

Treasury Board of Canada Secretariat
2003–04 Estimates
A Report on Plans and Priorities

Lucienne Robillard
President of the Treasury Board

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Section I: Messages

A. *President's Message*

I am pleased to present the 2003–04 Report on Plans and Priorities for the Treasury Board of Canada Secretariat. It provides details of the Secretariat's expenditure plans as well as the overall objectives, initiatives, and planned results over the period from 2003 to 2006

The public's expectations of government are growing. Canadians rightfully want better service, more effective stewardship of resources, and greater involvement in decision making. They are also coming to expect, as they should, a greater degree of accountability from those who manage and work in the Public Service.



We have an ambitious change agenda for management and the delivery of services in the federal government. It includes the implementation of more effective management practices; promoting better reporting to Parliament and the Canadian public on the government's programs, activities, and management; and improving the manner in which services are delivered to Canadians.

The 2003 Budget announced that the Treasury Board will lead a systematic and ongoing examination of all non-statutory government programs to ensure that they continue to be relevant, effective, and affordable. This review process will be launched in the coming fiscal year and will cover all existing non-statutory government programs over the course of the next five years. This new approach to continuously reviewing these programs and activities represents a major new initiative for the Treasury Board.

We are also dedicated to improving the management of the federal Public Service itself so that it is better able to respond to the needs of Canadians. In that regard, I tabled in Parliament last month the first major revision — in almost four decades — to the legislative and regulatory framework governing the management of our human resources in the Public Service. Successful implementation of this legislation, if approved by Parliament, will be a key priority for me this year. It will represent a significant step forward in Public Service management and help facilitate other important non-legislative changes in our management of the Public Service.

I encourage you to read this Report of Plans and Priorities to gain a better understanding of the ongoing efforts the Secretariat is making, on behalf of all Canadians, to ensure the excellence of the Public Service in the 21st century.

The paper version was signed by Lucienne Robillard,
President of the Treasury Board

B. Management Representation Statement

I submit, for tabling in Parliament, the 2003–2004 Report on Plans and Priorities (RPP) for the Treasury Board of Canada Secretariat (TBS).

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2003–2004 Report on Plans and Priorities*, as follows:

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based will serve as the basis for accountability for the results achieved with the resources and authorities provided.

The paper version was signed by Jim Judd
Secretary of the Treasury Board and Comptroller General of Canada

Section II: Raison d'être and Planning Overview

Raison d'être

The Treasury Board and its Secretariat promote excellence in management, focusing on innovation, service to citizens, values, responsible spending, and results to give Canadians the effective and accountable government programs and services they deserve.

The Treasury Board is the Cabinet committee that is responsible for the overall management of the federal government's resources.¹ It is chaired by the President of the Treasury Board and includes the Minister of Finance and other ministers appointed by the Governor in Council. The Secretariat is the department that supports the Treasury Board. It is headed by the Secretary and Comptroller General, who reports to the President of the Treasury Board.

In 1997, the Prime Minister designated the Treasury Board and its Secretariat as the government's management board. As such, it serves Canadians by:

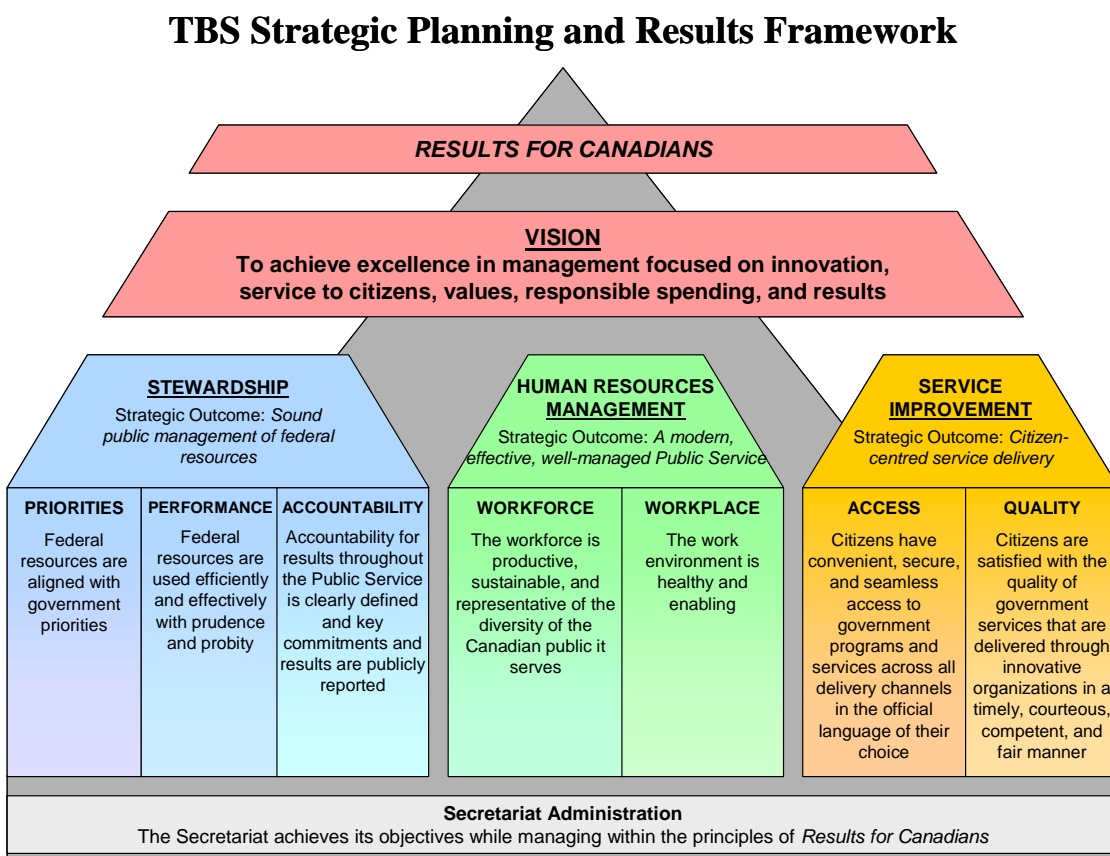
- acting as the government's "budget office" in providing advice and recommendations on managing expenditures across government;
- establishing management practices and policies to promote prudent and accountable management of public resources;
- reporting to Parliament and Canadians on the expenditure of public funds and setting standards for departments and agencies to report on their programs, activities, and expenditures;
- helping departments and agencies to develop and deliver programs that better meet the changing needs of Canadians;
- acting as the "Employer" of the Public Service and ensuring that Canadians are served by an effective, talented, and professional Public Service.

More information on the Treasury Board of Canada Secretariat can be found at the following Web site: www.tbs-sct.gc.ca. The document *Results for Canadians*, released in 2000, is also important in understanding how, together, the Treasury Board and its Secretariat work with departments and agencies to improve management practices across government.



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

The following diagram represents the Secretariat's Strategic Planning and Results Framework that supports *Results for Canadians*.



Planning Overview

Operating Environment

The Treasury Board of Canada Secretariat operates in a constantly evolving public policy environment. Decisions concerning resource allocations or service delivery must take into consideration a wide range of different factors both internal and external to government. New and unexpected priorities have arisen, for example, as a result of the post-September 11th security environment. Societal trends, such as shifting demographics, are beginning to have profound implications in areas like health care, other government programs, and workforce management.

The Treasury Board, through its Secretariat, is working with departments and agencies to meet government commitments, such as those set out most recently in the Speech from the Throne and the Budget. It will also continue its efforts to modernize public sector management practices to ensure that programs are administered and delivered effectively, that public resources are being managed prudently, that decisions are rooted in clear accountability, and that we have an effective Public Service to meet these goals. The management reform agenda covers a broad front.

Key Initiatives

In addition to the work already underway, the Secretariat will focus on several key issues that will help advance this broad agenda. They include:

- implementing the commitment in this year's Budget to lead a systematic and ongoing examination of all non-statutory government programs to ensure that government programs continue to be relevant, effective, and affordable;
- seeking parliamentary approval of Public Service human resources management reform legislation and moving to implement it as well as related non-legislative initiatives;
- improving reporting on programs and expenditures to Parliament and the public;
- meeting service improvement commitments, including the Government On-Line initiative, as well as assessing opportunities to better rationalize the use of information technology within government; and
- completing the review and rationalization of current Treasury Board policies and reporting requirements.

The next section outlines in more detail the results, priorities, plans, and resources associated with three strategic areas: stewardship, human resources management, and service improvement.

Section III: Plans and Priorities by Strategic Outcome

The work of the Treasury Board Secretariat is organized around three principal areas: stewardship, human resources management, and service improvement. This Report will address the desired outcomes in each of these key areas. In addition, it also provides information on Secretariat administration and how it supports the achievement of these objectives. These outcomes are:

Stewardship – The primary focus of the Secretariat’s resource management activities is on ensuring that federal programs and services are sustainable, consistent with government priorities, and that they produce defined results. The Secretariat supports the Treasury Board’s role in:

- the allocation and re-allocation of resources;
- the monitoring and analysis of the management of resources on a program, departmental, and sectoral basis;
- ensuring that resource management is integrated with the government’s decision-making and priority-setting processes;
- reporting on government expenditures and setting the standards for Parliamentary reporting by government departments and agencies; and
- the establishment of policies and standards to improve management practices in departments and agencies.

Human Resources Management – A citizen-focused and results-oriented government requires the sustained efforts of a professional and motivated workforce across the Public Service. Good human resources management ensures that the right people are on the job and that they are well led and appropriately supported. The Secretariat plays several key roles in supporting good people management in that part of the Public Service for which the Treasury Board is the employer. These roles include:

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

- supporting the development, learning, and management of the leadership community up to and including the level of Assistant Deputy Ministers (ADMs).

Service Improvement – The Government of Canada is committed to improving the quality, effectiveness, timeliness, and efficiency of its services in both official languages and across all delivery channels (in person, on the telephone, and on the Internet). The Secretariat contributes to this objective by:

- leading the development and implementation of the Government On-Line initiative and the Service Improvement Initiative, in co-operation with departments and agencies;
- ensuring the sound management and innovative use of information and communications technology across the government;
- developing and promoting the appropriate policies and human resources frameworks that are critical to enhancing the Government of Canada's services and their delivery.

Four operating principles guide service improvement in the federal government:

- citizens and businesses must be at the centre of service delivery;
- a “whole-of-government” approach is essential to drive citizen- or user-centric service delivery;
- transformation of business processes and integration of services is crucial to avoid the recreation in cyberspace of the current stove-pipe approach and to fully meet citizens' expectations for services; and
- there must be a clear return on investment (ROI), which factors in financial investment, as well as improved service.

A. Stewardship

Sound public management of federal resources

	(\$ thousands)			
	Forecast 2002–03	Planned 2003–04	Planned 2004–05	Planned 2005–06
Secretariat Operations	46,227	41,585	36,978	33,969
Full-time Equivalents	412	384	337	311
Centrally Administered Funds ¹	750,000	774,500	757,900	750,000
Total Planned Spending	796,227	816,085	794,878	783,969

(1) 2003–04 over 2002–03

The decrease of \$4.6 million from 2002–03 to 2003–04 is mainly due to a reduction in reference levels for the Audit and Evaluation (\$2.0 million), the Expenditure Management Information System (\$1.6 million), and time-limited initiatives (\$1.0 million) such as the Review Census, and Financial Information Strategy and Accrual Accounting systems.

Government Contingency fund (Vote 5) used to cover salary shortfalls and temporary transfers to departments for interim financing and planned disbursements to departments and agencies for Government-wide Initiatives (Vote 10).

The Treasury Board Secretariat is committed to seeing that Canadians receive good value and positive results for public expenditures. This is achieved by ensuring that federal resources are appropriately aligned with government priorities, that they are used in a prudent and effective manner, and that there is clear reporting on key commitments and results. Over the planning period (2003–04 to 2005–06), the Secretariat will continue to work with departments and agencies to achieve these outcomes through strengthened management practices and accountability, better allocation of resources, and the promotion of results-based performance that demonstrates responsible spending and adherence to values and ethics. The Secretariat will also continue to provide advice on effective management, with respect to policy and programs, and to undertake new initiatives to strengthen and improve management practices associated with stewardship.

While there continue to be significant benefits resulting from current efforts to improve management practices (e.g. modern comptrollership, integrated risk management, internal audit, evaluation, organizational performance measurement, and reporting), more has to be done. As a result, the government will initiate additional measures to further improve government-wide stewardship over the planning period.

The importance of linking resources to results and publicly reporting government performance in an open and transparent manner is now more crucial than ever. Technology has increased the capacity and the expectations for doing this. The Secretariat will be taking actions to produce demonstrable results in all areas of stewardship through greater collaboration with all key stakeholders, including Parliament and the Auditor General.

Key Commitments

The Secretariat will pursue new and better ways to ensure that resources are effectively aligned to priorities. As announced in the 2003 Budget, departments and agencies will be required to more rigorously review how their programs support government priorities; in addition, more extensive horizontal reviews across government programs will be undertaken. Over the period of the next five years, TBS intends to review all non-statutory expenditures of the government. To enhance government's ability to perform its resource and expenditure management role, the Secretariat will also develop a new integrated information system. Taken together, these efforts will allow TBS to find and implement ways to better serve Canadians and achieve better value for public investments.

The Secretariat will work with departments, agencies, and other key stakeholders to strengthen the foundations of modern management. It will continue to offer leadership in the government-wide implementation of modern comptrollership. It intends to accelerate results over the next 12 months and to secure sustainability of government-wide commitment in the longer term and establish government-wide requirements for accountability and reporting on strengthened management practices. This will include the development of a more formal management accountability framework for the management of public resources.

The Secretariat will lead the government's efforts to improve electronic reporting to provide more relevant and timely information to parliamentarians and citizens on expenditures and results across all departments and agencies. This is designed to enhance accountability, transparency, and public reporting to Parliament, which will in turn support better decision making. Efforts will include the establishment of a stable framework for strategic outcomes and will improve the clarity and measurability of strategic outcomes and alignment to programs. As well, work will be directed to improve the clarity, timeliness, and relevance of parliamentary reports to enhance public accountability and transparency. Improvements in these areas will be achieved through ongoing dialogue with departments and agencies, with parliamentarians, including parliamentary committees, and with the Auditor General.

Results, Priorities, and Plans by Strategic Outcome Element:

Priorities: Federal resources are aligned with government priorities

The Secretariat seeks two results:

- The allocation and reallocation of resources is based on sound financial and non-financial performance information and balances the needs of existing programs and new government priorities.
- Departmental expenditure plans (the Estimates) that reflect Treasury Board allocation decisions and government priorities and are tabled in Parliament in a timely manner.

Priorities and Plans	Time frame
Improving Government-wide Resource Allocation and Expenditure Management	
<ul style="list-style-type: none"> Design and implement a new Treasury Board expenditure and management review process that rigorously assesses the existing resource base from both a departmental and “a whole-of-government” perspective, so that the Treasury Board is better able to reallocate existing resources to the highest priorities and improve expenditure management within the federal government. 	Framework designed in 2003, followed by immediate implementation
<ul style="list-style-type: none"> Develop and implement a new integrated information system, using a phased approach, in accordance with the approved project plan supported by regular status reports. 	System design and development work undertaken in 2003
Providing Ongoing Support for Effective Resource Allocation	
<ul style="list-style-type: none"> Provide ongoing analysis and advice to Treasury Board Ministers and on-going direction and guidance to departments and agencies on resource allocation, in the context of achieving government priorities within the affordability bounds set by the fiscal framework. 	Ongoing
Providing Ongoing Support for Effective Expenditure Management	
<ul style="list-style-type: none"> Provide ongoing direction to departments and agencies with respect to expenditure management; effectively manage the expenditure management system; and table in Parliament the Government’s Main Estimates, Supplementary Estimates, and Reports on Plans and Priorities (RPPs) for government departments and agencies in an accurate and timely manner and in accordance with prevailing schedules and protocols. 	Main Estimates, Supplementary Estimates, and Reports on Plans and Priorities tabled each year in Parliament in accordance with Parliamentary Calendar
<ul style="list-style-type: none"> Provide ongoing direction to departments and agencies with respect to aligning plans and priorities to results and continue to work with departments and agencies to improve the quality of RPPs and assess the degree to which annual improvements are being achieved, in conjunction with similar assessments of Departmental Performance Reports (DPRs). 	Ongoing

Performance: Federal resources are used efficiently and effectively with prudence and probity

The Secretariat seeks the following result:

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

Priorities and Plans	Time frame
Achieving Management Excellence through the Implementation of Government-wide Modern Comptrollership	
Modern comptrollership is about strengthening the foundations of modern management – risk management, performance information, rigorous stewardship, and values and ethics. TBS provides ongoing leadership to the government-wide implementation of modern comptrollership. Specifically:	90 departments and agencies engaged by April 2004
<ul style="list-style-type: none">• Manage the \$30 million Innovations Fund; provide advice and support in the conduct of baseline assessments and the development of integrated management action plans; and monitor and report on departmental progress.	Minimum of 60 integrated modern management plans approved by departments and being implemented by April 2004
<ul style="list-style-type: none">• Implement the learning agenda and social marketing strategy to create improved understanding of modern comptrollership principles and practices across government.	Minimum of 5000 Public Service managers engaged in modern comptrollership events in 2003–04
<ul style="list-style-type: none">• Provide tools and guidance (on integrated control, management reporting, linking resources to results, managing cultural change) to departments and agencies in the area of modern management.	Comprehensive suite of tools and guidance to further modern comptrollership distributed by April 2004
<ul style="list-style-type: none">• Monitor and report on modern comptrollership initiative.	Report completed by April 2004

Priorities and Plans	Time frame
Achieving Management Excellence through Strengthening of Government-wide Evaluation and Internal Audit Capacity and Results	
<ul style="list-style-type: none"> Continue to lead the government's long-term commitment to renew and reposition the evaluation and internal audit functions as critical elements to modern management by investing in capacity building in departments and agencies and by providing ongoing direction and support through the two Centres of Excellence. 	Assessment Report on the effectiveness of TBS Centres of Excellence for Internal Audit and for Evaluation completed by March 2005
<ul style="list-style-type: none"> Prepare evaluation reports on the impact of these efforts with respect to the achievement of policy objectives for both evaluation and internal audit. 	Evaluation reports for effectiveness of each of two policies completed by March 2006
Achieving Management Excellence through Ongoing Leadership, Direction, and Support to Government-wide Stewardship	
<ul style="list-style-type: none"> As part of the review of the relevant TBS policies to rationalize and improve the effectiveness of its policies, an aggressive plan has been put in place to eliminate outdated policies and revise and consolidate the current policies under Stewardship, while enhancing their relevancy, clarifying roles, responsibilities, and accountabilities and providing more coherent direction to departments and agencies in the critical areas of sound management practices and linking these to priorities and results. 	Framework in place in 2003 Revised policies developed and disseminated throughout the planning period
<ul style="list-style-type: none"> On an ongoing basis, manage the government-wide implementation of Treasury Board policies and initiatives in the following areas: financial management, procurement and project management, real property and materiel management, strategic systems and infrastructure, internal audit, evaluation, security, privacy, access to information, and alternative service delivery. This is achieved through collaboration with departments and agencies in policy review and updates (in synchronization with the review of TBS policies); advancing professional development in the stewardship communities; building knowledge, raising levels of competency, sharing best practices, providing tools, and evaluating progress and effectiveness. Results are determined through assessments, evaluations, and specific deliverables, in accordance with work plans, and communicated through various means, including reports to Treasury Board, reports to Parliament, and information posted on the TBS Web site. 	Ongoing

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

The Secretariat seeks two results:

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

Priorities and Plans	Time frame
Reporting on Canada's Performance	
<ul style="list-style-type: none">• Provide ongoing direction to departments and agencies to improve Results-based Management and reporting; work with them to produce an annual report on Canada's government-wide performance; and strengthen the electronic strategic outcomes database that supports it.	Report on Canada's Performance tabled each year in Parliament
Reporting on Departmental Performance	
<ul style="list-style-type: none">• Provide ongoing direction to departments and agencies with respect to accountability and results-based management and continue to work with departments and agencies to improve the quality of their Departmental Performance Reports (DPRs) and assess the degree to which annual improvements are being achieved, in conjunction with similar assessments of Departmental Reports on Plans and Priorities (RPPs).	DPRs tabled each year in Parliament
<ul style="list-style-type: none">• Ensure targeted efforts are made to improve the clarity and measurability of departmental and agency strategic outcomes and develop a planning and management tool for departments and agencies that will help them set stable strategic outcomes and measures, better integrate their operations, better align resource allocation and management practices toward the achievement of results, and support rational allocation of resources, both departmentally and in horizontal areas.	Tool in place in 2003
Reporting on the Federal Government's Financial Performance	
<ul style="list-style-type: none">• Provide ongoing direction to departments and agencies with respect to government accounting; implement the necessary government-wide changes as a result of any government decisions with respect to implementation of full accrual accounting; and table the Public Accounts of Canada, including the Government's financial statements in Parliament, in an accurate and complete manner as early as possible.	Public Accounts of Canada tabled each year in Parliament before the statutory deadline of December 31

Priorities and Plans	Time frame
Reporting on the Potential for the Use of Accrual Budgeting and Appropriations.	
<ul style="list-style-type: none"> Complete the first phase of this project with a report seeking a decision on future actions to be taken. 	Accrual Budgeting Report: September 2003
Improved reporting to Parliament and Canadians	
<ul style="list-style-type: none"> Work with parliamentarians, parliamentary committees, and the Auditor General to explore ways to improve relevance, clarity, and the timeliness of reports to Parliament. 	Proposals for improvement will be developed by March 2004

B. Human Resources Management

A modern, effective, well-managed Public Service

	(\$ thousands)			
	Forecast 2002–03	Planned 2003–04	Planned 2004–05	Planned 2005–06
Secretariat Operations	86,681	83,030	66,749	64,217
Full-time Equivalents	443	448	377	360
Centrally Administered Funds ¹	1,205,395	1,452,371	1,609,520	1,784,220
Total Planned Spending	1,292,076	1,535,401	1,676,269	1,848,437

(1) 2003–04 over 2002–03

The decrease of \$3.6 million from 2002–03 to 2003–04 is mainly due to a reduction in reference levels and time-limited initiatives such as the Employment Equity Positive Measures Program (\$1.3 million), the second public service-wide survey (\$1.2 million), pay equity (\$0.6 million), and miscellaneous other initiatives (\$0.5 million).

Includes Public Service Insurance (Vote 20) and planned disbursements to departments and agencies for Government-wide Initiatives (Vote 10).

The Public Service of Canada is facing human resources management challenges related to its capacity to support the federal government in reaching its future objectives. These encompass attracting and retaining the right talent; developing a new generation of leaders; improving labour-management relations in ways that will assist in the early resolution of disputes; managing compensation effectively; modernizing the human resources regime and related policies; and ensuring a bilingual workplace and representative workforce.

These challenges arise from key factors:

- an aging Public Service workforce whose average age exceeds that of the Canadian workforce in general and, as a result, a large number of anticipated retirements within the next decade;
- an anticipated decrease in the population of 20- to 44-year-olds that will present a recruitment challenge for the coming decade;
- the ability of the federal Public Service to compete with the private sector in attracting and keeping high-calibre employees under conditions of labour scarcity;
- an increasing focus among workers on personal satisfaction and fulfillment based on such factors as compensation and benefits, opportunity for development and advancement, recognition for work, and improvement in work-life balance;
- the increasing diversity of Canada's workforce;
- the ongoing requirement for employees to adapt to a complex and rapidly evolving knowledge-based environment; and

- the increasing demands that citizens are placing on all levels of government for effective and efficient service, responsible and accountable management of programs and finances, and transparency in their operations.

The Secretariat's efforts are focused in two areas. The first is building a workforce that is productive, sustainable, and representative of the Canadian public it serves. The second is creating a healthy and enabling workplace that will allow the Government to attract, support, and retain a quality workforce.

In February 2003, the President of the Treasury Board tabled Bill C-25, omnibus legislation seeking to modernize the legislative framework for the management of human resources in the federal Public Service. This legislation is intended to amend a number of existing statutes with a view to putting more responsibility in the hands of line managers; streamlining the staffing process for the Public Service; improving labour-management relations and recourse mechanisms; increasing mobility within the public sector; and improving our institutional capacity to deliver learning.

Should the legislation be approved by Parliament, the responsibility for its implementation will rest principally with the Treasury Board Secretariat. That will entail, among other things, effecting institutional changes, developing the required regulations and policies to underpin the new legislation, and ensuring that public servants understand and are able to use the new management framework effectively. Achieving all of this will require considerable effort and time, with a view to achieving full implementation by January 1, 2005.

The establishment of regulations and policies to support the legislation will be accompanied by the ongoing work to rationalize current policies and reporting requirements in this area.

The legislative reforms encompassed in Bill C-25 will be accompanied by a substantial, non-legislative change agenda touching many other parts of the current human resources management framework in the Public Service. These include changes in classification, the development of new learning requirements and programs, and changes in leadership development.

This is in addition to changes already being pursued such as, for example, the effort to promote greater diversity in the Public Service.

In order for federal institutions to become models for official languages program renewal, respect for Canada's two official languages must be reinforced as a fundamental value, and managers and employees must shift from focusing on meeting minimum requirements to achieving real bilingualism in the workplace. Official languages policies will be streamlined and a rebalancing of rights and obligations considered. New measures for official languages performance will be developed to monitor policy and program implementation.

The Secretariat is also in the process of developing a results-based approach to human resources management. Articulating public service-wide outcomes for managing people and human resources management systems is critical. Progress in achieving these outcomes will be gauged by performance measures and indicators, the development of which is now under way.

The following section sets out initiatives to address challenges facing the Public Service of Canada in the area of human resources management.

Results, Priorities, and Plans by Strategic Outcome Element:

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

The Secretariat seeks two results:

- A competent federal Public Service, committed to excellence, that reflects the values and diversity of Canadian society;
- A workforce with reasonable compensation (including benefits) and working conditions, and with learning and development opportunities for employees that support the changing needs of departments and agencies.

The achievement of these results will be indicated by:

- the percentage of representation of the four designated groups within the Public Service of Canada as compared to the labour market availability of these designated groups;
- the degree to which the representation of Anglophones and Francophones within the Public Service of Canada reflects Canada's linguistic duality;
- a variety of methods developed to gauge the effectiveness of the Human Resources Management System; and
- the negotiation of collective agreements that balance the need for fiscal responsibility and enable the successful recruitment and retention of skilled employees in critical occupational groups.

Priorities and Plans	Time frame
Support of Human Resources Management Modernization	
<ul style="list-style-type: none"> • Implementation of legislation — prepare for the development of new policies/practices/approaches (e.g. staffing and staffing recourse, employee performance management, conflict resolution, mobility with separate employers, co-development with unions and training and development); 	Transition to be completed by 2005
<ul style="list-style-type: none"> • Capacity building: <ul style="list-style-type: none"> - begin to prepare employees, managers, and human resources professionals for new roles under Human Resources Modernization; 	2004
<ul style="list-style-type: none"> <ul style="list-style-type: none"> - strengthen human resources systems in government by increasing self-service options for employees and by implementing system linkages. 	2006

Priorities and Plans	Time frame
Strengthening Compensation Management, including Classification Reform	
<ul style="list-style-type: none"> Enhance compensation reserve control process systems and procedures. 	2004
<ul style="list-style-type: none"> Move forward with classification reform. 	Group-by-group, beginning in 2003
Employment Equity, Official Languages, and Workplace Renewal	
<ul style="list-style-type: none"> Embracing Change — prepare a status report on the representation of visible minorities within the Public Service and develop a strategy post-2003. 	2004
<ul style="list-style-type: none"> Assess progress on initiatives specified in response to the Parliamentary review of the <i>Employment Equity Act</i>. 	2004
<ul style="list-style-type: none"> Initiate cultural change for Official Languages based on values. 	2003
<ul style="list-style-type: none"> Revise developmental and recruitment policies and programs. 	2004
Continuous Learning Strategy	
<ul style="list-style-type: none"> Plan for the evaluation of the <i>Policy for Continuous Learning in the Public Service of Canada</i>. 	2003
<ul style="list-style-type: none"> Implement the Public Service Alliance of Canada/Treasury Board Secretariat joint learning program. 	2003
<ul style="list-style-type: none"> Develop an implementation strategy for the new Public Service orientation program for employees recruited into the Public Service. 	2004
<ul style="list-style-type: none"> Identify common knowledge needs and an implementation strategy for the Public Service. 	2003

Workplace: The work environment is healthy and enabling

The Secretariat seeks two results:

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

The achievement of these results will be indicated by:

- the degree of employee satisfaction and workplace well-being measured against a baseline derived from the results of the 2002 Public Service Employee Survey; as well as
- the bench strength (tenure and demographic profile) of the leadership cadre, coupled with the intention of executives to remain within the Public Service.

Priorities and Plans	Time frame
Leadership Development and Support	
• Develop the leadership strategy.	2003
• Continue to work on the Middle Managers Project.	2003
• Develop a policy on managing performance in the Executive Group.	2003
Renewing the Framework for Human Resources Management Policies and Performance Reporting	
• Manage the initiative to review/streamline and eliminate policies.	Management framework to be in place by the next planning year
• Plan for the implementation of a Results-based Management and Reporting Framework and the renewal of policy.	Results-based Management by 2005
Policy Development	
• Respond to the 2002 Public Service Employee Survey.	2002
• Develop and implement the Public Service Code of Values and Ethics, including Conflict of Interest and Post-Employment measures.	2003
Achieving Government-wide Travel Modernization	
• Award a contract for an integrated government-wide travel solution.	April 2003
• Achieve the implementation of the government-wide Travel Modernization initiative, ensuring linkages with the Shared Service and HR Modernization agenda, without disruption to ongoing requirements and services for continuous travel.	2003 to 2006
• Provide leadership and support to departments and agencies in effecting migration to e-travel management.	2003 to 2006

C. Service Improvement

Citizen-Centred Service Delivery

	(\$ thousands)			
	Forecast 2002–03	Planned 2003–04	Planned 2004–05	Planned 2005–06
Secretariat Operations	33,031	30,530	25,678	25,498
Full-time Equivalents	235	219	150	148
Total Planned Spending	33,031	30,530	25,678	25,498

(1) 2003–04 over 2002–03

The decrease of \$2.5 million from 2002–03 to 2003–04 is mainly due to a reduction in the reference levels for GOL (\$2.3 million) and miscellaneous other time-limited initiatives (\$0.2 million).

In keeping with the commitments set out in the 2001 Speech from the Throne and *Results for Canadians*, the Secretariat will continue to provide leadership in improving Canadians' access to a wide range of government services and their level of satisfaction with those services.

Working in co-operation with departments and agencies, the Secretariat leads in the development and implementation of the Government On-Line (GOL) initiative and the Service Improvement Initiative (SII). As announced in the December 2001 federal budget, the Government of Canada allocated \$600 million over four years to the GOL initiative and extended the deadline by one year, to 2005.

In 2003–04, the Secretariat will

- set out the GOL and SII targets for 2005;
- develop an overall service strategy for the Government of Canada (across all service delivery channels);
- enhance the government-wide technology platform and standards that support Internet-based services;
- identify opportunities to transform business processes that cut across many services;
- develop, with departments and agencies, a government- or enterprise-wide approach to the sound management and innovative use of information management and information technology; and
- renew and develop the policies and frameworks required by a user-centric, “whole-of-government” approach to services and service delivery in both official languages.

Working in co-operation with departments, agencies, and where appropriate with provinces, territories, and municipalities, the Secretariat also co-ordinates the development of tools and best

practices in setting and reporting on service improvement targets. The government is committed to achieving a measurable improvement in Canadians' satisfaction with the delivery of key government services. Progress has been made toward this goal through the SII. In 2003–04, the Secretariat will continue to lead in the development of service improvement targets and measures and will complete the integration of the SII with the GOL initiative.

Many factors are putting pressure on the government to transform its services and take a more user-centric and government-wide approach to services and service delivery. These include the steadily increasing demand for government information and programs, the increased volume of transactions due in part to the aging of the population, and growing expectations of individuals and business for electronic services and faster service delivery. Canadians want “seamless” services that cross jurisdictions and do not require in-depth knowledge of governmental organization. They want access to government services anytime, anywhere. They want those services available in person, by telephone, and through the Internet using home, work, or public access computers or mobile devices of all types. They also expect their government to consult them on the scope and delivery of these services.

Information technology (IT) is critical to the operations of the Government of Canada — it supports all internal government operations as well as most direct information and transaction services to individuals and business, across all delivery channels. The government spends about \$5.1 B annually (just over 10% of operational expenditures) on IT. Keeping the government's IT infrastructure sound and encouraging a more enterprise-wide approach to IT investments and developments (to reduce duplication and improve effectiveness) will be a priority of the Secretariat over the next few years. In addition, the Secretariat will continue to develop and apply the human resources framework that will help with the renewal, recruitment, and retention of a skilled workforce in the areas of information technology, information management, and service delivery.

Canadians look for accountability and results from government. The Secretariat will continue to report annually to the public on its GOL and SI initiatives. The Annual Report on GOL is available at http://www.gol-ged.gc.ca/rpt/rpt_e.asp. The Common Measurements Tool will be used to measure the satisfaction with government services and the increase in the number of users. New measures of official languages performance will be identified and developed to monitor policy and program implementation. A variety of public opinion and research activities will be used to better understand how Canadians use various service delivery channels and to monitor the evolution of their service expectations.

There are many challenges associated with service improvement priorities. Change of any kind that includes extensive use of information technology, re-engineering of business processes, constant validation with users and clients (who can change their behaviours quickly) is risky, particularly in the public sector. However, the risks of not undertaking change are greater, as obsolete and inefficient processes and systems cannot sustain increased demand. Canadians expect faster, better, transparent, and more effective information and transaction services. Their engagement and satisfaction with public institutions are largely shaped by their service experience; as a result, meeting service improvement goals is key to a relevant, effective, and dynamic public sector.

Results, Priorities, and Plans by Strategic Outcome Element:

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

The Secretariat seeks three results:

- The government is a model user of information technology and the Internet: by 2005, Canada will have the government most connected to its citizens.
- Improved access for Canadians to federal programs and services, and a more integrated federal presence across the country through the implementation of single-window service delivery (Service Canada) and through programs and policies in areas such as telephone service, government communications, federal identity, access to information, and privacy.
- Enhanced services to Canadians in the official language of their choice through the renewal of the Official Languages Program and policies.

Priorities and Plans	Time frame
Developing a Multi-Channel Service Delivery Vision and Service Transformation Strategy	
• To develop a multi-channel service vision that will ensure a consistent and coherent “whole-of-government” approach to user-centric service development and delivery that recognizes the shift to electronic self-service, while maintaining or enhancing federal services across all channels and increasing their effectiveness and efficiency.	Development completed in 2003–04 Implementation 2004 to 2006
• To identify opportunities for the transformation of government operations through common or shared solutions and business processes that can be replicated across departments and agencies, and to assist departments and agencies in adopting them.	2003 to 2005
Achieving Government On-Line by 2005	
• Set the year-to-year departmental / agency, horizontal / clustered and overall targets for the GOL information and transaction services available by 2005; and provide service gateways, clusters, and departments and agencies with the guidance they need to shape their GOL plans.	2003 to 2006

Priorities and Plans	Time frame
<ul style="list-style-type: none"> In co-operation with departments and agencies, develop common tools, best practices, and approaches to report on and measure GOL performance; support “horizontal” or government-wide control of electronic information and services; and identify opportunities for common business processes and integrated services. 	2003 to 2006
Enhancing the Common, Secure Electronic Infrastructure	
<ul style="list-style-type: none"> Continue to develop and implement (with Public Works and Government Services Canada and other departments and agencies) the government-wide electronic service applications, security, and network services, including Public Key Infrastructure (PKI)-based authentication services for secure on-line transactions. 	Key components and sustainability completed 2004; implementation, operations, and governance in place 2005 and ongoing
Achieving Sound Management of Government IM/IT Assets and Aligning Departmental IT Projects and Investments with Government-wide Directions (linked to Stewardship)	
<ul style="list-style-type: none"> Provide direction and guidance to departments and agencies to improve information technology management and systems interoperability, and facilitate business service transformation through the renewed and enhanced federated architecture program and by aligning departmental IT projects and operations investments with government priorities. 	Federated architecture program renewed 2004
Consolidating the Service Improvement Policy Suite	
<ul style="list-style-type: none"> Contribute to the Secretariat’s commitment to review its policies and provide more coherent direction to departments and agencies by establishing a framework for the SI suite of policies, and consolidating, streamlining, and updating them. 	Policy framework developed 2004
<ul style="list-style-type: none"> In addition, deliver on the following specific policies and standards: <ul style="list-style-type: none"> Revise the IT, IM, and service standards-setting process Develop and apply IT security standards (as part of the <i>Government Security Policy</i> implementation) 	2004 and ongoing
<ul style="list-style-type: none"> Update the <i>Policy for Public Key Infrastructure Management in the Government of Canada</i> and related governance 	2004
<ul style="list-style-type: none"> Provide departments and agencies with practical guidance to manage all formats of records and provide support in implementing the forthcoming Management of Government Information Policy. 	Ongoing Policy: May 2003

Priorities and Plans	Time frame
<ul style="list-style-type: none"> Provide institutions and agencies with the guidance and materials in support of the new <i>Communications Policy</i> of the Government of Canada. 	Ongoing
<ul style="list-style-type: none"> Review the <i>Policy on Privacy and Data Protection</i> to safeguard and maintain the integrity of personal information held by federal institutions, which is paramount for the success of client-oriented services across government. 	2003 to 2005

Achieving Improvements in Service Delivery in Official Languages (OL)

To improve service to Canadians in the official language of their choice, TBS will:

- | | |
|---|------------------|
| <ul style="list-style-type: none"> Monitor implementation of the OL program to ensure citizens are served in the language of their choice; develop evaluation instruments to enable departments and agencies to self-assess their performance. | 2004 and ongoing |
| <ul style="list-style-type: none"> Update Official Languages Regulations in accordance with 2001 census data; confirm/designate offices to provide bilingual services to the public. | 2003 |

<p>Quality: Citizens are satisfied with the quality of government services that are delivered through innovative organizations in a timely, courteous, competent, and fair manner</p>
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The Secretariat seeks the following result:

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

Priorities and Plans	Time frame
Achieving Measurable Service Improvement by 2005	
<ul style="list-style-type: none"> Set and implement the strategy and reporting frameworks to attain the target, approved by Treasury Board Ministers, of a 10% improvement in client satisfaction with service delivery by the end of 2005. 	Requirements set 2003–04 Annual Reporting
Promoting and Marketing Government On-Line and Service Improvement Initiatives	
<ul style="list-style-type: none"> Create a comprehensive communication strategy and implementation plan to raise public awareness of on-line services, encourage their use, and build trust and confidence in the measures that the government is putting in place to protect personal information and provide a secure electronic environment. 	Strategy 2003–04; implementation 2004 to 2006

Priorities and Plans	Time frame
E-workplace Strategy and Capacity-Building Approaches to Support GOL and Service Improvement (linked to Human Resources Management)	
<ul style="list-style-type: none"> Complete development of the human resources framework and support communities of practice for information technology, information management, and service delivery professionals. 	Framework completed 2004
Consolidating the Service Improvement Policy Suite	
<ul style="list-style-type: none"> <i>Policy on Alternative Service Delivery and Annual Reports on Crown Corporations:</i> Monitor the Alternate Service Delivery (ASD) policy and report annually on Crown Corporations. 	Annual reporting
<ul style="list-style-type: none"> Revitalize the Federal Identity Program (FIP): Develop policy and standards to incorporate Treasury Board decisions on strengthening federal presence and visibility. 	2003 to 2005

D. Secretariat Administration

	(\$ thousands)			
	Forecast 2002–03	Planned 2003–04	Planned 2004–05	Planned 2005–06
Secretariat Operations	46,929	41,120	40,177	40,941
Full-time Equivalents	314	307	307	307
Centrally Administered Funds ¹	10,000	10,000	10,000	10,000
Total Planned Spending	56,929	51,120	50,177	50,941

(1) 2003–04 over 2002–03

The decrease of \$5.8 million from 2002–03 to 2003–04 is mainly due to a reduction in the reference levels for the 5% 2001–02 carry-forward (\$4.0 million) and expired corporate resources for time-limited initiatives (\$1.8 million) such as Employment Equity, and the second public service-wide survey.

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

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

The Secretariat's administration is focused on facilitating the achievement of the plans and priorities outlined in this document. It accomplishes this by managing the Secretariat's resources soundly, supporting a modern, effective, and representative workforce and constantly improving the services it delivers to its corporate clients.

The Secretariat's internal management strives to be flexible and adaptable as plans and priorities are refined and adjusted to meet evolving needs. The Secretariat has developed a variety of internal mechanisms and strategies to ensure that its operations run smoothly and effectively. The Secretariat's [Sustainable Development Strategy](#), for example, is designed to ensure that resources are managed in a manner that minimizes any adverse effect on the environment. Equally important, the Secretariat's executive committee structure and the internal audit and evaluation functions have been designed to ensure that there is clear accountability for results.

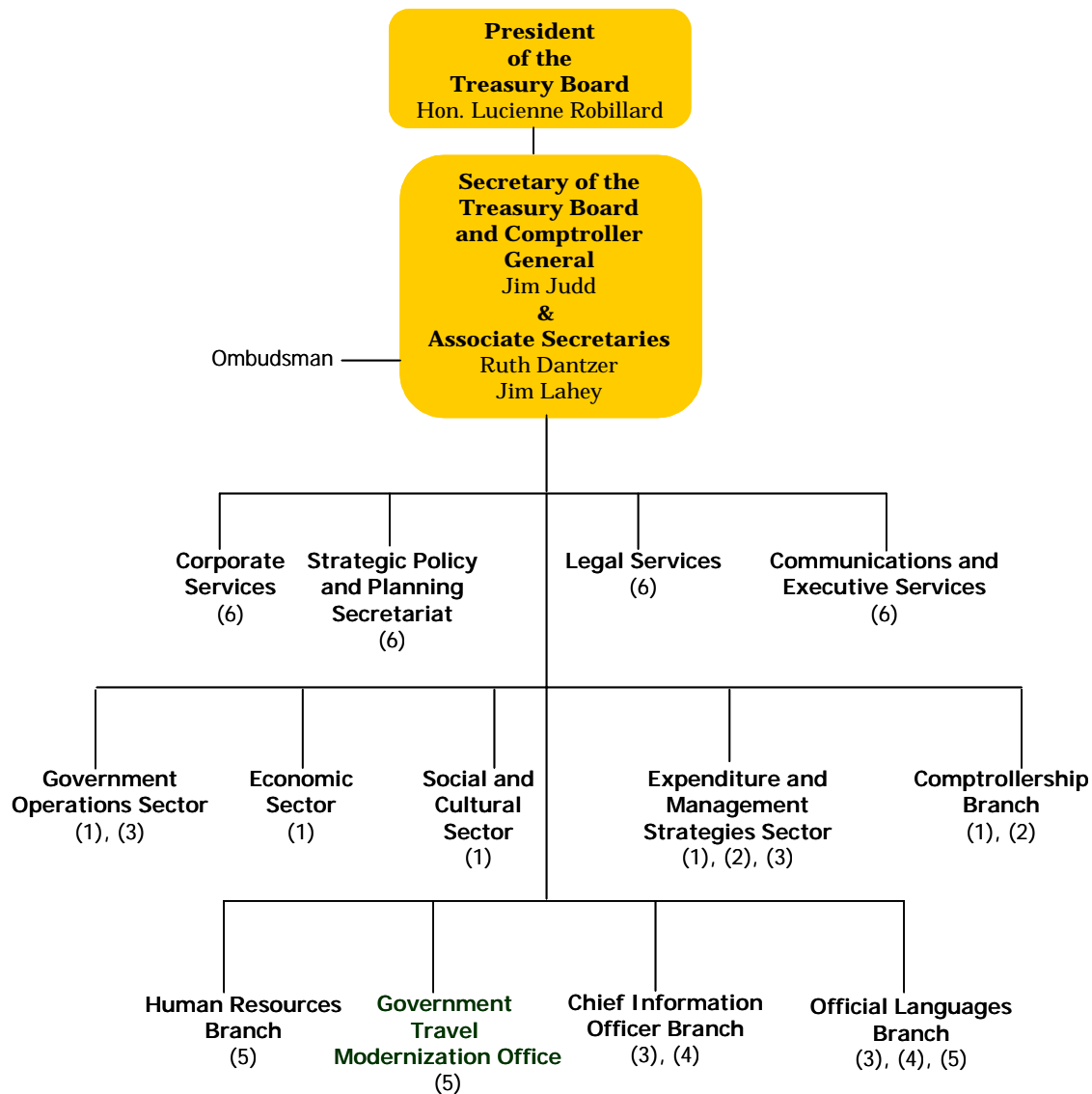
The Secretariat is fully committed to the ongoing implementation of its Human Resources Plan aimed to ensure that it is an exemplary workplace, has a workforce that delivers on its business objectives, is well managed, diverse, sustainable, and effective. Members of the executive committee serve as champions to provide leadership and strategic direction to initiatives relating to four cornerstones: Workload Management and Work-Life Balance; Recruitment and Retention; Leveraging Knowledge/Learning; and Public Service HR Policies and Programs (including Official Languages, Employment Equity, Awards and Recognition, and Classification Reform). This year the Secretariat will continue to focus its efforts on workload issues and the development of a supportive workplace.

Improving corporate service delivery includes providing the Secretariat workforce with a secure and enabling work environment that provides modern IM/IT systems, library services, media relations, legal and communications services, security, and accommodations. Through initiatives

such as the Secretariat's co-ordinating role with the regional councils, it also ensures that federal departments and agencies are well informed of the work being done within TBS.

Section IV: Organization

A. Organization of the Secretariat



* Numbers show Business Line Accountabilities (See following page.)

B. *Approved Business Lines*

- 1) Expenditure Management and Planning—Government-wide resource allocation consistent with government priorities and the fiscal framework.
- 2) Comptrollership—Management practices that focus on results and values, integrate financial and non-financial results information for planning and reporting, respond to risks responsibly, and provide appropriate systems of control.
- 3) Service and Innovation—An innovative, citizen-centred Public Service that responds to Canadians’ priorities for service improvement and is committed to the goal of delivering services that meet or exceed their expectations.
- 4) Information Management and Information Technology—Affordable and responsive delivery of government services through the strategic use of information management and information technology.
- 5) Human Resources Management—A Public Service that is results-driven, values-based, representative, learning-oriented, and among the best in the world.
- 6) Corporate Administration—To provide effective corporate services that support all business lines in meeting their objectives.

While there may be a small overlap, generally the above business lines fall under the following Strategic Outcomes:

- **Stewardship:** (1) Expenditure Management and Planning and (2) Comptrollership
- **Service Improvement:** (3) Service and Innovation and (4) Information Management and Information Technology
- **Human Resources Management:** (5) Human Resources Management
- **Secretariat Administration:** (6) Corporate Administration

C. *Planned Spending*

Spending Trends

The Secretariat Operations expenditures decrease over the three planned years due to the completion of short-term initiatives and to the fact that funding allocations for certain larger initiatives such as GOL and HR Modernization beyond 2003-04 have not been established.

The Centrally Administered funds show a growth in expenditures over the three planned years for the Public Service Pensions and Insurance that represents payments of the employer's share of health income maintenance, life premiums, payments in respect of provincial health insurance plans, provincial payroll taxes and pension, benefits, and insurance plans for employees engaged locally (outside Canada).

Management Board Program—Planned Spending

	(\$ thousands)			
	Forecast ¹ Spending 2002–03	Planned Spending 2003–04	Planned Spending 2004–05	Planned Spending 2005–06
Budgetary Main Estimates				
Secretariat Operations	157,491	191,740	166,419	164,625
Centrally Administered Funds	2,109,540	2,338,708	2,486,520	2,661,220
Total	2,267,031	2,530,448	2,652,939	2,825,845
Less: Respendable Revenue ²	123,021	119,854	117,000	117,000
Total Main Estimates	2,144,010	2,410,594	2,535,939	2,708,845
Subsequent Adjustments ³	34,253	22,542	11,063	-
Total Planned Spending	2,178,263	2,433,136	2,547,002	2,708,845
Less: Non-respendable Revenue ⁴	8,600	8,800	8,800	8,800
Plus: Cost of services received without charge ⁵	13,120	13,085	13,190	13,300
Total Cost	2,182,783	2,437,421	2,551,392	2,713,345
Full-time Equivalents	1,404	1,358	1,171	1,126

(1) Forecast includes the 2002–03 Main Estimates, Supplementary Estimates, and transfers in from Vote 10 (Government-wide Initiatives) and Vote 15 (Collective Agreements).

(2) Respendable Revenue is used to cover the costs incurred by TBS on behalf of other government departments for shared initiatives such as the Public Service Superannuation Account Pension Fund (Vote 1) and the Public Service Insurance (Vote 20).

(3) Includes adjustments made to reference levels not reflected in 2003–04 Main Estimates with respect to reprofiles that were approved for the HR Modernization (\$3.0 million), the Joint Learning Program (\$0.663 million) and the Compensation Research (\$0.5 million), and funds for the Internal Audit and Evaluation Initiative (\$18.373 million for 2003–04 and \$11.0 million for 2004–05).

(4) Revenue from parking fees.

(5) Includes the following services received without charge: accommodation charges (Public Works and Government Services Canada); Workers' Compensation (Human Resources Development Canada); and Legal Services (Department of Justice Canada).

D. Crosswalk Linking Strategic Outcomes and Business Lines

Crosswalk mapping business line structure 2003–04 with proposed strategic planning framework

Management Board Program

New Strategic Outcomes /Old Business Lines	Service Improvement	Stewardship	Human Resources	Secretariat Administration	Total
Expenditure Management and Planning	596	769,990	-	-	770,586
Comptrollership	-	46,095	-	-	46,095
IM/IT	26,816	-	-	-	26,816
Human Resources Management	2,672	-	1,535,401	-	1,538,073
Corporate Administration	446	-	-	51,120	51,566
Total	30,530	816,085	1,535,401	51,120	2,433,136

Annex 1: Management Board's Summary of Transfer Payments

(\$ thousands)				
	Forecast Spending 2002–03	Planned Spending 2003–04	Planned Spending 2004–05	Planned Spending 2005–06
Grants				
<i>Expenditure Management and Planning</i>				
Organisation for Economic Co-operation and Development	20	-	-	-
Total Grants	20	-	-	-
Contributions				
<i>Human Resources Management</i>				
Youth Internship Program	18,580	18,600	18,600	18,600
Total Contributions	18,580	18,600	18,600	18,600
Other Transfer Payments				
<i>Human Resources Management</i>				
Payments, in the nature of Workers' Compensation, in accordance with the Public Service Income Benefit Plan for Survivors of Employees Slain on Duty	498	498	498	498
Special Indemnity Plan for Spouses of Canadian Forces Attachés	2	2	2	2
<i>Public Service Pension Adjustment Act</i>	25	25	20	20
Total Other Transfer Payments	525	525	520	520
Total Transfer Payments	19,125	19,125	19,120	19,120

Annex 2: Details on Transfer Payments Programs in Excess of \$5 million

Youth Internship Program

Objective

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

Planned Results

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

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

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

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

Milestones

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

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

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

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

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

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

Respendable Revenue

	(\$ thousands)			
	Forecast Revenue 2002–03	Planned Revenue 2003–04	Planned Revenue 2004–05	Planned Revenue 2005–06
<i>Human Resources Management</i>				
Shared Initiatives	2,854	2,854	-	-
Public Service Insurance	117,000	117,000	117,000	117,000
Total Respendable Revenue	119,854	119,854	117,000	117,000

Non-respendable Revenue

	(\$ thousands)			
	Forecast Revenue 2002–03	Planned Revenue 2003–04	Planned Revenue 2004–05	Planned Revenue 2005–06
Revenue from Parking Fees ¹	8,600	8,800	8,800	8,800
Total Non-respendable Revenue	8,600	8,800	8,800	8,800
Total Respendable and Non-respendable Revenue	128,454	128,654	125,800	125,800

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

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

(\$ thousands)	
	Expenditures
Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending table)	2,433,136
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	10,995
Workers' Compensation coverage provided by Human Resources Development Canada	-
Salary and associated expenditures of legal services provided by the Department of Justice Canada	2,090
	2,446,221
<i>Less: Non-respendable Revenue</i>	8,800
2003–04 Net Cost of Program	2,437,421

Annex 5: Key Government Themes and Management Initiatives

Access to Information

The Access to Information Review Task Force had as its mandate to review all components of the Access to Information framework, including the *Access to Information Act*, regulations, policies, and procedures. On June 12, 2002, it issued its final report entitled, *Access to Information: Making it Work For Canadians*. The report contains 139 recommendations for reforming the legislation and the administration of the Access to Information Program. The Secretariat, in partnership with the Department of Justice Canada, is reviewing the report and recommendations and will do the appropriate follow-up.

Sustainable Development Strategy

The year 2003 is a significant period of transition for the Secretariat related to Sustainable Development (SD). This is the final year of the current strategy, as well as the year for developing and tabling in Parliament, in December 2003, our third strategy covering the period from 2004 to 2006. Activities will focus on finalizing the actions associated with the commitments in our current strategy, evaluating our current strategy, and developing the new strategy.

The three active goals in the 2001 to 2003 strategy are:

- *To facilitate SD solutions and support departments in achieving their SD goals.*
- *To enhance the Secretariat's capacity to consider SD in its programs and activities.*
- *To reduce the environmental impact of the Secretariat's operations.*

It is the intention of TBS to develop our third sustainable development strategy to

- be more strategic;
- take advantage of the lessons learned from the two previous strategies; and
- focus on fewer, higher-value commitments.

Annex 6: Useful Internet Addresses for Treasury Board Reports and Policy Documents

Stewardship:

2002 Annual Report on Crown Corporations and Other Corporate Interests.

(http://www.tbs-sct.gc.ca/report/CROWN/02/cc-se-02_e.html)

Annual Report to Parliament on the Access to Information Act and the Privacy Act--2001-02

(http://www.tbs-sct.gc.ca/report/acc&priv/01-02/ati-aiprp_e.asp)

Canada's Performance 2002 (http://www.tbs-sct.gc.ca/report/govrev/02/cp-rc_e.asp)

Contract Management (<http://publiservice.tbs-sct.gc.ca/cmp/home-accueil.asp?Language=EN>)

Evaluation (http://www.tbs-sct.gc.ca/eval/eval_e.asp)

Financial Management (http://www.tbs-sct.gc.ca/fin/common/c_main_e.asp)

Internal Audit (http://www.tbs-sct.gc.ca/ia-vi/home-accueil_e.asp)

Modern Comptrollership (http://www.tbs-sct.gc.ca/cmo_mfc/index_e.asp)

Real Property Management (<http://publiservice.tbs-sct.gc.ca/rpm-gbi/home-accueil.asp?Language=EN>)

Resource Planning and Expenditure Management (<http://www.tbs-sct.gc.ca/tb/rpem/homee.html>)

Results-based Management (http://www.tbs-sct.gc.ca/rma/rbm-gar_e.asp)

Risk Management (<http://publiservice.tbs-sct.gc.ca/rm-gr/home-accueil.asp?Language=EN>)

Human Resources Management:

Employment Equity in the Federal Public Service—Annual Report 2000-2001.

http://www.tbs-sct.gc.ca/report/empequi/2001/ee-01_e.asp

Annual Report on Official Languages 2001-02 http://www.tbs-sct.gc.ca/report/OfLang/2002/arol-ralo_e.asp

Human Resources Management Framework—A Reference Tool for Managers, 2001 Edition
(http://www.tbs-sct.gc.ca/hr-rh/hrtr-or/Framework/FRAME_e.asp)

Your Gateway to Human Resources Information in the Federal Government (http://www.tbs-sct.gc.ca/activity-activites_e.asp http://www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html)

The Leadership Network (www.leadership.gc.ca/menu_e.asp)

Service Improvement:

Government On-Line (www.gol-ged.gc.ca/index_e.asp) *Report—Government On-Line and Canadians* (www.gol-ged.gc.ca/rpt/gol-ged-rptpr_e.asp)

Official Languages (<http://www.tbs-sct.gc.ca/ollo/english/>)

Service Improvement Initiative (<http://www.tbs-sct.gc.ca/ccpi-pise>)