Priorities*. In general, the Privy Council Program is committed to helping the Government achieve its priorities and develop future plans and objectives. It also plays an important role in ensuring the Public Service of Canada remains a vital and efficient institution.

The following chart summarizes the financial information for the Program and includes three figures to show the following:

- what the plan was at the beginning of the year (**Planned Spending**);
- what additional spending Parliament approved for the Privy Council Office to reflect changing priorities and unforeseen events (**Total Authorities**); and
- what was actually spent (**1999-2000 Actuals**).

<b>Privy Council Office</b>	
Planned Spending	\$81,602,860
<i>Total Authorities</i>	<i>\$90,955,471</i>
<b>1999-2000 Actuals</b>	<b>\$89,234,702</b>

PCO started the year with authorities of \$81.6 million. Supplementary estimates and year-end adjustments of \$9.4 million were approved during the fiscal year, increasing the total authorities to \$91.0 million. In 1999-2000, PCO spent \$89.2 million with the lapse of approximately \$1.8 million due primarily to lower than planned operating costs and contribution payments.

The Privy Council Office (PCO) fills a dual role within the Government of Canada.

As the Prime Minister's department, PCO works with departments across government to provide advice, information and 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 deals in varying degrees with government-wide issues. At times, PCO assumes a leadership role, overseeing, co-ordinating and monitoring the issues, projects and priorities that come before it. On other occasions, PCO is a participant, assisting and working with other government departments in their work.

These diverse roles – that of a leader and participant – are evident in PCO's ongoing activities. However, no matter its role, all PCO initiatives support its mandate: to provide the best non-partisan advice and support to the Prime Minister and Cabinet.

Throughout 1999-2000, the Privy Council Office supported the Prime Minister and Cabinet in the operation of the central policy decision-making process by providing advice on a broad range of social, economic, fiscal, national security, and foreign and defence policy issues, and by co-ordinating materials relating to the meetings and committees of Cabinet. As part of these responsibilities, PCO also helped to manage the 1999 priority-setting process, 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.

### **Advancing the Government's Policy Priorities**

Specifically in 1999-2000, PCO worked with departments and agencies to achieve the key commitments made in the 1999 Speech from the Throne. These focussed on eight government-wide priorities.

#### ***1. A Strong and United Canada***

PCO provides ongoing strategic advice on the management of the federation and the promotion of national unity.

Following the Supreme Court of Canada's Secession Reference Decision, PCO developed and evaluated options to ensure that in the event of a future referendum on secession, Canadian unity is not threatened through a lack of clarity. During the past year, PCO assisted in developing Bill C-20, the "Clarity Bill." This legislation provides a framework for the House of Commons to determine whether or not a referendum question clearly expresses the will to secede by a clear majority of a province's population.

PCO organized and chaired an interdepartmental committee of Deputy Ministers and Assistant Deputy Ministers to help advance the implementation of the Social Union Framework Agreement signed by First Ministers in February 1999. The committee provided overall co-ordination and strategic direction to the Government's efforts to implement the agreement, including commitments related to the mobility of Canadians, greater accountability to citizens, and strengthened collaboration between governments to improve social programs.

Another function of the PCO is to support the Government and its various partners in Canadian society in achieving full recognition of the diversity inherent in the federation. In this capacity, PCO worked with other central agencies and departments to ensure that the Government's proposed policies and programs, including those developed in collaboration with other governments, respect the unique needs of the country's various regions and minorities.

In 1999-2000, PCO advised the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs on the introduction of Bill S-22, which deals with the harmonization of federal law with the civil law of the Province of Quebec.

PCO helped create a Forum of Federations, a non-governmental organization responsible for the exchange of research and information on the challenges faced by established and emerging federations. The forum was officially launched at the International Conference on Federalism held at Mont Tremblant, Quebec, in October 1999.

## ***2. Children and Youth***

PCO continues to support the Government as it works with its provincial and territorial partners on initiatives to improve the well-being of children. In the past year, PCO collaborated with other departments to implement increases in the National Child Benefit and enhance the underlying policy. During interdepartmental meetings, PCO helped to set the priorities for implementing the Early Childhood Development Initiative, a key component of the National Children's Agenda. As well, PCO provided liaison between the Government and Senator Pearson in her role as Personal Representative of the Prime Minister in preparations for the United Nations Special Session on Children.

In collaboration with other federal departments, provinces and territories, PCO continues to help create opportunities for young Canadians. In 1999-2000, PCO monitored progress on the implementation of the Government's Youth Employment Strategy. Along with the Treasury Board Secretariat, PCO assisted in the renewal of the federal public sector Youth Internship Program. PCO also helped to develop options for renewing the Department of National Defence Youth Programs for Cadets, Canadian Junior Rangers, and the Primary Reserve and collaborated with the Department of Canadian Heritage on the development of Exchanges Canada.

## ***3. A Dynamic Economy***

PCO also worked to advance the Government's commitment to invest in the knowledge and information economy. It collaborated with Industry Canada and other departments on the "Connecting Canada" strategy of encouraging competitiveness and facilitating better informed, connected citizens. The strategy features on-line and e-commerce access for all Canadians.

During 1999-2000, PCO devoted considerable time to the farm income challenge faced by many agricultural producers. PCO worked closely with Agriculture and Agri-Food Canada and other departments to solicit and evaluate a full range of possible policy responses to this issue. As well, PCO played an active role in an interdepartmental process to reform the grain handling and transportation system, a key commitment of the Government.

Through its work with the Treasury Board Secretariat, Transport Canada, Industry Canada, and the Department of Canadian Heritage, PCO helped to develop a strategy for ensuring that Canada has 21st century infrastructure in accordance with the commitment made in the 1999 Speech from the Throne. More specifically, PCO worked with those departments, as well as Environment Canada, Indian and Northern Affairs, the Rural Secretariat and the regional development agencies to elaborate the detailed program design for the Infrastructure Canada Program. In addition, PCO collaborated with Public Works and Government Services Canada, the Treasury Board Secretariat and National Defence to ensure that Ministers were briefed fully to make informed decisions on major procurement projects.

#### ***4. Health and Quality Care***

The Government responded to the growing complexity of issues that came before it by increasing its commitment to horizontal management. In 1999-2000, that commitment was evident in many PCO activities, including the area of health care. Along with other departments, for example, PCO helped to launch the Canadian Institutes of Health Research, a service agency that brings together the four key components of health research: biomedical, clinical, population health, and health services. This effort helped to build on Canada's research base by supporting and linking researchers in new ways. PCO also supported the Prime Minister on the health agenda and on key files such as Hepatitis C. As well, PCO assisted Health Canada in the reorganization of its Health Protection Branch.

#### ***5. The Quality of our Environment***

During the year, PCO collaborated with other departments and central agencies on the issue of climate change. PCO worked to ensure that federal, provincial and international agendas on climate change are in line with the overall Government objective of sustainable economic development. Along with other departments, PCO supported the Climate Change Secretariat in its efforts to develop a strategy for implementing the Kyoto Protocol. As well, PCO supported a committee of Deputy Ministers established to encourage close collaboration among departments in advance of federal-provincial and international meetings on climate change.

#### ***6. Stronger Communities***

PCO continued to work closely with departments to advise the Government on implementing the National Strategy on Community Safety and Crime Prevention. PCO's advice to the Government on the resource review of the RCMP resulted in additional funding to strengthen the force as well as other law enforcement partners and the National Parole Board. In addition, PCO assisted in developing the Maintaining Lawful Access to Information and Communications initiative, which responded to technological challenges facing law enforcement and national security agencies in maintaining lawful intercept and search and seizure capabilities. PCO also helped develop the Canadian Public Safety

Information Network, which will modernize federal information systems; provide criminal justice partners with timely, reliable information; combat organized crime; and promote effective corrections.

In a similar manner, PCO fostered co-operation and collaboration between departments and among provinces in their efforts to address the critical issue of homelessness. It encouraged 15 departments to work closely with Human Resources Development Canada (HRDC) on a \$753-million Homelessness Strategy. In particular, PCO helped to forge a strong working relationship between HRDC, the Canada Mortgage and Housing Corporation, and the central agencies.

PCO continued to support the Government's commitment to explore with the voluntary sector new models for overseeing and regulating registered charities and enhancing their accountability to the public. Specifically, it advised the Reference Group of Ministers on the Voluntary Sector as well as several joint tables comprising representatives from government and the voluntary sector. These will guide the implementation of initiatives under the program Partnering with the Voluntary Sector.

## ***7. The Relationship with Canada's Aboriginal People***

Throughout the year, PCO worked to address a key commitment of the Government to expand opportunities for Aboriginal people. PCO collaborated with other departments to advance self-government initiatives and land claims, including the conclusion of the Nisga'a self-government agreement. PCO also helped co-ordinate the Government's response to the Supreme Court's *Marshall* ruling, clarifying its implications, particularly as they affect resource-sharing in the Atlantic fishery. PCO performed a similar role during the Government's response to the court's *Corbière* decision. In addition during the year, the Indian Specific Claims Commission, an independent body under PCO, conducted several inquiries on native claims and provided mediation to help First Nations and the Government reach claim settlements.

During the year, PCO also co-ordinated an Aboriginal Special Session for Ministers to review key issues, progress and challenges associated with native people's social and economic development. As well, PCO supported the creation of a senior-level committee to assist in providing long-term direction and policy development on critical Aboriginal issues. PCO also supported the Department of Foreign Affairs and International Trade in developing and advancing Canada's positions on indigenous issues in international forums. This work enabled Canada to play a leadership role during consideration of draft United Nations and Organization of American States declarations on indigenous rights.

## ***8. Canada's Place in the World***

Throughout the year, PCO provided support to the Prime Minister in his international role as Head of Government as well as on foreign and defence policy developments. In 1999-2000, the Prime Minister visited several countries, including the United States, Mexico, Ireland, Austria, Germany, Italy, Bosnia, New Zealand, Japan, Senegal, Nigeria,

South Africa and Turkey. In addition, the Prime Minister received visits from delegations and heads of state of some 20 countries.

During the year, PCO supported efforts to improve Canadian trade and was particularly active in assisting the Prime Minister and his delegation during the Asia-Pacific Economic Co-operation (APEC) meeting in New Zealand and the Team Canada visit to Japan. As well, PCO assisted the Department of Foreign Affairs and International Trade when Canada hosted the Free Trade Area of the Americas meeting in Toronto.

PCO also advised and supported the Prime Minister in representing Canada at several international summits. These included NATO in Washington; the G-8 in Germany; the Stability Pact in Sarajevo; la Francophonie, which Canada hosted in Moncton; and the Commonwealth in South Africa.

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

Throughout the year, the Intelligence Assessment Secretariat in PCO prepared evaluations of country, regional and global conditions of interest to senior Canadian decision makers.

In addition, PCO was part of outreach initiatives to other countries and regions, including Japan, New Zealand and the Caribbean, and to organizations, such as the Organisation for Economic Development and Co-operation, to develop best practices, discuss models, and share lessons learned in strengthening policy capacity and regulatory governance.

PCO worked with the Department of Foreign Affairs, National Defence and CIDA to provide support and advice during the conflict in East Timor. This included advising on the decision to deploy air, sea and land forces to participate in a peace enforcement operation. Also, following the massive earthquakes in Turkey and flooding in Mexico, Venezuela and Mozambique, PCO initiated a discussion among departments that led to the creation of a co-ordinating Task Force on response to international disasters.

In 1999-2000, PCO also helped co-ordinate consultations between Canada and the United States on border security co-operation. As well, PCO facilitated ministerial discussions on defence and public safety matters.

## **Supporting the Government's Program in Parliament**

Throughout 1999-2000, PCO worked to ensure the efficient operation of the Cabinet's decision-making process and actively supported the Government's program in Parliament. It co-ordinated departmental legislative initiatives and supported and advised the Prime Minister, Ministers in his portfolio, and the Clerk of the Privy Council on a legislative agenda to implement key elements of the Government's economic and social strategy. PCO ensured co-ordination and consultation among federal departments in bringing forward for introduction to Parliament some 30 legislative initiatives. PCO also co-ordinated draft legislation for Cabinet consideration and authority to introduce.

In addition, PCO continued to provide legal, policy and procedural advice and support to Ministers in the Prime Minister's portfolio on the Government's overall program in Parliament. PCO's advice and support related to Ministers' roles and responsibilities as Members of Parliament; legal proceedings with government-wide implications or relating to the Prime Minister's prerogatives; the interpretation of Cabinet confidences; government legislation and regulations; and electoral issues. PCO also assisted the Leaders of the Government in the House of Commons and the Senate in co-ordinating the Government's legislative agenda in Parliament.

PCO managed the 1999 priority-setting process, in which advice on priorities and future policy directions for the Speech from the Throne and other Government commitments is provided to Ministers. PCO also developed documents and tools to assist departmental analysts prepare Memoranda to Cabinet. As well, PCO initiated weekly committee and Cabinet debriefing and outlook sessions with departmental cabinet liaison personnel.

During 1999-2000, PCO provided support for Parliament's amendments to the *Canada Elections Act*, which would update the country's electoral framework and enhance its position as a model electoral democracy.

## **Addressing Other Key Priorities**

As outlined in the Clerk's *Seventh Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk emphasized that by continuing to focus on three pillars – modernizing service delivery, strengthening our policy capacity, and focussing on our people – the Public Service will continue to serve Canada and Canadians well through improved public sector management practices.

During 1999-2000, PCO worked in close co-operation with other departments and agencies to further a number of other important priorities.

### *Build Policy Capacity*

During 1999-2000, PCO supported the Assistant Deputy Minister Policy Forum, which promotes horizontal policy development among policy Assistant Deputy Ministers (ADMs) and departments and provides forums for policy review. PCO also organized a



series of policy forums for ADMs on longer-term priorities for managing the Government's economic, social and regional development agendas.

PCO worked through several avenues to strengthen the capacity of the Public Service to provide sound advice. For example, in collaboration with the Department of Justice and other departments, PCO developed several initiatives to ensure that the full range of public policy instruments are explored by policy advisers when advising Cabinet and the Prime Minister. PCO participated with other departments and sectors in research projects, reports, and seminars on policy development. As well, PCO created an inventory of federally sponsored research on aging as a resource for policy development.

The Policy Research Initiative (PRI) co-ordinated several interdepartmental policy research networks and projects on a range of social and economic issues, engaging many departments and agencies, as well as academics and representatives of other sectors. The PRI commissioned the Project on Trends, a joint initiative with the Social Sciences and Humanities Research Council of Canada, in which academics and researchers from diverse disciplines examine major trends and their potential implications for policy.

To integrate regional issues and perspectives, the PRI co-ordinated, along with federal departments and regional partners, conferences of special concern to Canada's regions. Topics included skills development in the knowledge-based economy and population health perspectives. In November 1999, the PRI organized the second annual National Policy Research Conference and launched the Canadian Policy Research Awards. In addition, the PRI began work on the conference, *Rethinking the Line: The Canada-US Border*, to be held in Vancouver in October 2000.

#### *Enhance Communications*

Throughout the year, PCO offered communications advice to the Prime Minister and developed and implemented an extensive communications plan for the Government's October 1999 Speech from the Throne.

PCO also served as Secretariat to the Ad Hoc Committee of Cabinet on Government Communications. The committee advised Ministers and departments; ensured that government communications were coherent across departments; and helped Canadians become better informed on government policies, programs and services. Through presentations and conferences in the National Capital Region and in the regions, PCO helped to ensure broader understanding of the Government's communications priorities and approaches. PCO also provided follow-up to direction given by the committee.

In addition, PCO collaborated with central agencies having key communications responsibilities, such as the Canada Information Office, Public Works and Government Services Canada, and Treasury Board, on government communications initiatives. These included renewing the Government of Canada Communications Policy; establishing guidelines on advertising, fairs and exhibitions; implementing Service Canada, an

initiative to improve Canadians' access to government services; and planning and implementing the Government's Corporate Communications Initiative.

PCO also devoted considerable time to the growing volume of correspondence addressed to the Prime Minister. In the past year, Canadians sent nearly 800,000 pieces of correspondence to the Prime Minister, up from the previous year's total of 375,000. This considerable increase is due to the growing use of e-mail and to organized mail-in campaigns using form letters. To handle the volume, PCO relied on a leading-edge correspondence management system installed as part of Treasury Board's common systems initiative. As a result, no personnel cost increases were incurred and all responses were processed within normal time frames.

Since 1997-98, PCO has been reviewing and streamlining its Access to Information process. To improve timeliness and meet deadlines required by the Act, PCO has installed a new information system and allocated additional resources to the program. As a result, performance in responding to access requests improved significantly.

PCO also advanced the Government's commitment of integrating policy research and development with communications, to encourage interdepartmental co-operation in communicating government priorities and programs.

#### *Strengthen Service to Canadians*

PCO plays a key role in ongoing initiatives to improve the delivery of programs and services to Canadians. PCO and the Treasury Board Secretariat continue to work with departments to explore efficient, responsive and affordable service delivery methods.

The October 1999 Speech from the Throne established milestones for using the Internet and other information technology to put government information and services on-line by 2004. An initial step was PCO's work with the Treasury Board Secretariat to develop the strategic information management/information technology infrastructure that would ensure reliable, secure and adaptive electronic service to Canadians. PCO has also collaborated with Treasury Board and other government departments to give direction and support for the launch of Service Canada. This initiative will allow Canadians to have one-stop access to a wide range of government information and services through kiosks, by telephone and over the Internet. The service will have a "common look and feel," helping citizens to get the services they need quickly and conveniently and gain a better understanding of federal programs and services.

During the year, PCO provided support and advice to the Prime Minister and Ministers and their departments on the creation of new service agencies. PCO helped to develop the organizational framework and implementation plan and strategy for the formation of the Canadian Institutes of Health Research and the Canada Customs and Revenue Agency. In each case, PCO conducted an assessment of the business case and provided assistance from conceptualization through legislative development and adoption by Parliament.

## **Strengthen the Management Agenda and Renew the Public Service**

The Privy Council Office supported the Clerk in his unique and evolving role as Head of the Public Service of Canada and worked closely with other departments to strengthen public service management. For example, through its work with the Treasury Board Secretariat, the Public Service Commission, Deputy Minister Champions and other central agencies, PCO demonstrated leadership in helping to integrate the work of the central agencies and influence improvements to the management of the Public Service by setting the agendas of senior level meetings, co-ordinating performance evaluations of Deputy Ministers, and recommending senior-level appointments.

Throughout the year, PCO worked with three deputy minister-level committees created to examine the next steps related to recruitment, workplace well-being, learning and development. As a result of the first Public Service Employee Survey, which identified workplace issues affecting recruitment and retention, PCO worked to streamline reporting requirements; supported the Committee of Senior Officials; and advised the Treasury Board Secretariat on the design, implementation, and follow-up to the Survey. PCO also continued to support the Secretariat on many compensation issues and provided guidance on a new classification and compensation system for chief executive officers of Crown corporations. The second report of the Strong Committee was published in March 2000 and its recommendations have been accepted by the Government and are being implemented. As well, PCO assisted Deputy Ministers in developing plans to renew the Regulatory and Inspection, Science and Technology, and Human Resources communities. In addition, PCO advised the Public Service Commission on implementing the new values-based merit framework to give greater flexibility to the staffing system.

As required in the Undertakings Plan negotiated between PCO and the Canadian Human Rights Commission, PCO surveyed its own work force to identify gaps in the representation of designated groups. PCO reviewed its employment systems to identify barriers to employment or benefits that are unrelated to ability. PCO then developed a three-year employment equity action plan to address any deficiencies in its staffing practices, nominated an Employment Equity Champion at the deputy minister level, and created an Employment Equity Advisory Committee. Through various committees, PCO assisted in developing the Universal Classification System (UCS) and provided guidance on its implementation to the Secretary of the Treasury Board.

Throughout 1999-2000, PCO ensured that human resources management and planning remained high on the agenda of all Deputy Ministers. PCO collaborated with The Leadership Network and Deputy Minister Champions to enhance management of the ADM system. PCO worked to ensure that corporate development programs contributed to a strong Public Service in the future. As well, PCO worked with other central agencies to promote recognition of the Public Service through the Outstanding Achievement Awards, Awards of Excellence, the Head of the Public Service Award and National Public Service Week. PCO also assisted in preparing deputy minister accountability agreements in which corporate priorities are established as part of the Performance Management Program.

PCO's efforts contributed significantly to the ongoing program to develop and promote a values-based Public Service. PCO helped regional councils deliver values and ethics workshops, examined policy questions related to values and ethics, and provided general leadership through the Deputy Minister Values and Ethics Champion and related support within PCO.

In addition, PCO supported the Clerk in his role as Chair of the Canadian Centre for Management Development (CCMD) Board of Governors. In this capacity, the Clerk ensured that CCMD activities were consistent with the Public Service management agenda and encouraged CCMD to provide an innovative, creating learning environment for Public Service managers.

PCO also worked closely with key departments and agencies to ensure a co-ordinated federal government approach to Year 2000 issues, including both the compliance of its own systems and effective contingency planning. During the year, PCO ensured that all its applications, infrastructure and systems were Year 2000 compliant, a project which it completed on time and under budget. A residual benefit from this initiative was that PCO developed crisis infrastructure and contingency plans to prepare the organization for other challenges. The PCO Year 2000 Planning and Coordination Group developed the first Continuity of Government Plan to assist the Clerk and PCO Senior Management to manage developments relating to the Year 2000 transition that might have had an impact on the continuity of government operations. This included developing crisis roles and scenario plans for potential situations over the critical period.

PCO provided leadership and co-ordination in developing a government-wide approach to risk management. As part of this work, PCO assisted in the preparation of the report, *Risk Management for Canada and Canadians: the Report of the ADM Working Group on Risk Management*, which was released in March 2000 to stimulate discussion on the issue.

Together with the Treasury Board Secretariat, PCO continued to foster and support modern comptrollership and the implementation of the Financial Information Strategy (FIS) to meet the 2001 implementation targets. The successful implementation of FIS will facilitate the management of programs and their delivery and will provide a valuable management tool for decision making and performance measurement to improve overall effectiveness of program delivery.

As an organization, PCO continued to implement the recommendations of the *Report of the Independent Review of the Panel on Modernization of Comptrollership in the Government of Canada*. PCO worked to implement new processes and structures in line with the Government's Financial Information System. During the 1999-2000 fiscal year, PCO concentrated its FIS efforts on becoming system ready on April 1, 2000. The work that began in 1998-99 with the selection of FreeBalance as the new, integrated

departmental financial and materiel management system, continued in 1999-2000 with the implementation of the system on April 1, 1999. As a result, a number of existing financial and materiel management systems were replaced or modified..

### **Supporting Commissions of Inquiry and Task Forces**

Commissions of Inquiry and Task Forces are established by order in council under the *Inquires Act* and given specific terms of reference. Their objective is to gather information and report under their terms of reference. Only one Commission of Inquiry was under way in 1999-2000.

#### *Indian Specific Claims Commission*

The Indian Specific Claims Commission conducts impartial inquiries when a First Nation disputes the rejection of their specific claim by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria used by the Government in negotiating the settlement of their claim. As well as conducting formal inquiries, the Commission, at the request of the Government or First Nation, provides or arranges mediation and facilitation regarding claims.

The Commission continues to provide direction and assistance when requested by the Department of Indian Affairs and Northern Development and the Assembly of First Nations regarding the possible creation of a new independent claims body. As well, the Commission continues to work within its mandate and to offer mediation/facilitation services.

In 1999-2000, the Commission completed 11 inquiries and issued six reports; five reports are in progress. Since its creation, the Commission has completed 52 inquiries and reported on 47. Of the 52 inquiries, 24 have been settled or accepted for negotiations. Currently, the Commission is conducting 14 inquiries.

During the year, the Commission's mediation unit provided mediation in 14 ongoing claims. Of these, 11 are being carried out in formal claims negotiations between the First Nations and the Government, while the other three claims are being pursued as pilot projects. The mediation unit has participated in some 70 meetings on these 14 claims. Specific claims are based in history, law, and policy, and are often complex. To inform the public on specific claims in Canada, the Commission launched a speakers bureau and published an information series, *The Facts on Claims*.

### **III CONSOLIDATING REPORTING**

This section is not applicable to the operations of the PCO.



## **IV FINANCIAL PERFORMANCE**

### **A. Financial Performance Overview**

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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 1999-2000 Main Estimates and in the 1999-2000 Public Accounts.

In 1999-2000, 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
7. Non-Respendable Revenues by Business Line
9. Transfer Payments



## B. Financial Summary Tables

**Financial Table 1 – Summary of Voted Appropriations**

<b>Financial Requirements by Authority (thousands of dollars)</b>			
<b>Vote</b>	<b>1999-2000</b>		
	<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
<b>Privy Council Office</b>			
1 Program expenditures	73,154.0	81,203.8	<b>79,491.9</b>
(S) The Prime Minister's salary and motor car allowance	73.3	75.2	<b>75.2</b>
(S) President of the Privy Council -- Salary and motor car allowance	49.6	50.7	<b>50.7</b>
(S) Leader of the Government in the Senate -- Salary and motor car allowance	49.6	50.7	<b>50.7</b>
(S) Ministers without Portforio or Ministers of State -- Motor car allowance	22.4	23.0	<b>23.0</b>
(S) Contributions to employee benefit plans	8,254.0	9,519.0	<b>9,519.0</b>
(S) Spending of proceeds from the disposal of surplus Crown assets	-	33.1	<b>24.2</b>
<b>Total Department</b>	<b>81,602.9</b>	<b>90,955.5</b>	<b>89,234.7</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	Voted Grants & Contri- butions	Subtotal: Gross Voted Expendi- tures	Statutory Grants and Contri- butions	Total Gross Expendi- tures	Less: Respend- able Revenue*	Total Net Expendi- tures
<b>Office of the Prime Minister</b>	85	6,204.4	-	-	6,204.4	-	6,204.4	-	6,204.4
<i>(total authorities)</i>	<i>85</i>	<i>6,900.5</i>	-	-	<i>6,900.5</i>	-	<i>6,900.5</i>	-	<i>6,900.5</i>
<b>(Actuals)</b>	<b>85</b>	<b>6,410.2</b>	<b>1.2</b>	-	<b>6,411.4</b>	-	<b>6,411.4</b>	-	<b>6,411.4</b>
<b>Ministers' Offices</b>	82	7,706.5	-	-	7,706.5	-	7,706.5	-	7,706.5
<i>(total authorities)</i>	<i>82</i>	<i>8,346.6</i>	-	-	<i>8,346.6</i>	-	<i>8,346.6</i>	-	<i>8,346.6</i>
<b>(Actuals)</b>	<b>78</b>	<b>6,965.0</b>	<b>27.6</b>	-	<b>6,992.6</b>	-	<b>6,992.6</b>	-	<b>6,992.6</b>
<b>Privy Council Office</b>	372	34,235.0	-	4,142.0	38,377.0	-	38,377.0	-	38,377.0
<i>(total authorities)</i>	<i>377</i>	<i>36,514.9</i>	-	<i>5,092.0</i>	<i>41,606.9</i>	-	<i>41,606.9</i>	-	<i>41,606.9</i>
<b>(Actuals)</b>	<b>360</b>	<b>35,058.5</b>	<b>212.2</b>	<b>4,027.6</b>	<b>39,298.3</b>	-	<b>39,298.3</b>	-	<b>39,298.3</b>
<b>Commissions of Inquiry and Task Forces</b>	-	4,889.0	-	-	4,889.0	-	4,889.0	-	4,889.0
<i>(total authorities)</i>	-	<i>5,231.2</i>	-	-	<i>5,231.2</i>	-	<i>5,231.2</i>	-	<i>5,231.2</i>
<b>(Actuals)</b>	-	<b>4,415.6</b>	<b>120.4</b>	-	<b>4,536.0</b>	-	<b>4,536.0</b>	-	<b>4,536.0</b>
<b>Corporate Services</b>	200	22,586.0	1,840.00	-	24,426.0	-	24,426.0	-	24,426.0
<i>(total authorities)</i>	<i>210</i>	<i>27,030.3</i>	<i>1,840.0</i>	-	<i>28,870.3</i>	-	<i>28,870.3</i>	-	<i>28,870.3</i>
<b>(Actuals)</b>	<b>221</b>	<b>27,756.5</b>	<b>4,239.9</b>	-	<b>31,996.4</b>	-	<b>31,996.4</b>	-	<b>31,996.4</b>
<b>Total</b>	739	75,620.9	1,840.00	4,142.0	81,602.9	-	81,602.9	-	81,602.9
<i>(total authorities)</i>	<i>754</i>	<i>84,023.5</i>	<i>1,840.0</i>	<i>5,092.0</i>	<i>90,955.5</i>	-	<i>90,955.5</i>	-	<i>90,955.5</i>
<b>(Actuals)</b>	<b>744</b>	<b>80,605.8</b>	<b>4,601.3</b>	<b>4,027.6</b>	<b>89,234.7</b>	-	<b>89,234.7</b>	-	<b>89,234.7</b>
<b>Other Revenues and Expenditures</b>									
<b>Non-respendable Revenues **</b>									-
<i>(total authorities)</i>									-
<b>(Actuals)</b>									<b>(590.2)</b>
<b>Cost of Services Provided by Other Departments</b>									9,534.0
<i>(total authorities)</i>									<i>10,114.2</i>
<b>(Actuals)</b>									<b>10,114.2</b>
<b>Net Cost of the Program</b>									91,136.9
<i>(total authorities)</i>									<i>101,069.7</i>
<b>(Actuals)</b>									<b>98,758.7</b>

\* These revenues were formerly entitled "Revenues Credited to the Vote".

\*\* These revenues were formerly entitled "Revenues Credited to the Consolidated Revenue Fund".

**Notes:** Numbers in italics denote Total Authorities for 1999-2000 (Main & Supplementary Estimates & other authorities).  
 Bolded numbers denote actual expenditures/revenues in 1999-2000 .

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

<b>Departmental Planned versus Actual Spending by Business Line (thousands of dollars)</b>					
<b>Business Lines</b>	<b>1997-98 Actual</b>	<b>1998-99 Actual</b>	<b>1999-2000</b>		
			<b>Planned Spending</b>	<b>Total Authorities*</b>	<b>Actual</b>
Office of the Prime Minister	6,047.3	6,411.9	6,204.4	6,900.5	<b>6,411.4</b>
Ministers' Offices	5,444.9	7,013.9	7,706.5	8,346.6	<b>6,992.7</b>
Privy Council Office	30,838.8	37,987.3	38,377.0	41,606.9	<b>39,298.3</b>
Millennium Planning **	1,218.5	-	-	-	-
Commissions of Inquiry and Task Forces	10,916.7	3,884.5	4,889.0	5,231.2	<b>4,536.0</b>
Corporate Services	25,340.3	27,759.0	24,426.0	28,870.3	<b>31,996.3</b>
<b>Total</b>	<b>79,806.5</b>	<b>83,056.6</b>	<b>81,602.9</b>	<b>90,955.5</b>	<b>89,234.7</b>

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

\*\* Effective March 12, 1998, the Millennium Bureau of Canada was established as a separate agency of government.

~~Explanation of variance between Planned Spending and Total Authorities.~~

During 1999-2000, additional funding of \$9.4 million was obtained for the following items:

- \$2.9 million for Year 2000 related activities;
- \$1.9 million for the 1998-99 operating budget carry forward which was used to alleviate internal workload pressures;
- \$1.3 million for contribution payments (for further details, see Table 9);
- \$1.3 million for statutory adjustments such as employee benefit plans;
- \$1.2 million in compensation for collective bargaining; and,
- \$0.8 million for various items such as PWGSC Accommodation Incentive and funding to support the development of the communications community.

**Financial Table 7 – Non-Respendable Revenues by Business Line**

<b>Non-Respendable Revenues by Business Line (thousands of dollars)</b>					
<b>Business Lines</b>	<b>1997-98 Actual</b>	<b>1998-99 Actual</b>	<b>1999-2000</b>		<b>Actual</b>
			<b>Planned Revenues</b>	<b>Total Authorities</b>	
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	-	-	-	-	-
Millennium Planning *	-	-	-	-	-
Commissions of Inquiry and Task Forces	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-
Tax Revenues	5.0	51.6	-	-	<b>38.5</b>
Non-Tax Revenues	425.8	538.6	-	-	<b>875.8</b>
<b>Total Non-respendable Revenu</b>	<b>430.8</b>	<b>590.2</b>	-	-	<b>914.3</b>
* Effective March 12, 1998, the Millennium Bureau of Canada was established as a separate agency of government.					

## Financial Table 9 – Transfer Payments

<b>Transfer Payments by Business Line (thousands of dollars)</b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>		
			<b>Planned</b>	<b>Total</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Spending</b>	<b>Authorities</b>	<b>Actual</b>
<b>GRANTS</b>					
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	48.0	48.0	48.0	48.0	<b>48.0</b>
Millennium Planning *	-	-	-	-	-
Commissions of Inquiry and Task Forces	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Total Grants</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>
<b>CONTRIBUTIONS</b>					
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Privy Council Office	1,138.7	4,001.4	4,094.0	5,044.0	<b>3,979.6</b>
Millennium Planning *	-	-	-	-	-
Commissions of Inquiry and Task Forces	-	-	-	-	-
Corporate Services	-	-	-	-	-
<b>Total Contributions</b>	<b>1,138.7</b>	<b>4,001.4</b>	<b>4,094.0</b>	<b>5,044.0</b>	<b>3,979.6</b>
<b>Total Transfer Payments</b>	<b>1,186.7</b>	<b>4,049.4</b>	<b>4,142.0</b>	<b>5,092.0</b>	<b>4,027.6</b>
* Effective March 12, 1998, the Millennium Bureau of Canada was established as a separate agency of government.					
<u>Explanation of variance between Planned Spending and Total Authorities.</u>					
Through Supplementary Estimates, the Privy Council Office was authorized an additional \$0.9 million in contributions to support Gathering Strength: Canada's Aboriginal Action Plan.					

## V DEPARTMENTAL OVERVIEW

### A. 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 the quality of Public Servants' work.

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 and Task Forces, 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.***

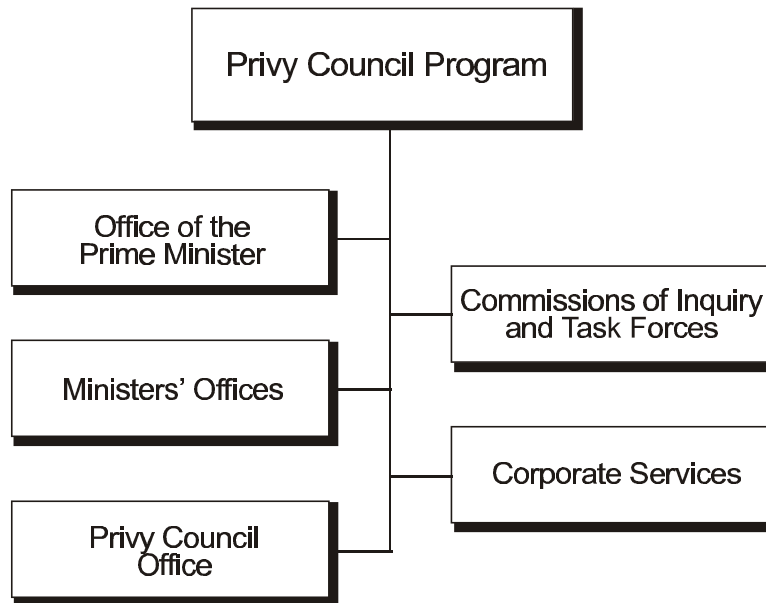
## **B. Departmental Organization**

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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 1999-2000, the Privy Council Program consisted of five business lines. See Figure 1.

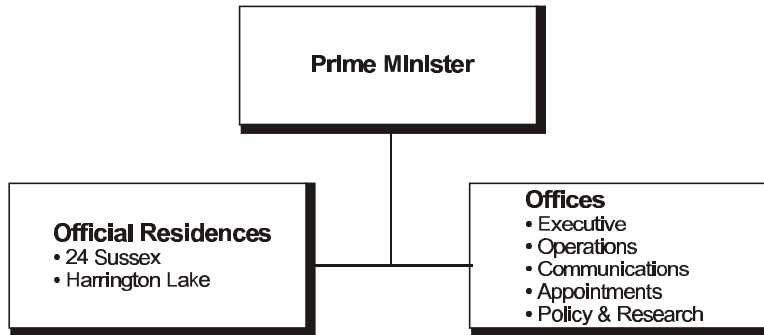
*Figure 1: Program Structure*



### **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 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*



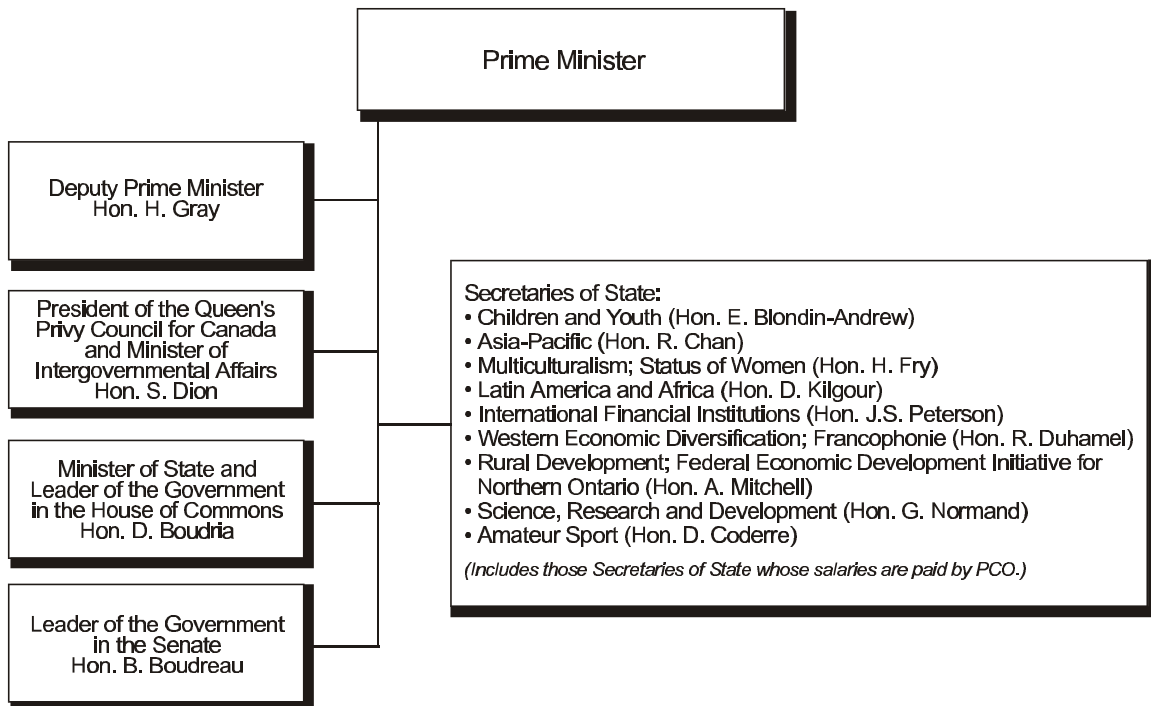
### **Business Line 2 – Ministers’ Offices**

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 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 who assist Cabinet Ministers. An executive assistant to each Minister is responsible for managing each of the above offices.



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



\* As of August 3, 2000

### **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.

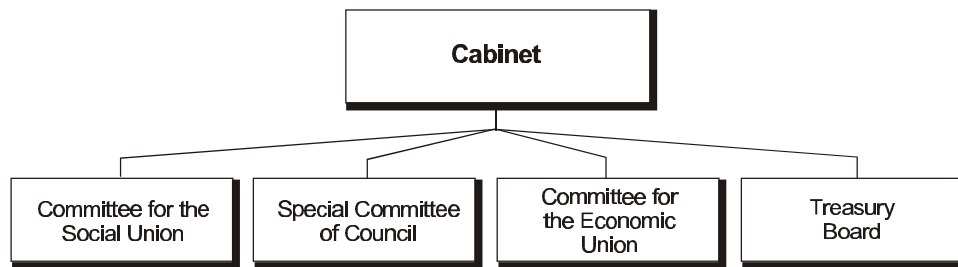
Fulfilling this objective involves working with federal departments and agencies to provide the best non-partisan advice and information. It also involves being attuned to the priorities of Canadians to offer strategic advice in the best interests of the country. The Privy Council Office works with provincial 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.

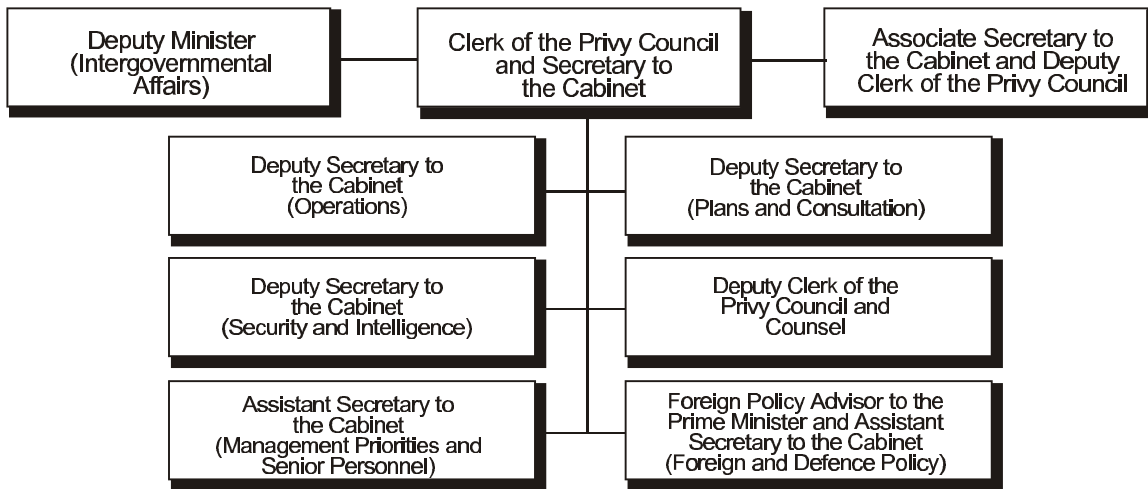
As the secretariat to the Cabinet, the role of the Privy Council Office business line is to provide policy information and advice to the Prime Minister, to Cabinet and to three of the four Cabinet committees, see Figure 4. (The fourth committee, Treasury Board, is supported by the Treasury Board Secretariat, a separate department of government.) See Figure 4. This role also includes providing support and planning to the Ad Hoc Committee of Cabinet on Government Communications, which provides a strategic overview to government communications, helping to improve co-ordination and consistency across departments.

**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 and Task Forces**

The objective of the **Commissions of Inquiry and Task Forces** business line is to gather information and to report under specific terms of reference and to carry out short-term projects. One or more commissioners manages each independent commission.

During the 1999-2000 fiscal year, this business line consisted of the Indian Specific Claims Commission.

**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.

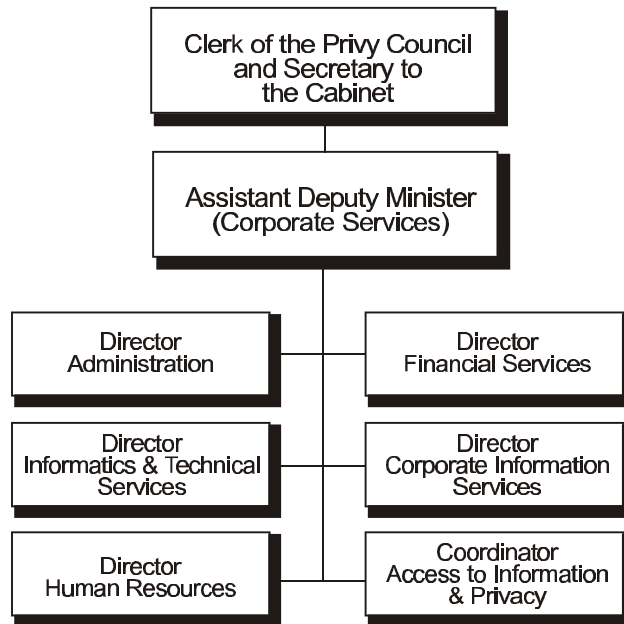
This includes common and specialized services. Common services are provided to the other business lines. They include managing financial, administrative, information management, informatics, technical and human resources services as well as co-ordinating responses to requests for access to information 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 and task forces.

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**





## VI OTHER INFORMATION

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



<b>Privy Council Office</b> <i>Proudly Serving Canadians</i>	<b>Bureau du Conseil privé</b> <i>Fiers de servir les Canadiennes et Canadiens</i>	
<b>Contacts and Departmental Web Sites</b>	<b>Personnes ressources et sites Web</b>	
Publications / Inquiries Prime Minister	(613) 957-5153 <a href="http://pm.gc.ca">http://pm.gc.ca</a>	Publications/ Renseignements Premier ministre
Leader of the Government in the House of Commons	<a href="http://www.pco-bcp.gc.ca/lgc">http://www.pco-bcp.gc.ca/lgc</a>	Leader du gouvernement à la Chambre des communes
Intergovernmental Affairs Privy Council Office	<a href="http://www.pco-bcp.gc.ca/aia">http://www.pco-bcp.gc.ca/aia</a> <a href="http://www.pco-bcp.gc.ca">http://www.pco-bcp.gc.ca</a>	Affaires intergouvernementales Bureau du Conseil privé
Speech from the Throne	<a href="http://www.pco-bcp.gc.ca/sft-ddt">http://www.pco-bcp.gc.ca/sft-ddt</a>	Discours du Trône
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>	Secrétariat de la réglementation et des décrets du Conseil
Voluntary Sector Task Force	<a href="http://www.pco-bcp.gc.ca/volunteer">http://www.pco-bcp.gc.ca/volunteer</a>	Groupe de travail sur le secteur bénévole
Indian Specific Claims Commission	<a href="http://www.indianclaims.ca">http://www.indianclaims.ca</a>	Commission sur les revendications particulières des Indiens

Canada

## **B. 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

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

### **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.