



Treasury Board of Canada
Secrétariat

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du Canada

Canada

Report on Plans and Priorities

2016–17



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Treasury Board of Canada Secretariat

2016–17

Report on Plans and Priorities

The Honourable Scott Brison, P.C., M.P.
President of the Treasury Board

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Minister's Message

I am pleased to present the 2016-17 Report on Plans and Priorities of the Treasury Board of Canada Secretariat. We are committed to offering Canadians a government that will do things differently — both in terms of what we do and how we do it.

As President of the Treasury Board, I have a mandate to lead the management agenda and oversee the implementation and delivery of Cabinet approved initiatives. The Secretariat will support me in delivering key elements of my mandate:

- ▶ enhancing the openness and transparency of Government;
- ▶ taking steps to ensure better services for Canadians;
- ▶ improving oversight and reporting to Parliament;
- ▶ aligning resources with priorities to maximize results for Canadians;
- ▶ developing a high-performing workforce that meets the needs of the future; and
- ▶ creating a more open, agile and collaborative Secretariat.



The Honourable Scott Brison
President of the Treasury Board

The 2016-2017 Report on Plans and Priorities of the Treasury Board of Canada Secretariat provides information on how the department will support the Government on achieving our agenda in the coming year, and I am fully confident that the Secretariat is prepared to successfully support me and work with our partners inside and outside government to deliver for Canadians. However, given our commitment to more effective reporting, this year's report will be the final submission using the existing reporting framework.

The Prime Minister and I are working to develop new, simplified and more effective reporting processes that will better allow Parliament and Canadians to monitor our Government's progress on delivering real change for Canadians. In the future, the Secretariat's reports to Parliament will focus more transparently on how we are using our resources to fulfill our commitments and achieve results for Canadians.

These new reporting mechanisms will allow Canadians to more easily follow the Secretariat's progress towards delivering on our priorities, which were outlined in the Prime Minister's [mandate letter](#)ⁱ to me.

Original signed by
The Honourable Scott Brison
President of the Treasury Board

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Scott Brison, President of the Treasury Board

Institutional Head: Yaprak Baltacıoğlu, Secretary of the Treasury Board

Ministerial Portfolio: The Treasury Board of Canada Secretariat and the Canada School of Public Service. Operating at arm's length and reporting to Parliament through the President of the Treasury Board are the Public Sector Pension Investment Board, the Office of the Commissioner of Lobbying of Canada and the Office of the Public Sector Integrity Commissioner of Canada.

Enabling Instrument: *Financial Administration Act*,ⁱⁱ R.S.C. 1985, c. F-11

Year Established: 1966

Organizational Context

Raison d'être

The Treasury Board of Canada Secretariat (Secretariat) is the administrative arm of the Treasury Board, and the President of the Treasury Board is the Minister responsible for the Secretariat. The Secretariat supports the Treasury Board by making recommendations and providing advice on program spending, regulations and management policies and directives, while respecting the primary responsibility of deputy heads in managing their organizations, and their roles as accounting officers before Parliament. In this way, the Secretariat helps to strengthen government performance, results and reporting and supports good governance and sound stewardship to enable efficient and effective service to Canadians.

Responsibilities

The Secretariat supports the Treasury Board in each of its roles (see the text box “Treasury Board Roles”). Within the Secretariat, the [Comptroller General of Canada](#)ⁱⁱⁱ provides government-wide leadership, direction, oversight and capacity building for financial management, internal audit and the management of assets and acquired services. The [Chief Human Resources Officer](#)^{iv} provides government-wide leadership on people management through policies, programs and strategic engagements and by centrally managing labour relations, compensation, pensions and benefits, and contributing to the management of executives. The [Chief Information Officer](#)^v provides government-wide leadership, direction, oversight and capacity building for information management, information technology, government security (including identity management), access to information, privacy, and internal and external service delivery.

Treasury Board Roles

The Treasury Board is a Cabinet committee of ministers established in 1867. It oversees the government's financial and human resources and administrative responsibilities, and establishes policies that govern each of these areas. The Treasury Board has four principal roles:

- It acts as the government's **Management Board** by promoting improved management performance. It also approves policies to support the prudent and effective management of the government's assets and financial, information and technology resources.
- It acts as the government's **Expenditure Manager** by examining and approving the proposed spending plans of government departments¹ and by reviewing the development of approved programs.
- It acts as the **Employer** by managing compensation and labour relations for the core public administration. It also sets foundational values for the public sector, and people management policies for the core public administration (including determining the terms and conditions of employment) to ensure coherence and consistency, where needed.
- It acts as the government's **Regulatory Oversight** body to advise the Governor General on the approval of Governor in Council regulations and Orders in Council.

1. In this report, “department” refers to both departments and agencies.

The Treasury Board portfolio consists of the Secretariat and the Canada School of Public Service. The Public Sector Pension Investment Board, the Office of the Commissioner of Lobbying of Canada and the Office of the Public Sector Integrity Commissioner of Canada are arm's length organizations that report to Parliament through the President of the Treasury Board.

When working with federal organizations, the Secretariat plays three central agency roles:

- ▶ A challenge and oversight role that includes supporting Cabinet decision making, reporting on the government's management and budgetary performance, and developing government-wide management policies and directives;
- ▶ A community enabling role to help organizations improve management performance and program results; and
- ▶ A leadership role in driving and modelling excellence in public sector management and in launching government-wide horizontal initiatives that target administrative efficiencies and value for money.

Strategic Outcome and Program Alignment Architecture

The [Strategic Outcome](#) that the Secretariat strives to achieve and the programs that contribute to it are as follows:

- 1. Strategic Outcome:** Good governance and sound stewardship to enable efficient and effective service to Canadians
 - 1.1 Program:** Decision-Making Support and Oversight
 - 1.1.1 Sub-Program:** Cabinet Decision Support
 - 1.1.2 Sub-Program:** Expenditure Analysis and Allocation Management
 - 1.2 Program:** Management Policies Development and Monitoring
 - 1.2.1 Sub-Program:** Financial Management Policy
 - 1.2.2 Sub-Program:** People Management Policy
 - 1.2.3 Sub-Program:** Information Management and Information Technology Policy
 - 1.2.4 Sub-Program:** Externally Facing Policy
 - 1.2.5 Sub-Program:** Organizational Management Policy
 - 1.3 Program:** Government-Wide Program Design and Delivery
 - 1.3.1 Sub-Program:** Pensions and Benefits
 - 1.3.2 Sub-Program:** Labour Relations
 - 1.3.3 Sub-Program:** Government-Wide Operations
 - 1.3.4 Sub-Program:** Transformation Leadership
 - 1.4 Program:** Government-Wide Funds and Public Service Employer Payments

Internal Services

- 1.5.1 Sub-Program:** Management and Oversight Services
- 1.5.2 Sub-Program:** Communications Services
- 1.5.3 Sub-Program:** Legal Services
- 1.5.4 Sub-Program:** Human Resources Management Services
- 1.5.5 Sub-Program:** Financial Management Services
- 1.5.6 Sub-Program:** Information Management Services
- 1.5.7 Sub-Program:** Information Technology Services
- 1.5.8 Sub-Program:** Real Property Services
- 1.5.9 Sub-Program:** Materiel Services
- 1.5.10 Sub-Program:** Acquisition Services

Organizational Priorities

The President of the Treasury Board has a mandate to lead the government’s management agenda and oversee the implementation and delivery of Cabinet-approved initiatives. The Secretariat is supporting this mandate through initiatives under the following six priorities.

- ▶ [Priority 1: Open and Transparent Government](#)
- ▶ [Priority 2: Better Service for Canadians](#)
- ▶ [Priority 3: Better Oversight, Information and Reporting to Parliament](#)
- ▶ [Priority 4: Aligning Resources for Results](#)
- ▶ [Priority 5: Workforce of the Future](#)
- ▶ [Priority 6: An Open, Agile and Collaborative Secretariat](#)

For more information on organizational priorities, see the President of the Treasury Board’s mandate letter on the [Prime Minister of Canada’s website](#).^{vi}

Priority 1: Open and Transparent Government

Description

The Government of Canada has committed to governing openly and transparently. The Secretariat is supporting this commitment by leading efforts to improve Canadians’ access to government information and to their own personal information held by government, and to provide better opportunities for engaging with government. Greater openness and transparency will help keep the government focused on Canadians’ values and expectations.

Priority Type²

New

Key Facts

- ▶ Out of 280 government organizations, 45 have published over 100,000 data sets.
- ▶ In 2014–15, government organizations processed over 67,000 access to information requests involving 9.9 million pages, and 67,000 personal information requests involving 7.3 million pages.

Key Supporting Initiatives for Priority 1

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Accelerate and expand open data initiatives and make government data available digitally and open by default.	November 2015	Ongoing	1.3.4 Transformation Leadership
Work with the Department of Justice Canada and the Privy Council Office (Democratic Institutions) to review and propose changes to the <i>Access to Information Act</i> , including empowering the Information Commissioner of Canada to order the release of government information, and expanding the coverage of the Act to apply appropriately to the Prime Minister's Office, ministers' offices and administrative institutions that support Parliament and the courts.	November 2015	December 2017	1.2.3 Information Management and Information Technology Policy
Improve Canadians' access to their personal information.	November 2015	Ongoing	1.2.3 Information Management and Information Technology Policy

2. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Modernize the <i>Communications Policy of the Government of Canada</i> to reflect the modern digital environment.	November 2015	June 2016	1.2.4 Externally Facing Policy
Strengthen oversight of government advertising.	November 2015	To be determined	1.2.4 Externally Facing Policy

Priority 2: Better Service for Canadians

Description

The Government of Canada has committed to meeting the rising expectations of citizens and businesses for better quality and more accessible government services. The Secretariat is supporting this commitment by helping to improve the government's online service through various initiatives, including rigorously tracking the performance of key services. It is also leading efforts to ensure that the government's back office functions are aligned and modernized to support better services for Canadians.

Priority Type

New

Key Facts

- ▶ Federal public servants administer over 1,600 programs for Canadians.
- ▶ In 2014, public servants:
 - assisted over 8 million people at some 700 in-person service locations;
 - received close to 74 million calls through government call centres.
- ▶ In 2014, 290 million visits were made to government websites.

Key Supporting Initiatives for Priority 2

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Develop a new service strategy that aims to create a single online window for all government services.	November 2015	December 2016	1.2.4 Externally Facing Policy
Work with service delivery departments to establish new performance standards, and set up a mechanism to rigorously assess and report publicly on the performance of key government services.	November 2015	December 2018	1.2.4 Externally Facing Policy
Ensure successful implementation of initiatives to transform enterprise-wide back office functions.	November 2015	Ongoing	1.3.4 Transformation Leadership

Priority 3: Better Oversight, Information and Reporting to Parliament

Description

The Government of Canada has committed to improving financial oversight and to using the best available information. The Secretariat will work to improve the alignment and quality of financial information provided to Parliament and will update Treasury Board policies to take a more modern approach to comptrollership.

Priority Type

New

Key Fact

- ▶ In 2015–16, the Government of Canada planned to spend approximately \$246 billion.

Key Supporting Initiatives for Priority 3

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Work with the Privy Council Office to improve reporting to Parliament by strengthening the oversight of taxpayer dollars and the clarity and consistency of financial reporting, and by ensuring consistency and maximum alignment between the Budget and the Estimates, and the Estimates and the Public Accounts.	November 2015	November 2017	1.1.2 Expenditure Analysis and Allocation Management
Improve departmental costing analysis for all proposed legislation and programs through a standardized approach to estimating the cost of proposals.	November 2015	Ongoing	1.1.1 Cabinet Decision Support
Modernize the Government of Canada's approach to comptrollership.	November 2015	December 2016	1.2.1 Financial Management Policy

Priority 4: Aligning Resources for Results

Description

The Government of Canada has committed to aligning resources with results that have the greatest positive impact on the lives of Canadians. The Secretariat will play a lead role in promoting new approaches to programs and policies across government and will work at changing the management culture in order to enhance the quality and use of data and performance information government-wide.

Priority Type

New

Key Facts

- ▶ The Treasury Board reviews approximately \$6 billion to \$8 billion in new funding requests every year.
- ▶ The Treasury Board has over 200 policy instruments currently in place.

Key Supporting Initiatives for Priority 4

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Work with departments to ensure that a fixed percentage of program funds is devoted to experimenting with new approaches to existing problems, and to measuring program impacts.	March 2016	Ongoing	1.1.2 Expenditure Analysis and Allocation Management
Work with departments to improve their use of evidence and data, and instill a stronger culture of performance measurement, evaluation and innovation in program and policy design and delivery.	November 2015	Ongoing	1.2.5 Organizational Management Policy
Renew the <i>Policy on Management, Resources and Results Structures</i> and the Treasury Board submission guidance to improve information on resource allocation, performance measurement and reporting to Parliament and Canadians.	November 2015	December 2016	1.1.1 Cabinet Decision Support
Work with Public Services and Procurement Canada to modernize procurement by implementing practices that are simpler and less administratively burdensome and that better support broader economic, social and green goals.	June 2016	December 2017	1.2.1 Financial Management Policy
Streamline the Treasury Board policy suite, providing incentives and rules that have clear accountabilities and that are easy to find and to understand.	January 2016	September 2016	1.2 Management Policies Development and Monitoring

Priority 5: Workforce of the Future

Description

The Government of Canada has committed to working with the public service to provide effective and professional services for Canadians. This includes efforts to reinforce the core public service values of official languages, respectful workplace and diversity. The Secretariat will help the Government of Canada fulfill its role as a modern employer by supporting good faith collective bargaining and by leading action to create a healthy, harassment-free workplace.

Priority Type

New

Key Facts

- ▶ The federal government is the largest employer in Canada, with more than 193,000 employees in the core public administration.
- ▶ Women represent 38 per cent of Governor in Council appointees in the core public administration, and 39 per cent of assistant deputy ministers and 36 per cent of deputy ministers in the federal public service.
- ▶ Federal services are delivered through 11,500 offices: 34 per cent offer bilingual services, 54 per cent offer services only in English, and 12 per cent offer services only in French.
- ▶ The Secretariat is negotiating the renewal of 27 collective agreements with 15 bargaining agents.

Key Supporting Initiatives for Priority 5

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Align with the <i>National Standard of Canada for Psychological Health and Safety in the Workplace</i> .	November 2015	Ongoing	1.2.2 People Management Policy
Take action to support the Government of Canada's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.	November 2015	Ongoing	1.2.2 People Management Policy
Take action to ensure that the public service is a workplace free from harassment and sexual violence.	November 2015	Ongoing	1.2.2 People Management Policy
Ensure that all federal services are delivered in full compliance with the <i>Official Languages Act</i> , supported by Canadian Heritage.	November 2015	Ongoing	1.2.2 People Management Policy

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Bargain in good faith with the Government of Canada's public sector unions.	December 2013	Ongoing	1.3.2 Labour Relations
Support the introduction of a new labour relations regime for the Royal Canadian Mounted Police.	April 2015	Ongoing	1.3.2 Labour Relations

Priority 6: An Open, Agile and Collaborative Secretariat

Description

The Secretariat has committed to creating a more open, agile and collaborative organization that fosters respect and innovation, empowers employees to excel in their work, and maximizes benefits for Canadians. To accomplish this, the Secretariat has developed *This is TBS*, an umbrella initiative that brings together all of the Secretariat's internal transformational initiatives under three streams of work: supporting a high-performing workforce; fostering a more dynamic open and networked workplace; and adopting lean and efficient business practices. These initiatives support Blueprint 2020 commitments.

Priority Type

Ongoing

Key Supporting Initiatives for Priority 6

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Support a high-performing workforce that is agile and that operates within a respectful and healthy work environment each and every day.	April 2015	Ongoing	1.5.4 Human Resources Management Services
Foster a more dynamic, open and networked workplace, which includes renewing and consolidating office space within Workplace 2.0 standards and re-engineering back office technology to better manage information.	April 2012	September 2017	1.5.6 Information Management Services 1.5.7 Information Technology Services 1.5.8 Real Property Services

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Adopt lean and efficient business practices that create opportunities for transferring skills and knowledge, streamlining processes, and empowering employees.	January 2015	Ongoing	1.5.1 Management and Oversight Services 1.5.2 Communications Services 1.5.4 Human Resources Management Services 1.5.5 Financial Management Services 1.5.6 Information Management Services

Risk Analysis

In advancing the key commitments outlined by the new government, the Secretariat faces a number of risks. There is a strategy risk that the Secretariat has accepted in order to generate greater results for Canadians, and there are external risks that come from the environment in which the Secretariat operates. External risks are harder to mitigate and require building resiliency in the controls and processes of the organization. Additional attention and leadership on the part of the Secretariat will be required if the external risks identified below do materialize.

Strategy Risk

At the outset of the government mandate, the expectation for achieving results is high, including delivery of a comprehensive and ambitious management agenda. For many priority initiatives, the Secretariat not only needs to rethink how the government operates to achieve sustainable results, but must also consider the wide range of stakeholder views on what success looks like. In addition, many commitments require significant interdepartmental cooperation. These factors create a risk that, despite the Secretariat's solid track record, some of the Secretariat's priorities may not yield the desired results or may not be implemented at the expected pace. The Secretariat is managing this risk through careful planning, project management and oversight.

External Risks

The Secretariat is currently operating in an environment where it will require targeted resources to deliver on a number of its priority initiatives. Given the challenging economic forecast for Canada and the reduction in revenues due to dropping oil prices, there is a risk that resources may need to be aggressively redirected to stimulate the economy. To support the management agenda, the Secretariat would have to reallocate resources to priority areas. The Secretariat will manage the risk of losing fiscal flexibility by closely monitoring expenditures, measuring performance and reviewing results.

Technological and social changes create new ways of working, which could have an impact on the agility of the public service and affect the Government of Canada's position as a modern employer. To attract, retain and mobilize the necessary skills and talent to meet the needs of government departments, the rigidities in the system will need to be addressed, including employee mobility within and across public-private sectors and improved flexibility in work arrangements. The Secretariat is managing this risk by identifying and defining skill gaps and promoting assignments in priority areas.

The Secretariat's commitment to providing better services for Canadians relies heavily on the use of technology. However, the rapid pace of technological change and the increased frequency and sophistication of cyber-threats could compromise the government's information systems, infrastructure and data, resulting in potentially significant disruptions to government programs and service delivery. To address this ongoing risk, the Secretariat, as the lead on information technology (IT) security policy and directives, will continue to work on many fronts with other federal departments to counter these threats proactively. The Secretariat is standardizing incident coordination and developing tools and policies to increase the resiliency of IT systems.

The Secretariat will focus on the four key risks described above. For each of the risks, a response strategy has been developed that includes specific mitigation measures. These risks and their mitigation measures will be monitored regularly throughout the year.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<i>Strategy Risk</i>		
<p>Slow Pace of Implementation</p> <p>If the Secretariat is not able to implement its priority initiatives effectively, they may not yield sustainable results or may take longer than expected to deliver.</p>	<p>To manage this risk, the Secretariat will need to enhance management's focus on delivery, results and accountability. This includes:</p> <ul style="list-style-type: none"> • Developing project charters that outline specific activities and deliverables, key performance indicators, clear roles and responsibilities, and realistic timelines, along with appropriate monitoring and controls; • Engaging key partners throughout the project life cycle through existing governance structures; and • Establishing regular stock-taking meetings to ensure that plans are being followed and that delays are managed in a timely fashion. 	<p>1.1 Decision-Making Support and Oversight</p> <p>1.2 Management Policies Development and Monitoring</p> <p>1.3 Government-Wide Program Design and Delivery</p>
<i>External Risks</i>		
<p>Loss of Fiscal Flexibility</p> <p>There is a risk that a global economic slowdown could impact the Canadian economy and require the Secretariat to significantly redirect resources in order to be able to deliver on its priority initiatives.</p>	<p>The Secretariat will work to reduce the impact of this risk by:</p> <ul style="list-style-type: none"> • Monitoring expenditures closely to inform the allocation of strategic resources; • Reviewing program and tax expenditures with the Deputy Minister of Finance, and assessing departments' capability to deliver priority programs; • Establishing a risk allowance in the procurement process to address changes in substantive estimates; and • Developing contingency plans or scalable options for each of the Secretariat's priority initiatives. 	<p>1.1 Decision-Making Support and Oversight</p>

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<p>Inability to Attract and Align Talent to Needs</p> <p>As technological and social changes create new ways of working, government departments may find that the rigidities in the system make it increasingly difficult to attract and mobilize highly talented individuals.</p>	<p>The Secretariat will take steps to facilitate an agile workforce by:</p> <ul style="list-style-type: none"> • Revising the Treasury Board's human resources management policies to ensure that requirements support a high-performing, agile workforce; • Working with partner departments to improve recruitment, training and development programs; • Launching a one-year, interdepartmental pilot project of internal micro-missions to respond to management's need for temporary and skilled employees; and • Streamlining processes and projects within the Secretariat. This will require change management and dedicated resources for lean processes and projects, with minimal impact on normal operations. 	<p>1.2 Management Policies Development and Monitoring</p>

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Cyber-Security Breach Constantly evolving cyber-threats targeted at government departments may compromise government information systems, infrastructure and data, requiring the Secretariat to coordinate and respond to potentially significant service disruptions.	The Secretariat will continue to work on numerous fronts with other government departments to mitigate the risk of rapidly evolving cyber-threats. Efforts will focus on: <ul style="list-style-type: none"> • Standardizing incident coordination capability; • Developing information management strategies and initiatives for departments, in order to minimize the risk to Government of Canada information holdings; • Developing tools for federal organizations to build programs and services that are secure and resilient; • Conducting oversight and monitoring jointly delivered by the Secretariat and lead security agencies (including Communications Security Establishment Canada and Shared Services Canada); • Supporting Public Safety Canada in reviewing existing measures to protect Canadians and our critical infrastructure from cyber-threats in collaboration with other departments; and • Overseeing the successful completion of initiatives to transform enterprise-wide back office functions, including Shared Services Canada's Transformation Plan. 	1.2 Management Policies Development and Monitoring 1.3 Government-Wide Program Design and Delivery

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
6,570,806,029	6,570,806,029	6,573,186,816	6,564,300,694

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
1802	1795	1776

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome: Good governance and sound stewardship to enable efficient and effective service to Canadians							
Decision-Making Support and Oversight	N/A	N/A	48,531,026	49,543,385	50,579,535	49,568,557	49,973,390
Management Policies Development and Monitoring	N/A	N/A	75,282,673	67,614,269	68,090,606	68,236,105	66,819,202
Government-Wide Program Design and Delivery	N/A	N/A	85,859,822	53,732,931	53,256,595	52,997,096	53,642,559
Strategic Outcome: Government is well managed and accountable, and resources are allocated to achieve results							
Management Frameworks	57,875,343	54,481,225	N/A	N/A	N/A	N/A	N/A
People Management	57,834,089	128,785,777	N/A	N/A	N/A	N/A	N/A
Expenditure Management	35,573,464	30,431,157	N/A	N/A	N/A	N/A	N/A
Financial Management	31,291,934	31,231,325	N/A	N/A	N/A	N/A	N/A
Subtotal	182,574,830	244,929,484	209,673,521	170,890,585	171,926,736	170,801,758	170,435,151
Government-Wide Funds and Public Service Employer Payments	2,629,221,633	2,898,360,909	5,415,825,870	6,333,254,397	6,333,254,397	6,333,254,397	6,333,254,397
Internal Services Subtotal	80,724,486	78,399,289	78,500,313	66,661,047	65,624,896	69,130,661	60,611,147
Total	2,892,520,949	3,221,689,682	5,703,999,704	6,570,806,029	6,570,806,029	6,573,186,816	6,564,300,694

Note: Any minor numerical differences are due to rounding.

In 2015–16, the Secretariat revised its Program Alignment Architecture to better reflect core business activities and support the achievement of expected results. Due to significant differences between the Secretariat's previous and current program architectures, the historical spending trend has not been restated in the 2013–14 and 2014–15 expenditure columns.

The table above outlines:

- ▶ Actual spending for 2013–14 and 2014–15, as reported in the Public Accounts;
- ▶ Forecast spending for 2015–16, which reflects the authorities received to date, including in-year contributions from other government departments for the Secretariat-led Government-Wide Back Office Transformation Initiative; and
- ▶ Planned spending for 2016–17, 2017–18 and 2018–19, which aligns with government commitments as set out in ministerial mandate letters.

Additional details regarding planned spending are provided in [Section II: Analysis of Programs by Strategic Outcome](#).

The Government-Wide Funds and Public Service Employer Payments program is the largest portion of the Secretariat's planned spending. On average, the Treasury Board approves approximately 56 per cent of this program's spending to transfer to other federal organizations for items such as government contingencies, government-wide initiatives, compensation requirements, operating and capital budget carry forward, and payroll expenditures (Central Votes 5, 10, 15, 25, 30 and 33). The Secretariat's total funding available for use is reduced accordingly. The remaining 44 per cent pertains to public service employer payments, used to pay the employer's share of contributions to employee pensions and benefits plans, including statutory payments.

Actual spending increased by \$329 million from 2013–14 to 2014–15. This was primarily to address a funding shortfall within the Service Income Security Insurance Plan (SISIP) to provide benefits for the increased number of medically released Canadian Armed Forces members following the Afghanistan mission, and to implement approved benefit changes to the Public Service Health Care Plan (PSHCP) totalling \$269 million. In addition, there was an increase of \$61.6 million, mostly attributable to new funding received for the payout of an out-of-court settlement to eligible claimants under the White class action lawsuit launched against the Crown in *Buote Estate v. Canada, 2014 FC 773 (CanLII)*, which involved the elimination of the *Pension Act* offset provision under the Royal Canadian Mounted Police Long Term Disability Insurance Plan.

Forecast spending for 2015–16 is expected to increase by \$2.5 billion, as compared with 2014–15 actual spending. Approximately \$2.3 billion is largely a result of funding in Central Votes not yet allocated by the Treasury Board to other organizations. The total amount is included in the Secretariat's reference levels at the beginning of the fiscal year; as amounts are requested by organizations and eventually allocated to them, the total amount is reduced accordingly. The remaining \$0.2 billion is attributable mostly to funding received in 2015–16 to help restore the SISIP to a healthy financial position and to contingency funding for the PSHCP.

Planned spending is expected to increase by \$867 million in 2016–17 compared with forecast spending for 2015–16, primarily to reflect funding in the Central Votes at full reference levels, offset by the 2015–16 SISIP and PSHCP funding noted above.

Planned spending is expected to decrease by \$6.5 million from 2016–17 to 2018–19, mostly due to the sunsetting of the Workspace Renewal Initiative and the reprofiling of the Workplace Wellness and Productivity Strategy to accommodate project timelines impacted by ongoing collective bargaining.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2016–17 Planned Spending With the **Whole-of-Government Framework**^{vii} (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
Good governance and sound stewardship to enable efficient and effective service to Canadians	Decision-Making Support and Oversight	Government Affairs	Well-managed and efficient government operations	50,579,535
	Management Policies Development and Monitoring	Government Affairs	Well-managed and efficient government operations	68,090,606
	Government-Wide Program Design and Delivery	Government Affairs	Well-managed and efficient government operations	53,256,595
	Government-Wide Funds and Public Service Employer Payments	Government Affairs	Well-managed and efficient government operations	6,333,254,397

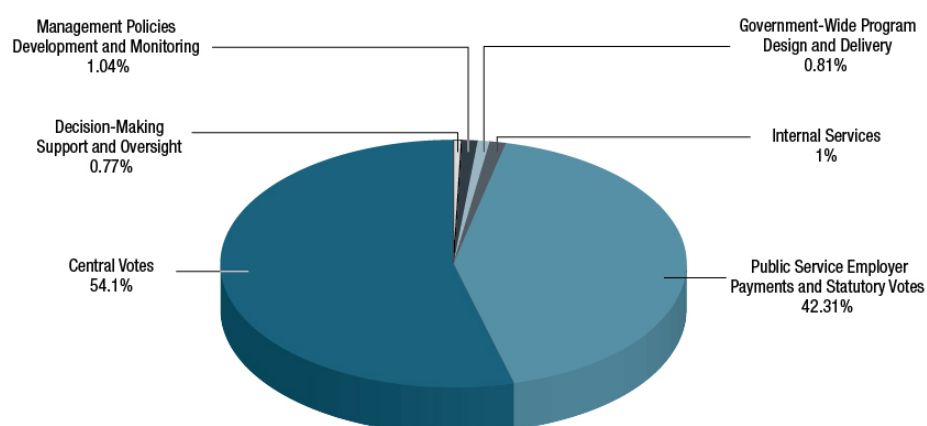
Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	N/A
Social affairs	N/A
International affairs	N/A
Government affairs	6,505,181,133

Note: The figures above do not include Internal Services.

Departmental Spending Trend

2016–17 Planned Spending Total \$6.6 billion



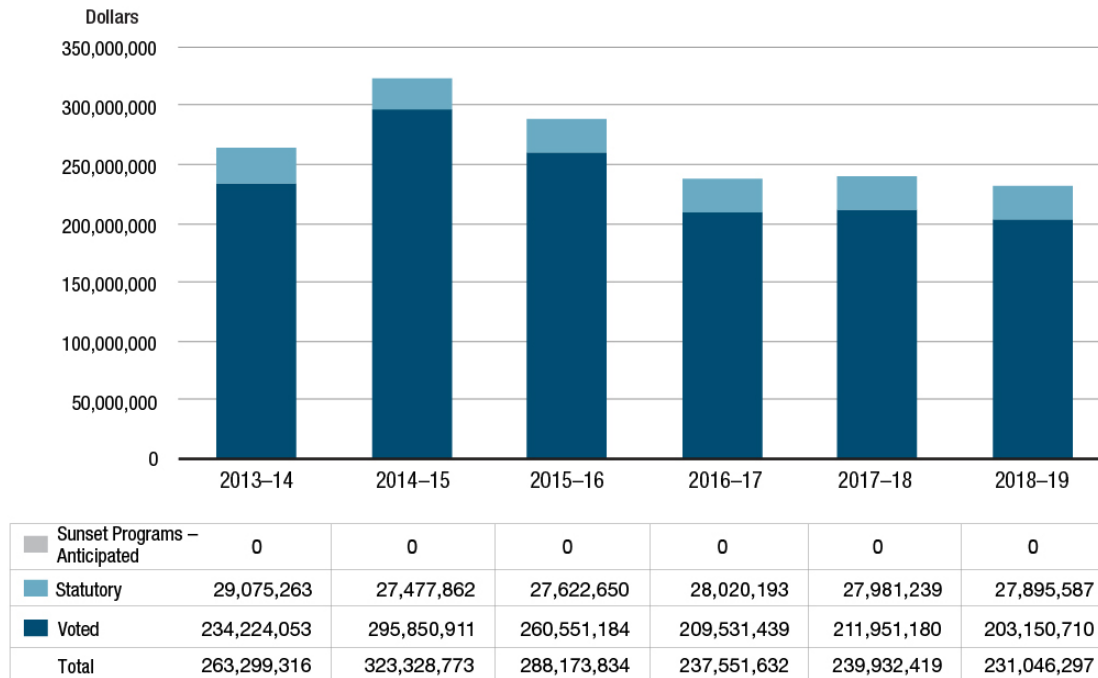
The Secretariat's total planned spending is \$6.6 billion for fiscal year 2016–17. This includes \$3.6 billion, or 54.1 per cent, in Central Votes (on approval of the Treasury Board) to supplement the appropriations of departments. Most of the remaining balance, \$2.8 billion, or 42.31 per cent, is related to the Secretariat's role in supporting the Treasury Board as employer of the core public administration.

These funds are used for:

- ▶ public service pension, benefits, and insurance plans, including payment of the employer's share of health, income maintenance, and life insurance premiums;
- ▶ payments in respect of provincial health insurance;
- ▶ payments of provincial payroll taxes and the Québec sales tax on insurance premiums; and
- ▶ funding to address actuarial deficits in the Public Service Pension Fund.

The remaining amount, \$0.2 billion or 3.6 per cent, is directly related to the operations of the Secretariat and its four other programs: Decision-Making Support and Oversight, Management Policies Development and Monitoring, Government-Wide Program Design and Delivery, and Internal Services.

Departmental Spending Trend for Program Expenditures (Vote 1)



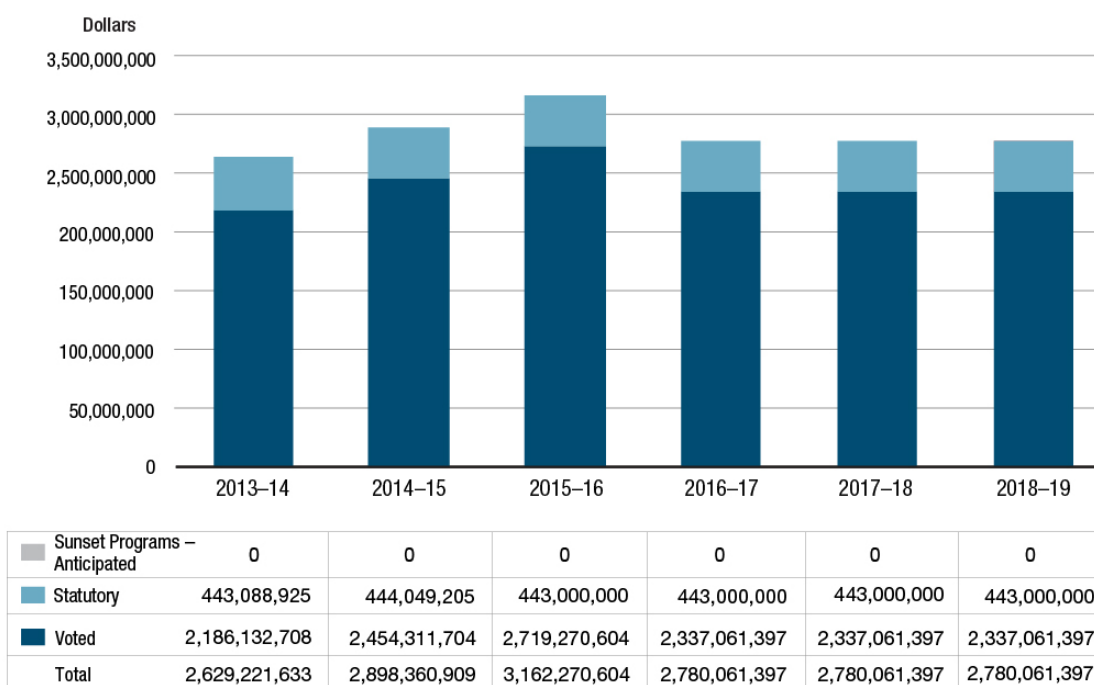
The Secretariat’s operating expenditures include salaries, non-salary costs to deliver programs, and statutory items related to the employer’s contributions to the Secretariat’s employee benefit plans.

Total program expenditures increased by \$60 million between 2013–14 and 2014–15, mostly attributable to new funding received for the payout of an out-of-court settlement to eligible claimants under the White class action lawsuit. The subsequent decrease between 2014–15 actual spending and 2015–16 forecast spending was mostly related to the payout of the same out-of-court settlement, offset by contributions received from other government departments for the Government-Wide Back Office Transformation Initiative.

The decrease of \$51 million between 2015–16 and 2016–17 is largely attributable to contributions received for the Government-Wide Back Office Transformation Initiative; new funding received for the same out-of-court settlement to the remaining eligible claimants under the White class action lawsuit; and operating budget carry forward (eligible lapsing funds from the previous fiscal year).

Program expenditures are expected to decrease by \$6.5 million from 2016–17 to 2018–19, mostly due to the sunsetting of the Workspace Renewal Initiative and the reprofiling of the Workplace Wellness and Productivity Strategy to accommodate project timelines that have been impacted by ongoing collective bargaining.

Public Service Employer Payments (Vote 20) and Various Statutory Items – Spending Trend Graph



Expenditures for public service employer payments and statutory items represent the employer's share of contributions required by the insurance plans sponsored by the Government of Canada. These amounts also include statutory items for payments under the *Public Service Pension Adjustment Act*^{viii} (PSPAA) and employer contributions made under the *Public Service Superannuation Act*^{ix} (PSSA), the *Employment Insurance Act*^x and related acts.

Public service employer payments increased by \$269 million from 2013–14 to 2014–15. This increase was mostly to address a funding shortfall within the Service Income Security Insurance Plan (SISIP) to provide benefits to the increased number of medically released Canadian Armed Forces members following the Afghanistan mission. It was also due to the implementation of benefit changes to the Public Service Health Care Plan (PSHCP) negotiated in 2014, which included increased premiums for pensioners with a view to achieving a 50-50 cost-sharing ratio with pensioners by April 1, 2018.

Planned expenditures for public service employer payments are anticipated to increase by \$264 million from 2014–15 to 2015–16. The planned increase addresses an existing funding deficit to restore the Service Income Security Insurance Plan (SISIP) to a surplus position; puts in place contingency funding for the Public Service Health Care Plan (PSHCP) in the event of increases in the volume of claims or the cost per claim of the plan; and allows for resultant increases in payroll taxes from the eventual renewal of collective bargaining agreements. These increases are partially offset by an expenditure decrease under the Public Service Management Insurance Plan following implementation of the Premium Rate Holiday, which took effect on January 1, 2015, and was extended on January 1, 2016.

Subsequent planned expenditures for 2016–17 are anticipated to decrease by \$382 million from 2015–16. This decrease represents the lump sum payment under SISIP in 2015–16 that returned the plan to a surplus position, and the contingency funding for Vote 20.

Planned spending between 2016–17 and 2018–19 is expected to remain unchanged.

Estimates by Vote

For information on the Treasury Board of Canada Secretariat's organizational appropriations, consult the [2016–17 Main Estimates](#).^{xi}

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Good governance and sound stewardship to enable efficient and effective service to Canadians

Performance Measurement

Performance Indicators	Targets	Date to Be Achieved
Canada's ranking in The World Bank's Worldwide Governance Indicators for the third indicator, Governance Effectiveness	Top ten among Organisation for Economic Co-operation and Development (OECD) member countries	Annually

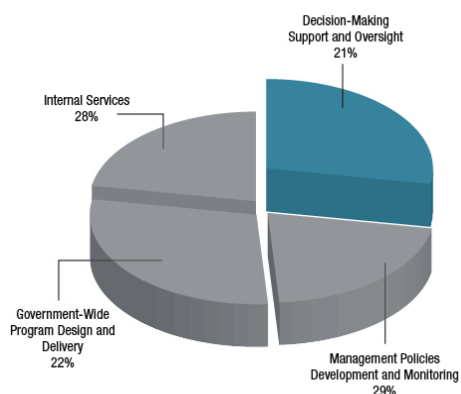
Program 1.1: Decision-Making Support and Oversight

Description

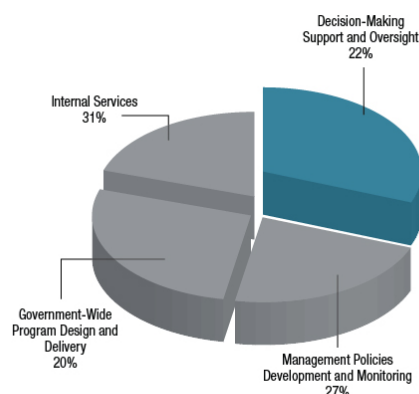
Through the Decision-Making Support and Oversight program, the Treasury Board of Canada Secretariat supports the Treasury Board in its roles as management board of the Government of Canada and as expenditure manager in the government-wide expenditure cycle. The objective is to support the government in promoting value for money and results for Canadians in programs and operations.

The Secretariat achieves program results by providing independent strategic advice, analysis, guidance and oversight of programs, operations, and expenditures. It reviews departmental submissions, provides recommendations to the Treasury Board, and coordinates and reports on the allocation of expenditures across government organizations and programs.

Decision-Making Support and Oversight as a proportion of the Secretariat's 2016–17 planned operational spending



Decision-Making Support and Oversight as a proportion of the Secretariat's 2016–17 planned FTEs



Budgetary Financial Resources (dollars)*

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
49,543,385	50,579,535	49,568,557	49,973,390

* Planned spending has been adjusted at the program level to align with government commitments, as set out in the President of the Treasury Board's mandate letter.

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
392	388	390

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The Secretariat promotes value for money and results for Canadians in programs and operations	Federal organizations agree that the Secretariat provides an effective challenge function	70%	March 2017

Planning Highlights

For 2016–17, the Secretariat will increase its efforts to promote value for money and results for Canadians in its programs and operations. The primary focus of this program will be to work with central agencies to implement budget measures in a timelier manner and to help improve parliamentary scrutiny of government spending. The program will also support the use of innovative approaches to policy and program delivery to address existing problems.

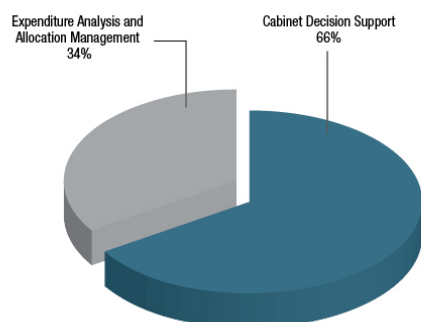
Sub-Program 1.1.1: Cabinet Decision Support

Description

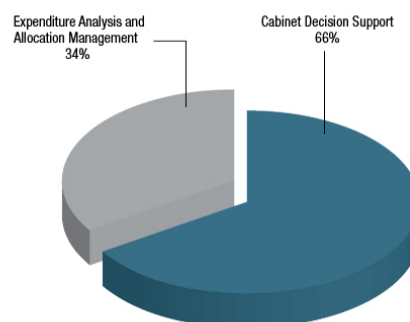
Through the Cabinet Decision Support sub-program, the Secretariat supports decision making by providing advice regarding resource allocation, risks, compliance with rules and policies, and alignment with the Government of Canada's objectives and priorities. The objective is to provide the Treasury Board and other Cabinet committees with the best possible advice and analysis regarding departmental submissions to achieve results for Canadians.

The Secretariat achieves sub-program results by reviewing and providing advice and guidance on Treasury Board submissions and Memoranda to Cabinet. The Secretariat plays a challenge function role in reviewing Cabinet proposals, including performance strategies and implementation plans. It also supports the Treasury Board as a committee of ministers in considering Governor in Council regulations and Orders in Council.

Cabinet Decision Support as a proportion of the Secretariat's 2016–17 planned spending for Decision-Making Support and Oversight



Cabinet Decision Support as a proportion of the Secretariat's 2016–17 planned FTEs for Decision-Making Support and Oversight



Budgetary Financial Resources (dollars)*

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
33,600,020	33,507,728	33,615,327

* Variances are explained at the sub-program level only when significant.

Human Resources (FTEs)

2016–17	2017–18	2018–19
256	259	259

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Cabinet makes decisions that are supported by evidence	Per cent of applicable Cabinet documents that have quality performance, evaluation, and costing information (as per the Secretariat's guidance)	100%	March 2017
Costing information is transparent and of a high quality to support decision making	Accuracy of estimated costs presented to Parliament, compared with actual costs	To be determined*	March 2017

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

Cabinet and Parliament require accurate and timely performance and financial information in order to make informed decisions. At present, less than half of large departments are using information from their performance measurement frameworks and strategies, their evaluations and other results-based management tools to support their proposals to Cabinet. In addition, the capacity to identify the costs of legislative and program proposals varies among departments.

The planned priority initiatives are:

- ▶ Renew the *Policy on Management, Resources and Results Structures* and the Treasury Board submission guidance to improve information on resource allocation, performance measurement and reporting to Parliament and Canadians.
- ▶ Improve departmental costing analysis for all proposed legislation and programs through a standardized approach to estimating the cost of proposals.

Sub-Program 1.1.2: Expenditure Analysis and Allocation Management

Description

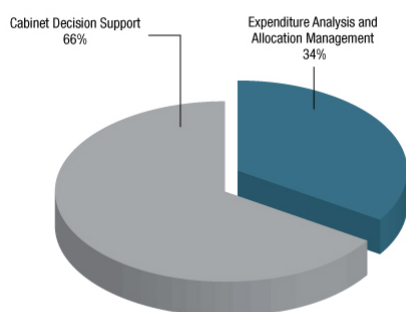
Through the Expenditure Analysis and Allocation Management sub-program, the Secretariat provides advice and analysis related to government expenditures, including compensation. It also supports decision making by providing reliable, detailed and timely information to Parliament and to the public, and by reporting on spending and resource allocation. The objective is to promote accountability and transparency in the management of government expenditures.

The Secretariat achieves sub-program results by working closely with federal departments and most Crown corporations, and by conducting research and analysis on expenditure trends to support expenditure planning, resource allocation and results-based management and decision making.

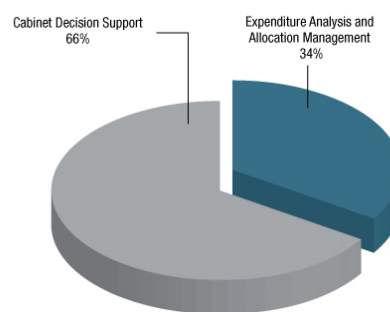
Expenditures on whole-of-government reporting to Parliament and to Canadians are also included under this sub-program.

The primary legislation underpinning this sub-program's activities is the *Financial Administration Act*,^{xii} as well as the Appropriation Acts associated with the Estimates.

Expenditure Analysis and Allocation Management as a proportion of the Secretariat's 2016–17 planned spending for Decision-Making Support and Oversight



Expenditure Analysis and Allocation Management as a proportion of the Secretariat's 2016–17 planned FTEs for Decision-Making Support and Oversight



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
16,979,514	16,060,829	16,358,063

Human Resources (FTEs)

2016–17	2017–18	2018–19
136	129	130

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Government expenditures are timely and managed in an effective manner	The Consolidated Financial Statements of the Government of Canada receive an unmodified opinion from the Auditor General of Canada	Yes, 100% of the time	December 2016
	Per cent of applicable budget measures that are reflected in the Estimates within one fiscal year	100%	March 2017
Resources are aligned with priorities	Total spending allocated to priorities and to experimentation	To be determined*	March 2017

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

Opportunities exist to implement budget measures faster, and to improve the information available for Parliament's scrutiny of government spending.

At present, some time may elapse between when an initiative is announced and when the organization receives its funding. In addition, the problems that federal programs seek to address are often complex and do not lend themselves to obvious solutions. These problems could benefit from program and policy innovation, informed by ongoing testing and measurement of potential new approaches. There is an opportunity to explore specific incentives or requirements to ensure that departments test, measure and learn from new approaches.

The planned priority initiatives are:

- ▶ Work with the Privy Council Office to improve reporting to Parliament by strengthening the oversight of taxpayer dollars and the clarity and consistency of financial reporting, and by ensuring consistency and maximum alignment between the Budget and the Estimates, and the Estimates and the Public Accounts.
- ▶ Work with other departments to ensure that a fixed percentage of program funds is devoted to experimenting with new approaches to existing problems, and to measuring program impacts.

Program 1.2: Management Policies Development and Monitoring

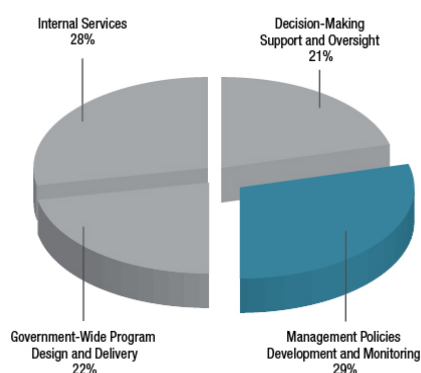
Description

Through the Management Policies Development and Monitoring Program, the Secretariat supports the Treasury Board in its role of establishing principles for sound governance and management by setting government-wide policy direction in targeted areas. The objective is to have a sound management policy framework for the Government of Canada.

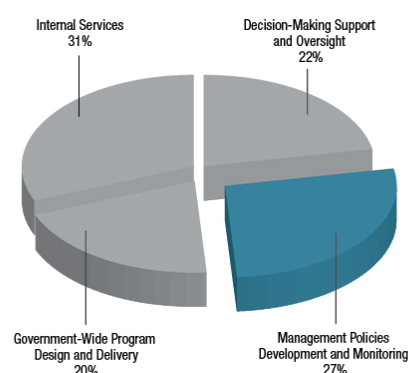
The Secretariat achieves program results by communicating clear management expectations to deputy heads and by adopting principles-based and risk-informed approaches to monitoring policy compliance. The Secretariat provides reviews, leads implementation, and supports and monitors policies and departmental performance under several of areas of management. The Secretariat also engages with functional communities and undertakes outreach and monitoring to promote policy compliance and build the capacity of functional communities.

This program is underpinned by legislation such as the *Financial Administration Act*^{xiii} and the *Public Service Employment Act*.^{xiv}

Management Policies Development and Monitoring as a proportion of the Secretariat's 2016–17 planned operational spending



Management Policies Development and Monitoring as a proportion of the Secretariat's 2016–17 planned FTEs



Budgetary Financial Resources (dollars)*

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
67,614,269	68,090,606	68,236,105	66,819,202

* Planned spending has been adjusted at the program level to align with government commitments, as set out in the President of the Treasury Board's mandate letter.

Human Resources (FTEs)

2016–17	2017–18	2018–19
493	483	477

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A streamlined policy suite that supports modern management	Per cent of policy instruments that have been streamlined	90%	March 2017
	Per cent of departments that have implemented renewed policies within expected timelines	90%	March 2018
	Per cent of organizations that agree that the new policy suite is streamlined	75%	March 2017

Planning Highlights

The Secretariat currently supports more than 200 Treasury Board policy instruments, including 8 frameworks, 74 policies, 73 directives and 79 standards. This creates a situation where rules and incentives lack clear accountabilities and are hard to find and apply.

The planned priority initiative is:

- ▶ Streamline the Treasury Board policy suite, providing incentives and rules that have clear accountabilities and that are easy to find and to understand.

Sub-Program 1.2.1: Financial Management Policy

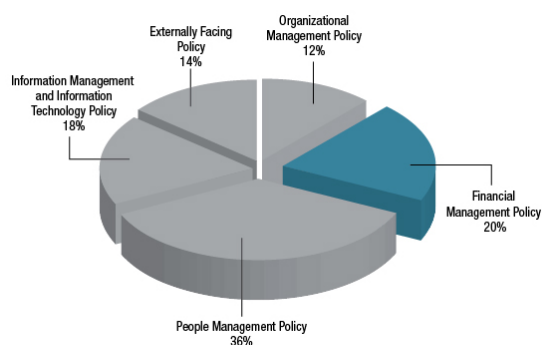
Description

Through the Financial Management Policy sub-program, the Secretariat provides direction to federal organizations on proper stewardship of taxpayers' dollars and government assets. It works to strengthen financial management, management of real property and materiel, investment planning and project management, and procurement across the federal public service. The objective is to promote sound stewardship and value for money and provide direction on standardizing the management of public resources, including in the areas of financial management and assets and acquired services, across the Government of Canada.

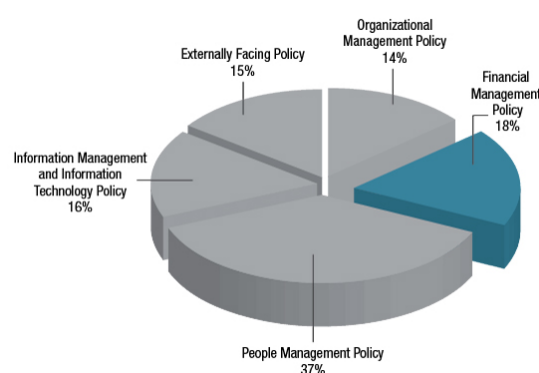
The Secretariat achieves sub-program results by developing and maintaining policies, guidance and practices; nurturing sustainable and professional communities (e.g., finance, procurement, materiel management, real property); monitoring departmental performance and compliance; and helping to improve the overall efficiency of government operations. The work includes community development, learning and outreach activities.

The primary legislation issuing program authority is the *Financial Administration Act*.^{xv}

Financial Management Policy as a proportion of the Secretariat's 2016–17 planned spending for Management Policies Development and Monitoring



Financial Management Policy as a proportion of the Secretariat's 2016–17 planned FTEs for Management Policies Development and Monitoring



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
13,356,119	13,369,822	13,563,737

Human Resources (FTEs)

2016–17	2017–18	2018–19
89	88	88

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Financial management policies are effective in promoting sound stewardship and value for money across the Government of Canada	Per cent of organizations that have implemented an ongoing risk-based monitoring program for all three control areas to support the effectiveness of their internal controls over financial reporting	80%	March 2017
	Per cent of organizations that met key policy requirements for management of acquired services and assets	80%	March 2017
In collaboration with Public Services and Procurement Canada, government procurement is easier and delivers better value for dollars spent	Per cent of all department contracts that used mandatory and non-mandatory standing offers	20%	March 2017
	Per cent of contracts over \$25,000 awarded through competitive processes	80%	March 2017

Planning Highlights

Treasury Board policies related to procurement and certain areas of financial management are outdated and do not support intelligent risk taking and innovation. This affects the delivery of many Government of Canada programs and services, as well as the work of more than 22,000 public servants who are involved in reviewing and reporting on financial transactions and managing assets.

The planned priority initiatives are:

- ▶ Modernize the Government of Canada's approach to comptrollership.
- ▶ Work with Public Services and Procurement Canada to modernize procurement by implementing practices that are simpler and less administratively burdensome and that better support broader economic, social and green goals.

Sub-Program 1.2.2: People Management Policy

Description

Through the People Management Policy sub-program, the Secretariat supports activities of the Treasury Board in its role as the employer of the core public administration. It provides government-wide leadership through enabling policy frameworks, strategic engagements and infrastructure for human resources services, to achieve high performance and leadership excellence in people management. It enables prudent fiscal management of resources in the areas of classification, total compensation (collective bargaining, wages and salaries, terms and conditions of employment, pensions and benefits) and labour relations.

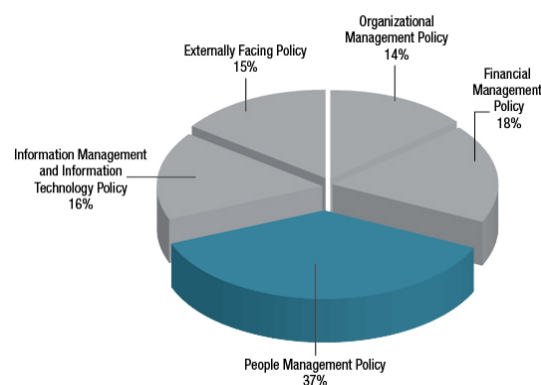
The Secretariat achieves sub-program results by developing and monitoring the implementation of policy frameworks for executive management, classification, values and ethics and official languages. It establishes people management performance indicators; assesses and reports on organizations' performance in people management; and collects and provides data on the public service. Its work includes community development, learning and outreach activities.

This sub-program is underpinned by legislation such as the *Financial Administration Act*,^{xvi} the *Public Service Labour Relations Act*,^{xvii} the *Public Service Employment Act*^{xviii} and the *Official Languages Act*.^{xix}

People Management Policy as a proportion of the Secretariat's 2016–17 planned spending for Management Policies Development and Monitoring



People Management Policy as a proportion of the Secretariat's 2016–17 planned FTEs for Management Policies Development and Monitoring



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
24,603,257	25,874,680	24,322,840

Human Resources (FTEs)

2016–17	2017–18	2018–19
183	184	181

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A safe and respectful public service workplace	Per cent of employees who indicate that, overall, their organization treats them with respect	Improvement over 2014 PSES results	March 2018
	Per cent of employees who indicate that their organization works hard to create a workplace that prevents harassment	Improvement over 2014 PSES results	March 2018
	Per cent of employees who indicate that they can initiate a formal recourse process without fear of reprisal	Improvement over 2014 PSES results	March 2018
The public service and its leaders reflect Canada's diversity	Per cent of executive employees (compared with workforce availability) who self-identify as: <ul style="list-style-type: none"> a visible minority a woman an Aboriginal person a person with a disability 	Improvement over previous year	March 2018
	Per cent of offices delivering bilingual federal services, where required by regulation	90%	March 2017

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A healthy public service workplace that supports mental health	Per cent of the public service population on disability due to mental health–related claims	Comparable to large employers in Canada	March 2017

Planning Highlights

The public service faces a number of workforce management challenges that need to be addressed:

- ▶ Mental health—47 per cent of disability claims in 2014 were related to mental health.
- ▶ Diversity and discrimination—three of the four employment equity groups (women, visible minorities and Aboriginal peoples) are under-represented among public service executives; female, visible minority, Aboriginal peoples and disabled employees continue to indicate that they have faced discrimination in the workplace (8 per cent, 13 per cent, 15 per cent and 26 per cent of each group, respectively).
- ▶ Harassment—19 per cent of employees report that they have been harassed in the workplace.
- ▶ Official languages—out of 11,500 federal service locations, 34 per cent provide bilingual services as per regulations; this does not include online services, toll-free telephone lines and other types of service delivery available in both official languages across Canada at all times.

The planned priority initiatives are:

- ▶ Align with the National Standard of Canada for Psychological Health and Safety in the Workplace.
- ▶ Take action to support the Government of Canada’s commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.
- ▶ Take action to ensure that the public service is a workplace free from harassment and sexual violence.
- ▶ Ensure that all federal services are delivered in full compliance with the *Official Languages Act*, with the support of Canadian Heritage.

Sub-Program 1.2.3: Information Management and Information Technology Policy

Description

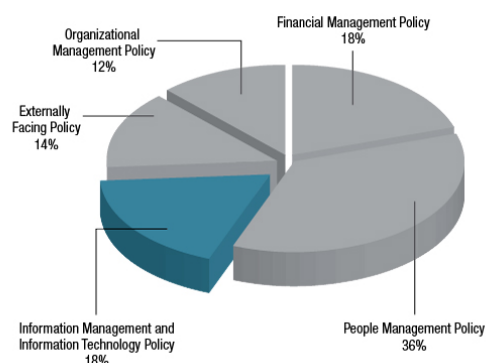
Through the Information Management and Information Technology Policy sub-program, the Secretariat provides strategic direction and leadership for the enterprise and to federal

organizations on record keeping, data management, web content management, access to information and privacy protection, and management of cyber-security and information technology. The objective is to enable information to be safeguarded as a public trust and managed as a strategic asset.

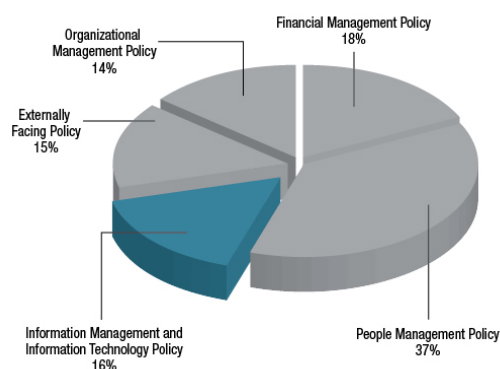
The Secretariat promotes open information and allows Canadians to exercise their right to access and use information, while protecting personal information against unauthorized collection, use and disclosure. Continual improvement of information management and information technology across the Government of Canada is encouraged by promoting principles and directives that support the achievements of the Government of Canada's enterprise transformation objectives, and enable departments to meet priorities.

The Secretariat achieves sub-program results by developing and maintaining policy instruments, encouraging collaboration between government institutions, monitoring and overseeing departmental policy performance, and providing leadership. The work includes community development, learning and outreach activities.

Information Management and Information Technology Policy as a proportion of the Secretariat's 2016–17 planned spending for Management Policies Development and Monitoring



Information Management and Information Technology Policy as a proportion of the Secretariat's 2016–17 planned FTEs for Management Policies Development and Monitoring



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
12,188,949	11,831,816	11,953,497

Human Resources (FTEs)

2016–17	2017–18	2018–19
78	75	74

Performance Measurement

Expected Results	Performance Indicators	Targets*	Date to Be Achieved
Federal institutions manage information and technology effectively	Per cent of organizations that have implemented strategies and plans to effectively manage <ul style="list-style-type: none"> • information • cyber-threats • technology 	To be determined	March 2017
Canadians have timely access to government information and their personal information held by government	Per cent of access to information requests received within established timelines	85%	March 2017
	Per cent of personal information requests received within established timelines	85%	March 2017

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

About 240 institutions are subject to the *Access to Information Act* and the *Privacy Act*. In the face of the growing number and complexity of requests, maintaining service standards remains challenging.

The *Access to Information Act* has not been substantially amended since 1983 and does not reflect modern technology. There are opportunities to strengthen the Access to Information and Privacy programs to enhance the openness of government, and to make it easier for Canadians to access government information and their personal information held by government.

The planned priority initiatives are:

- ▶ Work with the Department of Justice Canada and the Privy Council Office (Democratic Institutions) to review and propose changes to the *Access to Information Act*, including empowering the Information Commissioner of Canada to order the release of government information, and expanding the coverage of the Act to apply appropriately to the Prime Minister's Office, ministers' offices and administrative institutions that support Parliament and the courts (subject to Cabinet and funding approvals).
- ▶ Improve Canadians' access to their personal information (subject to Cabinet and funding approvals).

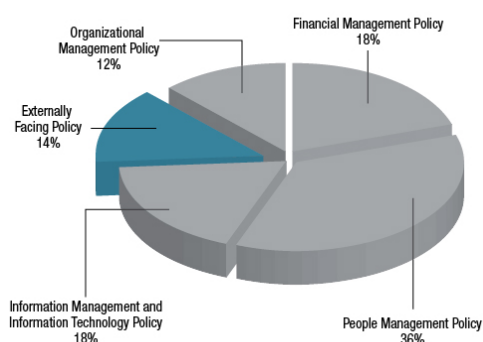
Sub-Program 1.2.4: Externally Facing Policy

Description

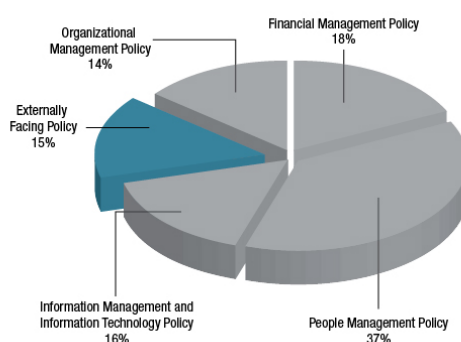
Through the Externally Facing Policy sub-program, the Secretariat provides strategic direction and guidance to federal organizations to effectively manage Government of Canada communications and services to Canadians. In addition, it supports good regulatory practices for the benefit of citizens and stakeholders. The objectives are to promote high-quality, beneficial, consistent and open relationships and interactions between the Government of Canada and citizens and other stakeholders, and to support implementation of the *Cabinet Directive on Regulatory Management*.

The Secretariat achieves sub-program results by providing strategic direction and guidance in the areas of Government of Canada services, communications and regulations, and by monitoring organizational policy compliance. The work includes community development, learning and outreach activities.

Externally Facing Policy as a proportion of the Secretariat's 2016–17 planned spending for Management Policies Development and Monitoring



Externally Facing Policy as a proportion of the Secretariat's 2016–17 planned FTEs for Management Policies Development and Monitoring



Budgetary Financial Resources (dollars)*

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
9,489,857	8,755,733	8,540,856

* The decrease in planned spending and FTEs is related to a decrease in funding for the Web Renewal Initiative.

Human Resources (FTEs)

2016–17	2017–18	2018–19
76	69	66

Performance Measurement

Expected Results	Performance Indicators	Targets*	Date to Be Achieved
Canadians can actively engage with the federal government through multiple digital channels	Per cent of engagement through multiple digital channels	To be determined	March 2017
Integrity of government advertising is strengthened	Per cent of Canadians who perceive government advertising as fair and non-partisan	To be determined	March 2017
Improved online federal government service delivery	Per cent of priority federal government services that are available online	To be determined	March 2017
	Degree of client satisfaction with federal government services (quality, timeliness and efficiency)	To be determined	March 2018
	Per cent of priority services in key departments that meet established service standards	To be determined	March 2017

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

Citizens and businesses expect better quality and more accessible services from the Government of Canada, yet a number of services still cannot be completed online. Government communications could be more responsive to the rapidly changing needs of citizens by using technology to connect and interact with citizens about government initiatives, policies, programs and services.

The planned priority initiatives are:

- ▶ Modernize the *Communications Policy of the Government of Canada* to reflect the modern digital environment.
- ▶ Strengthen oversight of government advertising.
- ▶ Develop a new service strategy that aims to create a single online window for all government services (subject to Cabinet and funding approvals).
- ▶ Work with service delivery departments to establish new performance standards, and set up a mechanism to rigorously assess and report publicly on the performance of key government services (subject to Cabinet and funding approvals).

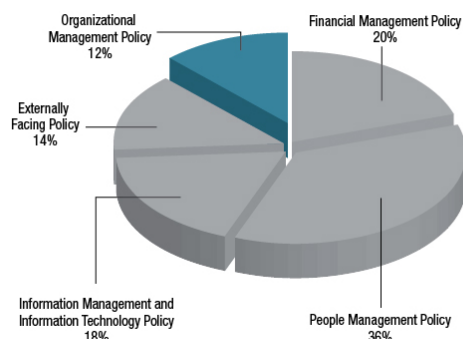
Sub-Program 1.2.5: Organizational Management Policy

Description

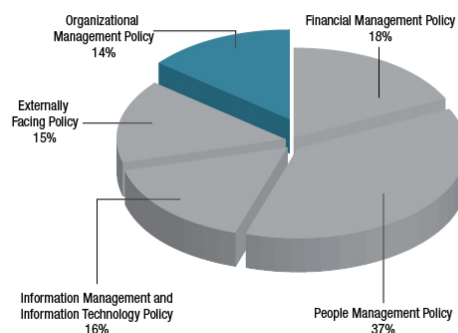
Through the Organizational Management Policy sub-program, the Secretariat provides leadership and direction in the areas of results-based management, risk management, internal audit, evaluation and non-information technology security. The Secretariat develops policies that support the ongoing improvement of the relevance, effectiveness and value for money of programs and operations across the Government of Canada. Through the Management Accountability Framework, it provides strategic direction to support and improve the practices and accountability of deputy heads across departments. The objective is to promote effective and standard corporate management practices across the Government of Canada.

The Secretariat achieves sub-program results by developing and maintaining policy instruments and engaging with functional communities to build capacity and promote management excellence. It also monitors policy compliance in the area of corporate management. The work includes community development, learning and outreach activities.

Organizational Management Policy as a proportion of the Secretariat's 2016–17 planned spending for Management Policies Development and Monitoring



Organizational Management Policy as a proportion of the Secretariat's 2016–17 planned FTEs for Management Policies Development and Monitoring



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
8,452,423	8,404,054	8,438,272

Human Resources (FTEs)

2016–17	2017–18	2018–19
67	67	67

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Organizational management policies promote effective and consistent corporate management practices across the Government of Canada	Organizations agree that the Secretariat's policy centres for organizational management provide useful tools and guidance	70%	March 2017
	Per cent of federal organizations that have received a "generally conforms" on a practice inspection of their internal audit function	95%	March 2016

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Performance information is used by departments to inform management practices and processes	Per cent of departments that use performance information to <ul style="list-style-type: none"> • identify risks • establish priorities • support resource allocations 	100%	March 2017

Planning Highlights

The use of quality data and evidence in Cabinet decision making requires strengthened government-wide expertise in results measurement and a strong commitment throughout the organization to collect, store, analyze and use data effectively. The latest Management Accountability Framework results reveal the need for consistency in departments' use of performance information to identify risks, establish priorities, and support resource allocations.

The planned priority initiative is:

- ▶ Work with departments to improve their use of evidence and data, and instill a stronger culture of performance measurement, evaluation and innovation in program and policy design and delivery.

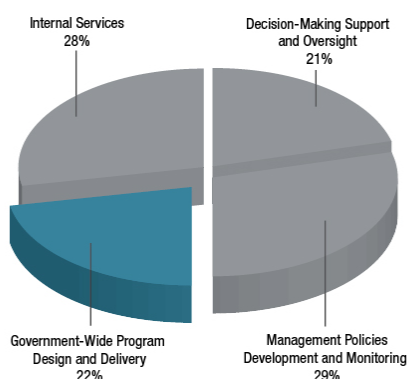
Program 1.3: Government-Wide Program Design and Delivery

Description

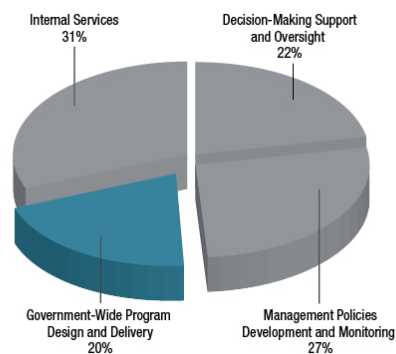
Through the Government-Wide Program Design and Delivery program, the Secretariat designs and delivers activities, systems, services and operations with, for, or on behalf of other organizations in the Government of Canada. It also establishes a platform for transformational initiatives. The objective is to provide consistent and cost-controlled operations across the Government of Canada.

The Secretariat achieves program results by developing and delivering solutions where whole-of-government leadership is required, or where transformation and standardization can be achieved to improve quality and value for money.

Government-Wide Program Design and Delivery as a proportion of the Secretariat's 2016–17 planned operational spending



Government-Wide Program Design and Delivery as a proportion of the Secretariat's 2016–17 planned FTEs



Budgetary Financial Resources (dollars)*

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
53,732,931	53,256,595	52,997,096	53,642,559

* Planned spending has been adjusted at the program level to align with government commitments, as set out in the President of the Treasury Board's mandate letter.

Human Resources (FTEs)

2016–17	2017–18	2018–19
354	356	349

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The Secretariat promotes consistency in systems and operations across the Government of Canada	Employees agree that they have the necessary tools to do their jobs	Improvement over 2014 PSES ^{xx} results	March 2018
	Per cent of organizations that agree that the Secretariat provides effective guidance with respect to enterprise-wide systems and operations	To be determined*	March 2017

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

For 2016–17, in addition to setting government-wide policy direction in key management areas, the Secretariat will lead a number of priority initiatives to help design and deliver activities, systems, services and operations with, for, or on behalf of other organizations in the Government of Canada.

This program will focus on renewing outstanding collective bargaining agreements, accelerating the open data initiative, and continuing to transform enterprise-wide back office functions.

Sub-Program 1.3.1: Pensions and Benefits

Description

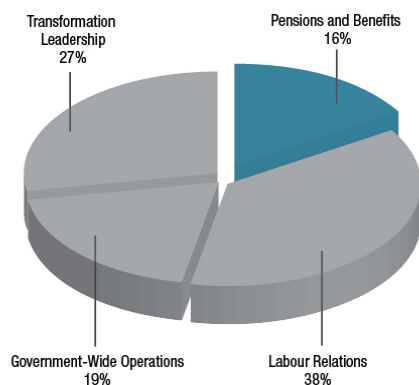
Through the Pensions and Benefits sub-program, the Secretariat supports the Treasury Board as sponsor and manager of the federal public service pension plan and group benefit plans. The objective is to provide consistent, sustainable and well-managed pensions and benefits to employees across the core public service.

The Secretariat oversees administration of the public service pension plan, providing direction to Public Services and Procurement Canada. Working with major insurance companies, it undertakes management and oversight responsibilities for other federal benefit programs. The scope of the Pensions and Benefits Sector includes policy and program development for public service pensions, benefit plans, and disability and sick leave management (Workplace Wellness and Productivity Strategy).

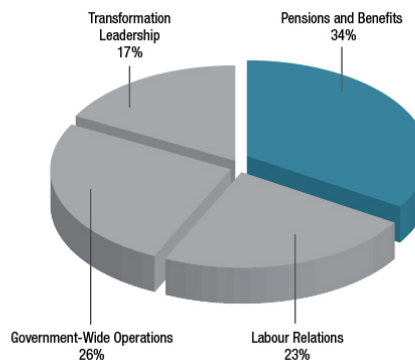
The Secretariat also manages stakeholder relations, provides information to pension and benefit plan members on entitlements, and communicates changes to the public service pension and benefits plans. The Secretariat supports the Secretary and the Treasury Board in setting the terms and conditions relating to eligibility, premiums, contributions, and other arrangements.

The Secretariat is managing insurance benefit plans for employees, pensioners and dependants, which cover health care, dental and disability. The work includes oversight of plan contracts, communications, and initiatives for managing costs.

Pensions and Benefits as a proportion of the Secretariat's 2016–17 planned spending for Government-Wide Program Design and Delivery



Pensions and Benefits as a proportion of the Secretariat's 2016–17 planned FTEs for Government-Wide Program Design and Delivery



Budgetary Financial Resources (dollars)*

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
9,896,977	12,500,625	10,009,953

* The change in planned spending is due to temporary funding for the Workplace Wellness and Productivity Strategy.

Human Resources (FTEs)

2016–17	2017–18	2018–19
131	135	126

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Modern pension and benefit plans that help make the government a modern employer	Per cent of key government partners that agree that the Secretariat provides quality tools and guidance in the area of pensions and benefits	80%	March 2017

Planning Highlights

The Secretariat will continue to strengthen its mandate related to the management and oversight of the pension and group benefit plans for the public sector, notably in the area of plan comparability, affordability and sustainability.

Sub-Program 1.3.2: Labour Relations

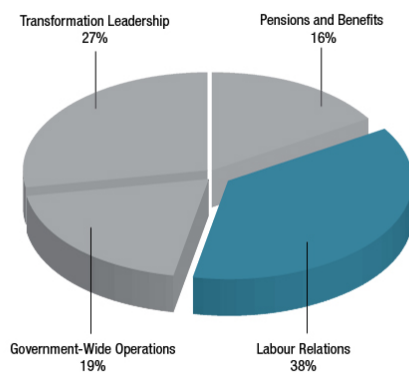
Description

Through the Labour Relations sub-program, the Secretariat supports the Treasury Board in its role as employer by overseeing labour management and compensation operations for the core public administration.

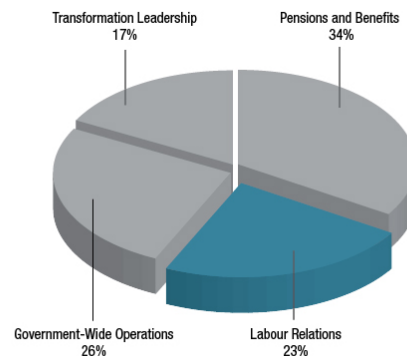
The Secretariat negotiates collective agreements with employee bargaining agents and oversees employer representation at recourse for labour relations, classification, pay equity, staffing and terms and conditions of employment. It also provides advice and guidance to departments on labour relations and compensation issues.

This sub-program is underpinned by legislation, such as the *Financial Administration Act*,^{xxi} the *Public Service Labour Relations Act*,^{xxii} and the *Public Service Employment Act*.^{xxiii}

Labour Relations as a proportion of the Secretariat's 2016–17 planned spending for Government-Wide Program Design and Delivery



Labour Relations as a proportion of the Secretariat's 2016–17 planned FTEs for Government-Wide Program Design and Delivery



Budgetary Financial Resources (dollars)*

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
20,180,576	18,619,047	19,393,577

* The change in planned spending and FTEs is related to fluctuations in workload related to labour relations activities.

Human Resources (FTEs)

2016–17	2017–18	2018–19
80	73	73

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Consistent and coherent compensation advice provided to organizations	Per cent of compensation decisions that are aligned with the principles of the Treasury Board's <i>Policy Framework for the Management of Compensation</i>	90%	March 2017
Labour relations programs help government organizations to effectively execute their responsibilities	Per cent of government organizations that agree that the advice and support provided by the Secretariat's labour relations programs assist them in the execution of their responsibilities	70%	March 2017
Good faith bargaining expectations are met	Number of founded bad faith bargaining complaints	Reduction from previous year	March 2017

Planning Highlights

The current round of collective bargaining negotiations started in December 2013. The Secretariat is negotiating the renewal of 27 collective agreements with 15 bargaining agents in the core public administration, and 32 collective agreements with 5 bargaining agents for the 14 separate agencies, excluding the Canadian Forces Non-Public Funds.

The planned priority initiatives are:

- ▶ Bargain in good faith with the Government of Canada's public sector unions.
- ▶ Support the introduction of a new labour relations regime for the Royal Canadian Mounted Police.

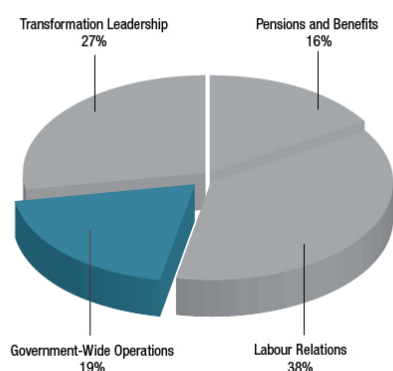
Sub-Program 1.3.3: Government-Wide Operations

Description

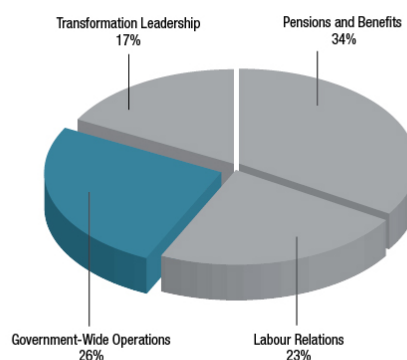
Through the Government-Wide Operations sub-program, the Secretariat provides other departments with access to shared operations, services, and information technology (IT) systems. The Secretariat also provides support to small departments where specific expertise is required or capacity limitations exist, in order to generate cost savings. The Secretariat develops and maintains IT tools that promote a more collaborative and efficient public service. The objective is to improve the efficiency of government organizations.

Activities under this sub-program are performed with groups of government organizations to facilitate government business. These services and systems are developed and maintained by the Secretariat, sometimes in partnership with other organizations.

Government-Wide Operations as a proportion of the Secretariat's 2016–17 planned spending for Government-Wide Program Design and Delivery



Government-Wide Operations as a proportion of the Secretariat's 2016–17 planned FTEs for Government-Wide Program Design and Delivery



Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
10,085,537	10,680,686	10,816,980

Human Resources (FTEs)

2016–17	2017–18	2018–19
91	93	93

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Government-wide operations are managed effectively	Per cent of targeted organizations that have implemented services and systems developed or mandated by the Secretariat	100%	March 2016
	Per cent of public servants using collaborative tools (e.g., GCconnex, GCpedia) developed by the Secretariat	55%	March 2016

Planning Highlights

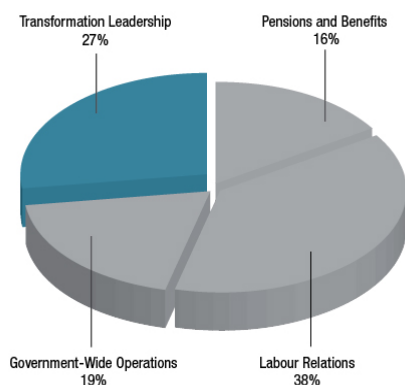
The Secretariat will continue its ongoing work of providing departments with access to shared operations, services and information technology systems.

Sub-Program 1.3.4: Transformation Leadership**Description**

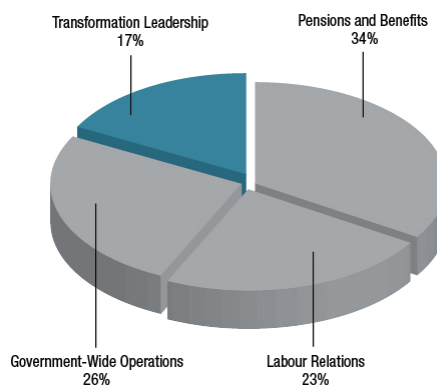
Through the Transformation Leadership sub-program, the Secretariat reviews existing administrative systems and processes, and provides the platform for transformational initiatives across the Government of Canada for improvements, primarily (but not exclusively) in back office functions. The objective is to achieve better value for money and services by redesigning and transforming Government of Canada operations where the benefits outweigh the costs.

The Secretariat develops and pilots leading-edge enterprise tools, systems, and services to initiate change and identify lessons learned to support government-wide implementation.

Transformation Leadership as a proportion of the Secretariat's 2016–17 planned spending for Government-Wide Program Design and Delivery



Transformation Leadership as a proportion of the Secretariat's 2016–17 planned FTEs for Government-Wide Program Design and Delivery



Budgetary Financial Resources (dollars)*

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
13,093,505	11,196,738	13,422,049

* The change in planned spending is related to fluctuations in funding for the Government-Wide Back Office Transformation Initiative and Open Government.

Human Resources (FTEs)

2016–17	2017–18	2018–19
52	55	57

Performance Measurement

Expected Results	Performance Indicators	Targets*	Date to Be Achieved
Canadians have better access to government data	Per cent of federal data publicly released	To be determined	March, 2017
Transformational initiatives improve Government of Canada operations	Per cent of targeted departments leveraging enterprise back office systems	To be determined	TBD

* Baseline data will be collected over the course of the 2016–17 fiscal year, in order to establish and report on targets in the Secretariat's next Report on Plans and Priorities.

Planning Highlights

Although the government releases more information than ever before, an untapped wealth of information could be used to increase transparency, build public trust and spur innovation. Opportunities also exist to improve the ability of the government to manage in a way that is informed by reliable, enterprise-wide data, business analytics and performance information.

Transformation of the back office processes in the areas of human resources management, financial management and information management will facilitate coherent and consistent government operations and processes that support service delivery to Canadians and ultimately make data more accessible to parliamentarians.

The planned priority initiatives are:

- ▶ Accelerate and expand open data initiatives and make government data available digitally and open by default (subject to Cabinet and funding approvals).
- ▶ Ensure successful implementation of initiatives to transform enterprise-wide back office functions (subject to Cabinet and funding approvals).

Program 1.4: Government-Wide Funds and Public Service Employer Payments

Description

The Government-Wide Funds and Public Service Employer Payments program accounts for funds that are held centrally to supplement other appropriations, from which allocations are made to, or payments and receipts are made on behalf of, other federal organizations. These funds supplement the standard appropriations process and meet certain responsibilities of the Treasury Board as the employer of the core public administration, including employer obligations under the public service pension and benefits plans.

The administration of these funds falls under the Expenditure Analysis and Allocation Management sub-program and the People Management Policy sub-program, but their financial resources are shown separately in the Secretariat's Program Alignment Architecture for visibility and reporting purposes.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
6,333,254,397	6,333,254,397	6,333,254,397	6,333,254,397

This program consists of two components:

1) Government-Wide Funds (Central Votes)

Budgetary Financial Resources (dollars)*

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
3,553,193,000	3,553,193,000	3,553,193,000	3,553,193,000

* Government-wide funds include funding to support other federal organizations for expenditures such as payroll requirements (to cover parental benefits and severance payments); compensation adjustments (to adjust for salary increases); operating budget carry forward (to carry forward eligible lapsing funds from the previous fiscal year); and capital budget carry forward (to carry forward lapsing capital funds from the previous fiscal year).

2) Public Service Employer Payments and Various Statutory Items

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,780,061,397	2,780,061,397	2,780,061,397	2,780,061,397

Human Resources (FTEs for both components)

2016–17	2017–18	2018–19
N/A	N/A	N/A

Performance Measurement (for both components)

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Allocations and payments managed by the Secretariat are made as required	Per cent of allocations and payments made	100%	March 2017

Planning Highlights

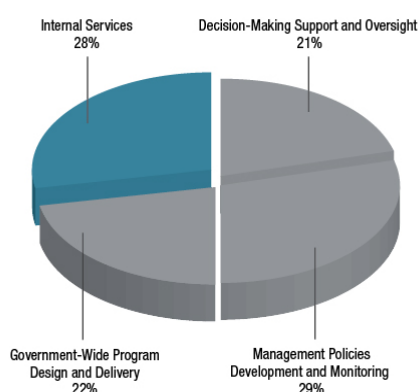
The Secretariat will continue to deliver on legislative requirements related to Treasury Board Vote 20 – Public Service Employer Payments. Related information on planned spending is presented in [Section III: Supplementary Information](#). Other contingency funds are available to other government departments, if required, and expenditures are identified under their programs (ongoing).

Internal Services

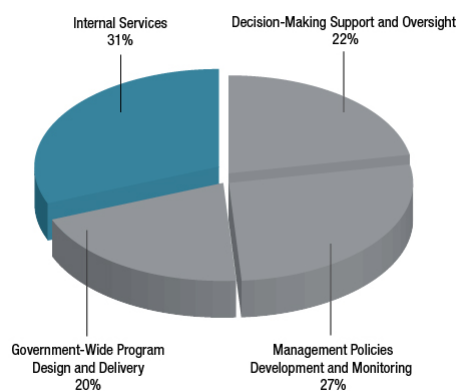
Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided for a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Internal Services as a proportion of the Secretariat's 2016–17 planned operational spending



Internal Services as a proportion of the Secretariat's 2016–17 planned FTEs



Budgetary Financial Resources (dollars)*, †

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
66,661,047	65,624,896	69,130,661	60,611,147

* Planned spending has been adjusted at the program level to align with government commitments, as set out in the President of the Treasury Board's mandate letter.

† The change in planned spending is due to a temporary funding increase in 2017–18 and the subsequent sunsetting of these funds in 2018–19 for the Workspace Renewal Initiative.

Human Resources (FTEs)

2016–17	2017–18	2018–19
563	568	560

Planning Highlights

The Secretariat has an ambitious agenda to deliver, which includes multiple complex priority initiatives that need to be completed within very short time frames. This requires strong leadership and employees who have the right skills and competencies to excel in their work. It also requires an agile and collaborative organization with lean and efficient business practices that foster innovation and intelligent risk taking, and that get faster and better results for invested efforts. To succeed, the Secretariat will build on *This is TBS*, which includes Blueprint 2020 initiatives to further accelerate its internal transformation.

The planned priority initiatives are:

- ▶ Support a high-performing workforce that is agile and that operates in a respectful and healthy work environment each and every day.
- ▶ Foster a more dynamic, open and networked workplace, which includes renewing and consolidating office space within Workplace 2.0 standards, and re-engineering back office technology to better manage information.
- ▶ Adopt lean and efficient business practices that create opportunities for transferring skills and knowledge, streamlining processes, and empowering employees.

Section III: Supplementary Information

Future-Oriented Condensed Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Secretariat's operations. The expense and revenue forecasts are prepared on an accrual accounting basis. As a result, the figures presented here will differ from the figures presented elsewhere in the report, which are prepared on an expenditure basis.

A more detailed [Future-Oriented Statement of Operations](#) with associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the Secretariat's website.

Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	3,464,823,600	3,046,425,303	(418,398,297)
Total net revenues	(13,276,138)	(11,848,562)	1,427,576
Net cost of operations before government funding and transfers	3,451,547,462	3,034,576,741	(416,970,721)

Total expenses are forecasted to decrease by \$418.4 million (12.1 per cent) in 2016–17. The decrease is mainly due to funding received in 2015–16 to help restore the Service Income Security Insurance Plan to a healthy financial position. Total net revenues are forecasted to decrease by \$1.4 million (10.5 per cent) in 2016–17, mainly due to a decrease in recoveries related to the public service pension plan. As a result, the net cost of operations is forecasted to decrease by \$417 million (12.1 per cent) in 2016–17 compared with 2015–16.

Total expenses include approximately \$3.2 billion in 2015–16 and \$2.8 billion in 2016–17 for public service employer payments. These funds are used for government-wide programs such as the employer's share of the Public Service Health Care Plan, the Public Service Dental Care Plan, other insurance and pension programs, as well as contributions to the public service pension plan and the Retirement Compensation Arrangement in respect of actuarial deficits.

The balance of the expenses relates to departmental expenses, including salary costs and payments for goods and services. Revenues of approximately \$12 million to \$13 million per year derive from the provision of internal support services to other departments and the recovery of costs related to pension administration services provided to the public service pension plan.

Supplementary Information Tables

The supplementary information tables listed in the *2016–17 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's website.

- ▶ Departmental Sustainable Development Strategy
- ▶ Disclosure of Transfer Payment Programs Under \$5 Million
- ▶ Horizontal Initiatives
- ▶ Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*^{xxiv} publication.

The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (DPR): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. DPRs are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charged against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: Is what an organization did with its resources to achieve its results; how well those results compare to what the organization intended to achieve; and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and will tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important, or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (RPP): Provides information on the plans and expected performance of appropriated organizations over a three-year period. RPPs are tabled in Parliament each spring.

result: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an appropriation act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- i. Mandate letter, <http://pm.gc.ca/eng/president-treasury-board-canada-mandate-letter>
- ii. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-11/>
- iii. Comptroller General of Canada, <http://www.tbs-sct.gc.ca/ocg-bcg/index-eng.asp>
- iv. Chief Human Resources Officer, <http://www.tbs-sct.gc.ca/chro-dprh/index-eng.asp>
- v. Chief Information Officer, <http://www.tbs-sct.gc.ca/cio-dpi/org-eng.asp>
- vi. Prime Minister of Canada's website, <http://pm.gc.ca/eng/ministerial-mandate-letters>
- vii. Whole-of-government framework, <http://www.tbs-sct.gc.ca/ems-sgd/wgf-ipp-eng.asp>
- viii. *Public Service Pension Adjustment Act*, <http://laws.justice.gc.ca/eng/acts/p-33.6>
- ix. *Public Service Superannuation Act*, <http://laws-lois.justice.gc.ca/eng/acts/p-36/>
- x. *Employment Insurance Act*, <http://laws-lois.justice.gc.ca/eng/acts/e-5.6/>
- xi. 2016–17 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- xii. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-11/>
- xiii. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-11/>
- xiv. *Public Service Employment Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/>
- xv. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-11/>
- xvi. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-11/>
- xvii. *Public Service Labour Relations Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-33.3/>
- xviii. *Public Service Employment Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/>
- xix. *Official Languages Act*, <http://laws-lois.justice.gc.ca/eng/acts/o-3.01/>
- xx. 2014 Public Service Employee Survey, <http://www.tbs-sct.gc.ca/psm-fpfm/modernizing-modernisation/pses-saff/index-eng.asp>
- xxi. *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/>
- xxii. *Public Service Labour Relations Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-33.3/>
- xxiii. *Public Service Employment Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/>
- xxiv. *Tax Expenditures and Evaluations* publication, <http://www.fin.gc.ca/purl/taxexp-eng.asp>