Treasury Board of Canada Secretariat | Secrétariat du Conseil du Trésor du Canada

Canada

Treasury Board of Canada Secretariat 2020–21 Departmental Results Report

Departmental Results Report

2020–21

Treasury Board of Canada Secretariat

Original signed by

The Honourable Mona Fortier, P.C., M.P.
President of the Treasury Board

© Her Majesty the Queen in Right of Canada,
represented by the President of the Treasury Board, 2021

Catalogue No. BT1-45E-PDF
ISSN 2561-3561

This document is available on the Government of Canada website at www.canada.ca

This document is available in alternative formats upon request.

Table of contents

From the President 1

Results at a glance 3

- Treasury Board of Canada Secretariat role 3
- Performance summary 3

Results: what we achieved 5

- Spending oversight 5
- Administrative leadership 10
- Employer 24
- Regulatory oversight 35
- Internal Services 41

Analysis of trends in spending and human resources 45

- Actual expenditures 45
- Actual human resources 50
- Expenditures by vote 50
- Government of Canada spending and activities 51
- Financial statements and financial statements highlights 51

Corporate information 54

- Organizational profile 54
- Raison d’être, mandate and role: who we are and what we do 54
- Operating context 54
- Reporting framework 54
- Supporting information on the program inventory 57
- Supplementary information tables 57
- Federal tax expenditures 58
- Organizational contact information 59

Appendix: definitions 60

Endnotes 64

From the President

I am pleased to present the Departmental Results Report for the Treasury Board of Canada Secretariat (TBS) for 2020–21.

The Honourable Mona Fortier
President of the Treasury Board

During this period, TBS worked to support the Government of Canada's response to the COVID-19 pandemic and to improve government operations for the benefit of all.

One way we can produce better results for those we serve is by ensuring that the public service reflects the diversity of Canada's population and fosters a culture of belonging and trust so that our employees can realize their full potential. To accelerate progress in this area, TBS created the Centre on Diversity and Inclusion, which is co-developing solutions with equity-seeking employee networks. For example, the Mentorship Plus program has been launched to better support leadership development, specifically among members of under-represented groups who aspire to leadership and executive positions.

A significant part of public service diversity stems from the commitment to bilingualism, ushered in by the *Official Languages Act* in 1969. In 2020–21, TBS worked closely with partners to support the government's commitment to modernize the act. The proposed changes will ensure that clients are served in both official languages and that government programming enhances the vitality of English and French linguistic minority communities.

A focus on service has driven efforts to transform the way government serves members of the public to meet their needs and expectations in the digital age. The COVID-19 pandemic pushed the government to develop end-to-end digital services to support Canadians through the crisis, showing them that user-friendly, convenient and digital-first services from their government are possible.

TBS collaborated with partners to create services such as a web-based tool to help Canadians determine which government benefits they could access during the pandemic. TBS also developed GC Notify, which Health Canada used to send out over 5 million notifications to Canadians with trusted, accurate and timely guidance about COVID-19.

To ensure that Canadians received the critical support they needed during the pandemic, TBS worked closely with Shared Services Canada to provide public servants working from home with a secure, efficient and reliable network. As a result, despite working remotely, public servants were able to collaborate across departments to provide critical services to Canadians in record time.

TBS also supported the values of openness, transparency and accountability by collaborating with departments to host data and information about COVID-19 on the Open Government Portal. To continue to promote these values across government, TBS and its partners consulted widely on developing the 2020–2022 National Action Plan on Open Government.

Open, transparent and accountable government also means ensuring that Parliamentarians and members of the public know how public funds are being spent. To continue to raise the bar on accountability, TBS strengthened the clarity and consistency of financial and performance reporting, and made it easier to find, analyze and compare financial, people and results data across departments. Because of the extraordinary circumstances caused by the pandemic, TBS made several changes to the presentation of the Estimates in order to enhance transparency.

In carrying out its regulatory oversight role, TBS supported the government-wide response to the pandemic by providing regulators with flexibilities in developing regulations. At the same time, TBS maintained key elements of due diligence such that Canada's regulatory system has been an integral part of the country's emergency response to the pandemic.

TBS also continued to provide government-wide leadership toward net-zero, climate-resilient and green operations by releasing an updated Greening Government Strategy that commits the Government of Canada to reducing its own greenhouse gas emissions to net zero by 2050.

Last year was a year like no other, and TBS employees once again demonstrated the dedication, innovation and professionalism that are the hallmarks of the federal public service. I invite you to read this report to find out more about what TBS is doing to make government better for the benefit of all.

Original signed by

The Honourable Mona Fortier, P.C., M.P.
President of the Treasury Board

Results at a glance

Treasury Board of Canada Secretariat role

The Treasury Board of Canada Secretariat (TBS) is a central agency that serves as the administrative arm of the Treasury Board. It provides leadership[1] in relation to the following four core responsibilities[2] to help departments[3] fulfill government priorities and meet citizens' expectations of government.

1. Spending oversight

   TBS oversees how the federal government spends taxpayers' money by reviewing government programs, spending proposals and spending authorities, and by reporting to Parliament and Canadians on government spending.

2. Administrative leadership

   TBS leads government-wide initiatives, develops policies and sets the strategic direction for federal government administration in areas such as digital government, access to information, and management of assets and finances.

3. Employer

   TBS develops policies and sets the strategic direction for people and workplace management in the federal public service. It also manages total compensation in the core public administration and represents the government in labour relations matters.

4. Regulatory oversight

   TBS develops and oversees policies to promote good regulatory practices in the federal government and regulatory cooperation across jurisdictions. It also reviews proposed regulations and coordinates reviews of existing regulations.

Performance summary

In 2020–21, TBS supported other government departments in their response to the COVID-19 pandemic by helping them adapt their workplaces and working conditions to facilitate the shift to having public servants work remotely, and to ensure the continuity of services to Canadians. TBS also changed how it carried out its activities, since most of its employees were working remotely.

1. Although TBS plays a leadership role in setting administrative policy government-wide, deputy heads are accountable for managing their departments.
2. A department's core responsibilities are the enduring functions or roles it carries out. They differ from programs, initiatives and other commitments, which may be undertaken for only a set amount of time.
3. In this document, "departments" refers to both departments and agencies.

In 2020–21, TBS aimed to achieve 11 results, which it measured using 28 performance indicators.

- Targets met: 13 (these include targets related to employee wellness and regulatory oversight)
- Targets after March 31, 2021, on track to be met: 4 (these include targets related to the federal government's greenhouse gas emissions)
- Targets not met: 7 (these include targets related to service delivery and the clarity of reporting on government spending); TBS will work with departments to meet Canadians' high expectations of government results
- Targets with no data available: 4 related to employment equity indicators

In 2020–21, total actual spending for TBS was $3,230,779,736, and total actual full-time equivalents was 2,330.

For more information on TBS's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Results: what we achieved

This section contains the following for each of TBS's core responsibilities:

- a description of the responsibility
- the actions TBS took in 2020–21 to achieve its planned results in relation to the responsibility and whether it achieved these results
- a description of:
  - how TBS used gender-based analysis plus
  - TBS's contributions to the Government of Canada's efforts to implement the United Nations' 2030 Agenda for Sustainable Development[4, i] and achieve the UN Sustainable Development Goals[ii]
  - experiments TBS undertook
- the financial and human resources that TBS allocated to achieving its planned results

This section also contains information about Internal Services at TBS in 2020–21 and the financial and human resources allocated to them.

Spending oversight

Description

- Review spending proposals and authorities
- Review existing and proposed government programs for efficiency, effectiveness and relevance
- Provide information to Parliament and Canadians on government spending

Results

In 2020–21, TBS aimed to achieve two results related to its spending oversight responsibility:

1. Treasury Board proposals contain information that helps Cabinet ministers make decisions
2. Reporting on government spending is clear

The following provides details on those results.

4. The 2030 Agenda envisions a secure world free of poverty and hunger, with full and productive employment, access to quality education and universal health coverage, the achievement of gender equality and the empowerment of all women and girls, and an end to environmental degradation.

Departmental result 1 for spending oversight: Treasury Board proposals contain information that helps Cabinet ministers make decisions

The Government of Canada is committed to strengthening the oversight of the expenditure of taxpayer dollars and to exercising due diligence in relation to the costing information that departments prepare for proposed legislation and programs.

In 2020–21, TBS monitored spending trends and developed plans to support the government's longer-term fiscal objectives by working with departments, primarily during the drafting of Treasury Board submissions, to ensure that the proposals:

- aligned with Treasury Board policies and government priorities
- supported value for money
- clearly explained the results that will be achieved and how those results will be measured
- contained clear assessments of risk, including financial risk
- supported the strategic use of information and technology, and a user-centred approach to services

In 2020–21, 77% of the Treasury Board submissions assessed transparently disclosed financial risk,[5] an increase from the previous year's result of 54% and higher than the target of 75% by March 2023. The improvement is due in part to TBS's efforts to help departments identify and document financial risks and to help them strengthen their costing capacity.

Departmental result 2 for spending oversight: reporting on government spending is clear

The Government of Canada is committed to improving the openness, effectiveness and transparency of government in various ways, including by strengthening the clarity and consistency of financial reporting.

As part of fulfilling this commitment, TBS strives to make sure that the information departments provide in their Departmental Plans and Departmental Results Reports and in GC InfoBase[6, iii] is clear, easy to find and easy to understand.

5. Submissions were assessed using five criteria: 1. Are the framing assumptions disclosed? 2. Are the framing assumptions reasonable? 3. Was a sensitivity analysis completed? 4. Was the sensitivity analysis appropriate? 5. Does it disclose controllable versus uncontrollable financial risk?
6. GC InfoBase is an interactive, publicly accessible tool for finding the latest information on government finances, people and results.

In 2020–21, to improve the clarity of reporting on government spending, TBS:

- added to the Estimates a reconciliation of the Estimates with the spending measures set out in the government's fiscal policy documents (for example, the Fall Economic Statement 2020)
- added new data visualizations and datasets to GC InfoBase, including a page dedicated to the government's planned expenditures in response to the COVID-19 pandemic
- provided feedback to departments on the quality of the information they collected on their performance
- updated the guidance on Departmental Plans and Departmental Results Reports and clarified the expectations and requirements for departments

To measure performance in this area, TBS surveys online readers of Departmental Plans and Departmental Results Reports and GC InfoBase users about the usefulness of the information in these products. The survey results for 2020–21 are as follows:

- the average rating for the usefulness of spending information in GC InfoBase was 3.9 out of 5, above the target of 3.5
- the average rating for the usefulness of the online versions of Departmental Plans and Departmental Results Reports was 3.3 out of 5, below the target of 3.5

To improve these results, TBS will work with departments to make Departmental Plans and Departmental Results Reports more useful based on readers' feedback.

Gender-based analysis plus

In carrying out its core responsibility of spending oversight in 2020–21, TBS helped incorporate GBA Plus into government decision-making by:

- reviewing proposals submitted for Treasury Board approval to make sure they:
  - take into account the needs, priorities and interests of different groups
  - include plans for collecting data and reporting on the impacts in terms of gender and diversity of the proposed program
- as required under the *Canadian Gender Budgeting Act*,[iv] making available to the public analysis of impacts in terms of gender and diversity of Government of Canada expenditure programs through supplementary information tables to Departmental Results Reports
- helping departments improve the quality of their analyses by:
  - offering learning resources and events to support the sharing of best practices in GBA Plus
  - publishing competencies for heads of evaluation and heads of performance measurement

- distributing guidance on how to meet the requirements of the *Policy on Results*[v] that relate to GBA Plus

- partnering with Statistics Canada to study women-owned businesses that access business innovation and growth support programs

2030 Agenda for Sustainable Development

In 2020–21, in fulfilling its core responsibility of spending oversight, TBS contributed to Canada's implementation of the 2030 Agenda by working with the Privy Council Office, the Department of Finance Canada, and Women and Gender Equality Canada, to support Employment and Social Development Canada in developing an overall federal implementation plan for the United Nations Sustainable Development Goals[vi] (SDGs).

In addition, TBS reviewed departments' Treasury Board submissions and provided guidance on how to ensure that proposed initiatives take into account the requirements of the SDGs.

For example, TBS made sure that proposals:

- met strategic environmental assessment requirements
- took into account potential impacts on climate change and identified any need to adapt as a result of those impacts
- aligned with the Greening Government Strategy[vii]

Through this work, TBS contributed to SDG 13.3 (improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning).

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Treasury Board proposals contain information that helps Cabinet ministers make decisions	Degree to which Treasury Board submissions transparently disclose financial risk (on a maturity scale of 1 to 5)	At least 75%	March 2023	45%	54%	77%

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Reporting on government spending is clear	Degree to which GC InfoBase users found the spending information useful (on a scale of 1 to 5)	Average rating 3.5 out of 5	March 2021	Average rating 3.2 out of 5	61% (average rating 3.6 out of 5)	78% (average rating 3.9 out of 5)
	Degree to which visitors to online departmental planning and reporting documents found the information useful (on a scale of 1 to 5)	Average rating 3.5 out of 5	March 2021	Average rating 3.3 out of 5	Average rating 3.8 out of 5	Average rating 3.3 out of 5

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 planned spending	2020–21 total authorities available for use	2020–21 actual spending (authorities used)	2020–21 difference (actual spending minus planned spending)
3,622,079,027	3,622,079,027	1,092,749,686	39,858,663	-3,582,220,364

Human resources (full-time equivalents)

2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2020–21 difference (actual full-time equivalents minus planned full-time equivalents)
302	292	-10

Financial, human resources and performance information for the Treasury Board of Canada Secretariat's Program Inventory is available in GC InfoBase.[viii]

Administrative leadership

Description

- Lead government-wide initiatives
- Develop policies and set the strategic direction for government administration related to:
  - service delivery
  - access to government information
  - the management of assets, finances, information and technology

Results

In 2020–21, TBS aimed to achieve four results in exercising its administrative leadership responsibility:

1. Government service delivery is digitally enabled and meets the needs of Canadians
2. Canadians have timely access to government information
3. Government promotes good asset and financial management
4. Government demonstrates leadership in making its operations low-carbon

The following provides details on those results.

Departmental result 1 for administrative leadership: government service delivery is digitally enabled and meets the needs of Canadians

The Government of Canada is a large, complex institution that provides services to millions of Canadians every single day. Whether renewing a passport, filing taxes or accessing benefits, people expect government services and transactions to be as easy as streaming a movie or shopping online.

While work is underway to review and improve service standards for government services, not all services are easy to access and use. Some still involve paper-based processes or the lack of clear online information, resulting in clients moving to the phone or in-person service channels. Others are using complex PDF forms for simple procedures, such as informing the government of a change of address or marital status.

To make services easier to use and access, the Government of Canada is undertaking a digital transformation. It has committed to implementing generational investments to update and replace outdated information technology (IT) systems and modernize the way government delivers benefits and services to Canadians.

TBS is supporting this digital transformation by providing government-wide leadership across four strategic pillars:

1. **Modernize legacy IT systems**

   The Government of Canada's major service-delivery systems are easy to use and maintain, stable and reliable, secure, and adaptable.

2. **Improve services**

   Individuals and businesses are satisfied with and trust Government of Canada services, which are reliable, secure, timely, accessible, and easy to use from any device.

3. **Take a coordinated approach to digital operations**

   Government of Canada public servants are happier and more productive; departments make better data-driven decisions; operations are more effective and efficient; costs are lower; and duplication of effort is reduced.

4. **Transform the institution**

   Government of Canada public servants are digitally enabled through cultural and operational shifts and work on modern, diverse and multidisciplinary teams to serve the public better.

Supporting the Government of Canada's response to the pandemic

TBS supported the government's response to the COVID-19 pandemic by:

- working with Health Canada, and with provincial and territorial partners, to deliver COVID Alert, the nationwide COVID-19 exposure-notification app. Over 6.4 million people downloaded the app, and more than 23,000 used it to send alerts about COVID-19 exposure
- working with Employment and Social Development Canada and Service Canada to launch the COVID-19 Benefits Finder in just a few weeks. This tool has helped over 1.9 million people find personalized information about social programs created during the pandemic that they might be eligible for; over 40% of users used the tool to apply for programs right away
- developing GC Notify,[7] which Health Canada used to send out over 5 million notifications through the "Get Updates on COVID-19" service
- recruiting talent that meets the demands for digital services stemming from the COVID-19 pandemic
- providing research and design services to departments for web content and services relating to the COVID-19 pandemic
- partnering with the Canada School of Public Service and Code for Canada to run Open Call, a "living" catalogue of free, easy-to-use and reusable digital tools that help teams from all levels of government better serve people across Canada during the COVID-19 pandemic
- coordinating the government's overall web presence with Health Canada, the Public Health Agency of Canada and the Privy Council Office

7. Developed by the Canadian Digital Service, which is housed at TBS, GC Notify allows departments to send notifications to people who use their services, at low cost and in just a few simple steps, so that they are kept up to date.

TBS also helped departments quickly shift to having most employees working from home by:

- rapidly deploying secure collaboration tools to help departments implement Microsoft Office 365
- providing guidance and best practices on information management and technology when working remotely[ix]
- providing information on options for implementing e-signatures[x] as alternatives to wet signatures

Digital service delivery

In 2020–21, TBS did the following to help departments improve their digital service delivery:

- validated citizens' expectations for a "tell-us-once" approach[8] and delivered a prototype of OneGC, a single online window for federal government services
- expanded the use of the Pan-Canadian Trust Framework[9] by, for example:
  - working with the Government of British Columbia, the Canada Revenue Agency (CRA) and Employment and Social Development Canada (ESDC) to make it possible for British Columbians to use their BC Services Card to access their online CRA and Service Canada accounts
  - working with ESDC, CRA and the Government of Alberta to standardize wording for federal-provincial trusted digital identity agreements
- launched a prototype of Sign-In Canada for people submitting expressions of interest in Western Economic Diversification Canada's Business Scale-up and Productivity[xi] program
- led the implementation of a multi-factor-authentication-as-a-service capability as part of GCKey, the federal government's credential service, which protects access to federal government services, including the My Service Canada account
- published guidance on event logging[xii] and patch management,[xiii] which supports departments in conducting proactive IT security monitoring in their areas of responsibility
- developed a framework for assessing the security of software-as-a-service (SaaS) solutions used by the Government of Canada
- recommended how certain federal government services could be improved through the application of digital practices
- provided documents, tools and information sessions to help make departmental websites more secure and to implement the new *Policy on Service and Digital*[xiv]
- started work on a new tool to help departments publish simple, accessible, online forms that Canadians can use to apply for services or benefits

8. "Tell us once" makes it possible for users to provide their information just once to receive services from different government departments.
9. The Pan-Canadian Trust Framework is a set of rules and tools designed to help businesses and governments develop tools and services that enable information to be verified regarding a specific transaction or particular set of transactions.

Digital capacity

In 2020–21, TBS did the following to help the government build its digital capacity:

- supported training and development by, for example, participating in training delivered through the Canada School of Public Service's Digital Academy[xv]
- shared digital practices and tools and helped departments adopt them by:
  - developing, with partners, a new phonetic alphabet,[xvi] inclusive illustrations[xvii] and guidance on using feedback text boxes[xviii]
  - publishing a technical playbook[xix] so that other departments can build on the practices of the Canadian Digital Service, which is housed at TBS
- advised departments on job descriptions, hiring practices and competency development to help them build their in-house digital expertise
- amended the *Standard on Email Management*[xx] to improve email security
- clarified the requirements in the *Directive on Automated Decision-Making*,[xxi] including the requirements to:
  - notify Canadians of automation regardless of how they choose to access federal government services
  - document automated decisions to meet monitoring and reporting requirements
  - better account for privacy risks arising from the use of personal information by automated decision systems
- developed two new standards to include in the *Directive on Service and Digital*[xxii] to support consistent IT service delivery

Results for 2020–21 show that overall, TBS's efforts to digitally enable government service delivery are having an impact. For example, TBS surpassed its target for the degree to which clients are satisfied with the delivery of Government of Canada services, achieving a score of 63 out of 100, compared with the target of 60.[10, xxiii] This result is not only an improvement on the previous score of 58, reported in 2017–18; it is also the highest score since client satisfaction started to be measured, in 1998.

10. Based on responses to the question, "Overall, how would you rate the services you get from each level of government?" in the Citizens First Survey. This survey is conducted every few years by the Institute for Citizen-Centred Service, a not-for-profit organization.

However, results for 2020–21 also show that more work is needed in certain areas:

- 69% of priority services met their service standard, a slight decrease from 70% the previous year and below the target of 80%
- 72% of priority services were available online, up from 69% the previous year, but below the target of 80%
- 69% of Government of Canada websites delivered digital services to citizens securely, up from 57% the previous year, but below the target of 100%

To improve these results, TBS will work with departments to:

- increase the use of client feedback and user consultations to design and continuously improve government services
- identify more services that could be digitized and take steps to digitize them
- work with departments' designated officials for cybersecurity to make government websites more secure and to provide tools like the *Security Playbook for Information System Solutions*[xxiv] and patch management guidance in order to improve the delivery of secure and trusted digital services

Departmental result 2 for administrative leadership: Canadians have timely access to government information

The Government of Canada is committed to improving the openness, effectiveness and transparency of government, and to being open by default.

As part of fulfilling this commitment, TBS works with federal government organizations on **open government** and on helping them better respond to **access to information and personal information requests**.

Open government

In 2020–21, TBS continued to lead the implementation of *Canada's 2018–2020 National Action Plan on Open Government*[xxv] by:

- consulting with the Multi-Stakeholder Forum on Open Government,[11, xxvi] stakeholders and the public on the next open government action plan
- updating the *Open Government Guidebook*[xxvii]
- disclosing over 1.4 million records proactively

11. The Multi-Stakeholder Forum on Open Government supports ongoing dialogue between government and Canadian civil society on open government. Its mandate is to provide input and advice on the Government of Canada's commitments on open government, identify new areas of focus, and build the open government community across Canada.

TBS coordinated the publication of 1,613 datasets on the Open Government Portal, including over 400 federal open-data resources related to COVID-19. This result is below the 2020–21 target of at least 2,000 but above the 2021–22 target of at least 1,000. TBS set a lower target for the current year because it wants to focus on the quality and usefulness of the data rather than on volume.

Access to information and personal information requests

In 2020–21, TBS worked to improve how federal government institutions respond to access to information and personal information requests by:

- expanding the use of the Access to Information and Privacy Online Request Service[xxviii] to 210 out of the approximately 265 government institutions that are subject to the *Access to Information Act*[xxix] and the *Privacy Act*[xxx]
- providing guidance on their obligations in relation to requests for information under the *Access to Information Act* and under the *Privacy Act*
- addressing disruptions to access to information and privacy operations caused by the COVID-19 pandemic, including by issuing:
  - an Access to Information and Privacy Implementation Notice reminding ministers and institutions to make best efforts to respond to requests and to document decisions, and sharing best practices for business resumption
  - Privacy Implementation Notices pertaining to the collection, use and disclosure of personal health information during the COVID-19 pandemic
  - the *Interim Policy on Privacy Protection*[xxxi] and related directives to give certain institutions more flexibility to implement programs and services in response to the COVID-19 pandemic, while ensuring that privacy continued to be protected

TBS also began a review of the *Access to Information Act* to ensure that the access to information regime continues to provide open, accessible and trustworthy information to Canadians in this digital age. The review is focused on:

- reviewing the legislative framework
- examining opportunities to improve proactive publication to make information openly available
- assessing processes and systems to improve service and reduce delays

The review is being conducted in consultation with individual Canadians, Indigenous groups, the federal institutions that are subject to the act, the offices of the Information Commissioner of Canada and the Privacy Commissioner of Canada, and other interested stakeholders and experts. A report on the review, with recommendations, is expected to be presented to the President of the Treasury Board in 2022 and will be tabled in Parliament and published online.

TBS measures performance in the administration of the *Access to Information Act* and the *Privacy Act* by tracking the degree to which institutions respond to Canadians' access to information requests and personal information requests within legislated timelines.

Institutions have 30 days to respond to access to information requests or requests for personal information. For an access to information request, if an institution needs more time to respond, it can seek an extension within 30 days of receipt of the request. For a personal information request, if an institution needs more time to respond, it can seek an extension of up to 30 days beyond the initial 30-day deadline.

Access to information requests

The target is to respond to 90% of access to information requests within legislated timelines. The target takes into account the fact that, because institutions have 30 days to seek an extension of the time limit for responding to a request, the time limit is usually exceeded. Of the access to information requests that institutions responded to in 2020–21, 70% were responded to within legislated timelines, up from 67% in 2019–20. About half of the institutions that responded to access to information requests met this target (69 out of 140, or 49.3%).[12] Seventy-one institutions did not meet the target, mainly because of restrictions and workload pressures stemming from the COVID-19 pandemic.

Personal information requests

The target is to respond to 85% of personal information requests within legislated timelines. The target reflects the fact that there are often extensions. Extensions can be for up to 30 days, which means that the time limit for responses is a maximum of 60 days in all. There is no maximum extension for access to information requests. Of the personal information requests that institutions responded to in 2020–21, 63% were responded to within legislated timelines, down from 79% in 2019–20. About half of the institutions that responded to personal information requests met the target (50 out of 99, or 50.5%).[13] Forty-nine institutions did not meet the target, mainly because of restrictions and workload pressures stemming from the COVID-19 pandemic.

TBS is working with the institutions that did not meet the targets to help determine how to improve their performance.

12. Of the 179 institutions that reported in 2020–21, 138 of them responded to one or more access to information requests.
13. Of the 182 institutions that reported in 2020–21, 99 of them responded to one or more personal information requests.

Departmental result 3 for administrative leadership: government has good asset and financial management practices

The Government of Canada is committed to ensuring the sound stewardship of government assets and finances and to improving its project management capabilities.

As part of fulfilling this commitment, TBS works to:

- put sound policies, standards and practices in place
- oversee performance and compliance across the government
- maintain and build professional communities

Asset management

In 2020–21, TBS:

- completed the first phase of the policy suite update, which included implementation of the new *Policy on the Planning and Management of Investments*[xxxii]
- completed the Horizontal Fixed Asset Review; in support of implementing some of the recommendations in the review, $5.2 million over 3 years was allocated in Budget 2021 to setting up a centre of expertise to examine best-value real estate solutions and service delivery models
- completed the first full year of implementing the *Directive on Government Contracts, Including Real Property Leases, in the Nunavut Settlement Area*,[xxxiii] which supports increased participation by Inuit firms in business opportunities in the settlement area

The indicator used to measure the effectiveness of the government's asset and financial management practices is the percentage of departments that maintain and manage their assets over their life cycle. This indicator assesses:

- the targeted and actual reinvestment rates in real property
- the proportion of Crown-owned real property assets that departments include in their real property portfolio strategies

In 2020–21, 53% of assessed organizations were effectively maintaining and managing their Crown-owned real property assets. This result, which falls short of the target of 60%, is partly attributable to the following three factors:

- many departments did not have current and complete performance data for all of their real property assets at the time of publishing
- departments are not meeting their reinvestment targets for real property assets (for example, for maintaining or renovating aging buildings)
- some departments that have approved real property portfolio strategies did not update them in 2019–20

Maturing of the Government of Canada's asset management practices will take time. The target result of 60% is anticipated to be achieved by the target date of March 2023. The result is expected to improve over time as departments collect and update foundational data on the performance, use and condition of their real property assets, and as they use that data to develop comprehensive, integrated real property portfolio strategies. TBS is supporting their efforts by developing formal guidance on real property portfolio strategies for practitioners in departments.

Financial management

In 2020–21, TBS:

- held four Internal Control Working Group (ICWG) sessions on the impact of COVID-19 on internal controls over financial reporting and on the transition from internal control over financial reporting to internal control over financial management
- established an advisory committee that met with 23 large departments and agencies to gather best practices relating to COVID-19 and internal controls over financial reporting and shared the results of the sessions with the ICWG and the chief financial officer community at large

In 2020–21, 100% of large departments demonstrated that they maintained a system of internal controls to mitigate the risks to programs, operations and resource management, surpassing the target of at least 97%. For example, after the pandemic was declared, the large departments updated their assessment of the risks to programs, operations and resource management or reassessed their internal controls over financial reporting to address any weaknesses relating to the changing control environment.

Project management

In 2020–21, TBS:

- worked with departments to improve their capabilities by, among other things:
  - surveying the project management community to determine their development needs and to identify certification and education programs that could support the community
  - adopting a project management competency framework to support senior designated officials in their roles and to support the project management community's professional development
- improved collaboration on and enhanced support for major transformation projects across government by creating several committees of professionals who have relevant technical, procurement, legal and other expertise

- implemented lessons learned from previous IT projects, particularly lessons relating to sunk costs and major multi-year contracts, by:
  - sharing lessons learned from IT projects across government through the Senior Designated Officials Council and the Treasury Board Advisory Committee on Project Management
  - making the information on the project management portal on the government intranet site more relevant and easier to navigate by adding resources and tools used by other government departments
- strengthened the reporting requirements for projects greater than $25 million to increase the transparency and monitoring of large, complex projects in accordance with the new *Directive on the Management of Projects and Programmes*[xxxiv]

Departmental result 4 for administrative leadership: government demonstrates leadership in making its operations low-carbon

The Government of Canada is committed to transitioning to net-zero carbon and climate-resilient operation, while also reducing environmental impacts beyond carbon, including on waste, water and biodiversity.

TBS is supporting this commitment through the Centre for Greening Government, which is housed at TBS. The centre is:

- leading and coordinating the federal emissions reduction, climate-resilience and greening government initiatives
- integrating knowledge from other leading organizations and sharing best practices broadly
- tracking and disclosing government environmental performance information centrally
- driving results to meet greening government environmental objectives

Leading by example on combatting climate change

In 2020–21, TBS strengthened the Greening Government Strategy.[xxxv] The updated strategy:

- sets new targets for net-zero, green and climate-resilient government operations, including reducing the government's own greenhouse gas emissions to net zero by 2050
- makes, for the first time, commitments to achieve net-zero emissions from the national safety and security fleet, green procurement and employee commuting
- encourages Crown corporations to adopt the strategy or an equivalent strategy of their own that includes a net-zero by 2050 target

In 2020–21, TBS did the following to help reduce the government's carbon footprint and overall environmental impacts:

- incorporated green considerations into the new *Policy on the Planning and Management of Investments*,[xxxvi] which now requires departments to consider opportunities to advance government environmental objectives when making investment decisions
- shared departments' results and best practices for reducing environmental impacts in the areas of real property, fleet and procurement
- studied the carbon footprint of government procurement to identify the procurement categories that have the highest levels of embodied carbon and to take action to reduce them
- provided funding, through the Greening Government Fund,[14] for innovative projects undertaken by departments to reduce greenhouse gas emissions in their operations; as of March 31, 2021, the fund has committed $18 million over 4 years to support 27 projects involving 12 departments
- launched the Greening Government Initiative with the United States; 32 countries participated in the initial discussion

Greening Government Fund initiative to minimize emissions on military bases

In 2019–20 and 2020–21, National Defence (DND) received funding from the Greening Government Fund for the project Minimizing Greenhouse Gas Emissions in an Optimized Base of the Future. Through this project, DND developed a tool designed to minimize greenhouse gas emissions at military bases while respecting operational requirements. Other departments could use this tool for campus-style development.

By the end of 2020–21, the government's overall reduction in greenhouse gas emissions was 40.6% below 2005 levels, compared with 34.6% the previous year and the interim target of reducing emissions by 40% by 2025. The level of reduction in 2020–21 is largely due to the decreased use of federal fleets and facilities during the COVID-19 pandemic. Public health restrictions limited travel, and many public servants were working remotely. The government's greenhouse gas emissions are expected to continue to fluctuate as the pandemic situation evolves.

14. Funded by departments and agencies that generate more than 1 kilotonne of greenhouse gas emissions a year from air travel.

Gender-based analysis plus

In carrying out its core responsibility of administrative leadership in 2020–21, TBS helped incorporate GBA Plus into government decision-making by:

- producing resources and tools to support the initial implementation of the *Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices*,[xxxvii] which pertains to the collection of gender information on administrative forms. Departments can now access these resources and tools through Women and Gender Equality Canada
- developing an accessibility hub[xxxviii] to centralize information and learning resources that departments can use to improve accessibility and to make their workplaces and services more inclusive for persons with disabilities
- leading and co-organizing events that reached tens of thousands of public servants, equipping them to remove barriers in the workplace and in the services they provide
- investing in innovative and experimental ideas, projects and initiatives through the Centralized Enabling Workplace Fund, which aims to improve workplace accommodation practices and remove systemic barriers that create a need for individual accommodation
- ensuring that services delivered to Canadians in partnership with other federal departments, such as COVID Alert and the COVID-19 Benefits Finder, involved numerous rounds of direct research and testing with a wide range of potential users of those services, including people who self-reported as non-white or non-European

Experimentation

In November 2018, in partnership with Public Services and Procurement Canada (PSPC) and National Defence, TBS launched a pilot project to assess the impact of using risk-based contracting approvals rather than the dollar-based thresholds set in the *Contracting Policy*.[xxxix]

Normally, PSPC has to seek Treasury Board approval for all defence contracts above its contracting limits, regardless of the risk and complexity of a particular contract. Under the pilot project, the Minister of Public Services and Procurement can enter into and amend defence contracts and contractual arrangements if they have low risk and low or medium complexity but exceed the Minister's current approval limits.

The pilot project was completed in April 2020. The project was evaluated and was found to have achieved its objectives. According to the evaluation, the contracts considered under the pilot were appropriately identified as low risk and of low or medium complexity.

Given the positive results of the evaluation, the pilot has been extended to March 2025. The extension will allow for an assessment of more contracts and of the longer-term impacts of the approach. The results of the pilot will be used to make a recommendation on permanent changes to the *Contracting Policy*.

2030 Agenda for Sustainable Development

In 2020–21, in fulfilling its core responsibility of administrative leadership, TBS contributed to Canada's implementation of the 2030 Agenda by, among other things:

- updating the Greening Government Strategy, which includes more ambitious targets for reducing the government's greenhouse gas emissions for real property and conventional fleet by 40% below 2005 levels by 2025 instead of by 2030 and for eliminating all emissions associated with government operations in order to achieve net-zero carbon by 2050. These efforts supported SDG 13: to take urgent action to combat climate change and its impacts
- publishing guidance on green fleet procurement, which supported SDG 12.7: to promote public procurement practices that are sustainable, in accordance with national policies and priorities
- working with departments to improve government service delivery by, for example, accelerating progress to create a single online window for all government services and to set new performance standards. These efforts supported SDG 16: to promote just, peaceful and inclusive societies

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Government service delivery is digitally enabled and meets the needs of Canadians	Degree to which clients are satisfied with the delivery of Government of Canada services, expressed as a score from 1 to 100*	At least 60	March 2022	Survey not conducted in 2018–19	Survey not conducted in 2019–20	63
	Percentage of priority services that meet service standards	At least 80%	March 2021	69%	70%	69%
	Percentage of Government of Canada priority services available online	At least 80%	March 2021	74%	69%	72%
	Percentage of Government of Canada websites that deliver digital services to citizens securely	100%	March 2021	44%†	57%	69%

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Canadians have timely access to government information	Number of new datasets available to the public	At least 2,000 (new non-geospatial datasets)	March 2021	3,168 new datasets published (11,340 total non-geospatial datasets available in 2018–19 on open.canada.ca)	Published 1,258 new records (non-geospatial) on the portal for 2019–20	1,613
	Percentage of access to information requests responded to within legislated timelines	At least 90%	March 2021	73%	67%	69%
	Percentage of personal information requests responded to within legislated timelines	At least 85%	March 2021	77%	79%	63%
Government has good asset and financial management practices	Percentage of departments that maintain and manage their assets over their life cycle	60%	March 2023	55%	73%	53%‡
	Percentage of departments that continuously monitor and improve their internal financial controls	97%	March 2021	97%	97%	100%
Government demonstrates leadership in making its operations low-carbon	The level of overall government greenhouse gas emissions	40% below 2005 levels	December 2030	32.6% below 2005 levels	34.6% below 2005 levels	40.6% below 2005 levels

* Based on responses to the question, "Overall, how would you rate the services you get from each level of government?" in the Citizens First Survey, conducted every few years by the Institute for Citizen-Centred Service.

† As of November 2019. This indicator was first reported on in TBS's 2019–20 Departmental Results Report, which reported on data that was collected in November 2019.

‡ In 2020–21, the method for calculating this indicator was updated to put more emphasis on departments' capacity to strategically plan real property investment decisions at an enterprise level. The method now examines target and actual rates of reinvestment in real property assets, as well as the proportion of Crown-owned real property assets that departments included in their real property portfolio strategies. This year's result is therefore not directly comparable to previous results.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 planned spending	2020–21 total authorities available for use	2020–21 actual spending (authorities used)	2020–21 difference (actual spending minus planned spending)
86,245,749	86,245,749	120,210,360	116,655,799	30,410,050

Human resources (full-time equivalents)

2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2020–21 difference (actual full-time equivalents minus planned full-time equivalents)
500	771	271

Financial, human resources and performance information for the Treasury Board of Canada Secretariat's Program Inventory is available in GC InfoBase.[xl]

Employer

Description

- Develop policies and set the strategic direction for people management in the public service
- Manage total compensation (including pensions and benefits) and labour relations
- Undertake initiatives to improve performance in support of recruitment and retention

Results

In 2020–21, TBS aimed to achieve three results in relation to its employer responsibility:

1. Public service attracts and retains a skilled and diverse workforce
2. The workplace is healthy, safe and inclusive
3. Terms and conditions of employment are fairly negotiated

The following provides details on those results.

Departmental result 1 for employer: public service attracts and retains a skilled and diverse workforce

Recruiting and retaining a skilled and diverse workforce that reflects the population it serves is a cornerstone of effective people management in the public service and helps build Canadians' trust in government. The Government of Canada is committed to increasing the diversity of the public service, including in the senior ranks, by increasing the representation of the four groups designated under the *Employment Equity Act*[xli] (women, members of visible minorities, persons with disabilities and Indigenous peoples) and by removing barriers so that Canada's public service remains a world leader in accessibility and inclusion.

TBS works with key stakeholders, including the Privy Council Office, the Public Service Commission of Canada and the Canada School of Public Service, to support the Treasury Board as the employer for the core public administration.

Deputy heads manage human resources in their own departments. TBS monitors their progress against the policy objectives set by the Treasury Board and fosters consistent, effective people management practices across the public service, including in the areas of inclusive recruitment and talent management, accessibility and official languages.

Inclusive recruitment and talent management

In 2020–21, TBS continued to work on various fronts to make recruitment more inclusive and to improve talent management practices, especially at senior levels. For example, TBS:

- launched the modernization of the executive leadership framework for the public service by introducing enterprise-wide succession planning for assistant deputy minister jobs, with a focus on:
  - coordinating vacancies
  - identifying talented executives from under-represented groups to take on leadership roles in the senior ranks
  - increasing diversity through external recruitment of highly qualified candidates for select jobs
- identified Black executives to consider for promotion (an initiative of the Black Executives Network, in collaboration with TBS)
- adjusted the nomination criteria for the Executive Leadership Development Program to require that 50% of departments' nominees be executives who have self-identified as Indigenous, visible minorities or persons with a disability; as of fall 2020, this requirement has resulted in the most diverse cohort of participants since the program started in 2016
- led a review of the *Public Service Employment Act*[xlii] that resulted in amendments, in July 2021, to address systemic barriers to equity-seeking groups in public service staffing
- created the Centre on Diversity and Inclusion, which:
  - launched the Mentorship Plus program across the public service, which pairs employees from under-represented groups with executives who actively advocate on their behalf and who actively participate in their career development
  - partnered with Indigenous employee networks across the public service to launch the Career Pathways for Indigenous Employees intranet site, which aims to reduce barriers to onboarding, employee retention and career development by providing tools and resources for managers and Indigenous employees
  - launched the Federal Speakers' Forum across the public service to promote key principles of diversity and inclusion and to change mindsets and behaviours
  - is supporting a new community of practice of Designated Senior Officials for Employment Equity, Diversity and Inclusion

Centre on Diversity and Inclusion

In 2020–21, the Government of Canada established the Centre on Diversity and Inclusion, housed at TBS. The centre is dedicated to examining the barriers to achieving a diverse and inclusive workplace.

The centre's mandate is to:

- lead new and innovative initiatives on diversity and inclusion
- develop innovative solutions for recruitment and talent management
- coordinate with stakeholders whose policies and programs affect the diversity and inclusion agenda
- co-develop solutions with the many diversity and inclusion networks across the public service
- lead change management and monitor ongoing progress on these priorities and commitments

In 2020–21, TBS also worked to raise managers' awareness of the benefits of inclusive hiring practices by, for example:

- monitoring their department's efforts to meet their employment equity obligations
- supporting and implementing plans to increase diversity and inclusion

As part of measuring its progress in this area, TBS monitors the levels of representation of the four employment equity groups in the executive ranks of the public service:

- women
- members of visible minorities
- persons with a disability
- Indigenous peoples

In keeping with the requirements of the *Employment Equity Act*,[xliii] the target for the overall public service was to at least meet the workforce availability rates for these groups.

Although representation data for 2020–21 was not available at the time of publication, the overall public service has been meeting or exceeding workforce availability rates for women, Indigenous peoples and members of visible minorities for several years. At the executive level, representation rates for women and members of visible minorities have also been exceeding workforce availability, but rates for Indigenous persons and persons with a disability have fallen short. The 2020–21 data will be made available in the 2020–21 Employment Equity Annual Report and in the TBS 2022–23 Departmental Plan.

Some employees belong to more than one of these groups and have different experiences based on more specific identity factors. For this reason, in 2020–21, TBS:

- updated the self-identification questionnaire to improve the accuracy, breadth and depth of employment equity data

- collected and shared disaggregated data on the representation of employment equity subgroups (for example, Inuit employees, Black employees, employees who have a mobility impairment) to help inform managers as they develop their recruitment and retention strategies
- launched a tool that lets Canadians access data on human resources in the public service,[xliv] including demographic and employment equity data
- worked with departments to improve diversity in all areas and at all levels of the public service, including by increasing the representation of groups that already meet the overall public service workforce availability rates

Accessibility

The *Accessible Canada Act*[xlv] came into force in 2019 and aims to identify, remove and prevent barriers for persons with disabilities in Canada. In response, the Government of Canada launched, in 2019, the *Accessibility Strategy for the Public Service of Canada*.[xlvi] Also known as "Nothing Without Us," the strategy aims to prepare the public service to become a model of accessibility for others, in Canada and abroad.

In 2020–21, as part of leading and supporting the implementation of the accessibility strategy, TBS:

- supported the Public Service Commission of Canada, as policy co-lead on employment in the public service, to:
  - develop and implement recruitment programs for employees with disabilities
  - establish and use pools of qualified talent with disabilities
  - remove barriers to development and promotions for employees with disabilities
- worked with partners, including the Canada School of Public Service, to develop learning events for specific functional communities, such as managers and human resources professionals, and to support a culture change toward more inclusive and accessible employment practices
- continued to administer the Centralized Enabling Workplace Fund

Centralized Enabling Workplace Fund

In April 2019, the Government of Canada provided the Office of Public Service Accessibility, housed at TBS, with funding of $10 million over 5 years to establish a Centralized Enabling Workplace Fund.

The objective of the fund is to invest in innovative and experimental ideas, projects and initiatives aimed at improving workplace accommodation practices and, where possible, removing systemic barriers that create a need for individual accommodation.

In 2020–21, as part of administering the fund, TBS:

- published an in-depth literature review and comparative analysis[xlvii] of accommodation-related studies in Canada and abroad that substantiates the results of the 2019 Benchmarking Study of Workplace Accommodations in the Federal Public Service[xlviii]
- continued to fund the Lending Library Service Pilot Project[xlix] at Shared Services Canada, a central point for commonly requested adaptive devices and technologies. Initially intended only for short-term employees who have disabilities or injuries, the pilot has been expanded to include determinate (term) employees and indeterminate employees who remain at work while experiencing the short-term effects of a disability or injury
- piloted a GC Workplace Accessibility Passport that streamlines the workplace accommodation process for both employees and managers. The passport is updated when an employee's circumstances change and follows them when they change jobs or managers
- piloted a self-assessment tool that departments and agencies can use to assess their state of accessibility in each of the five areas of focus of *Nothing Without Us: An Accessibility Strategy for the Public Service of Canada*[l] and to point them to guidance on the accessibility hub[li] for removing barriers
- funded coaching and support services for managers and interns participating in the Federal Internship Program for Canadians with Disabilities[lii]

The Progress Report on Implementation of "Nothing Without Us"[liii] contains information on departments' progress on implementing the accessibility strategy.

Official languages

TBS sets the policy direction for and supports federal institutions with respect to:

- their communications with the public in both official languages
- language of work in the federal public service
- the equitable participation of English-speaking and French-speaking Canadians in the federal public service

In 2020–21, TBS:

- provided analysis and advice to support the government's efforts to modernize the *Official Languages Act*,[liv] which include a stronger oversight role for the Treasury Board. The analysis and advice provided contributed to the government's positioning document (*English and French: Towards a Substantive Equality of Official Languages in Canada*[lv]) and, in June 2021, the tabling of the modernization Bill C-32
- held bimonthly meetings with the 200 departments and Crown corporations that have official languages obligations to, among other things, share guidance on how to maintain linguistic duality in the remote work environment so that employees' language of work rights are respected

- launched bootcamps to train official languages specialists and champions on fulfilling official languages responsibilities in their institutions
- hosted a virtual best practices forum on linguistic insecurity attended by 2,500 participants. Featured speakers were the Parliamentary Secretary to the President of the Treasury Board and the Commissioner of Official Languages. The forum included presentations on tools that help strengthen bilingualism in federal workplaces

In 2020–21, 93.4% of the federal institutions surveyed reported that communications in designated bilingual offices nearly always occurred in the official language chosen by the public. This result exceeds the performance target of 90% and last year's result of 91%.

Departmental result 2 for employer: the workplace is healthy, safe and inclusive

The Government of Canada is committed to fostering a modern work environment that is healthy, safe, inclusive and accessible, and where public servants can be most productive.

TBS works with key stakeholders, including deputy heads, to fulfill this commitment.

To measure results relating to workplace health, safety and inclusion, TBS runs the annual Public Service Employee Survey.[15] In 2020–21, improvement across the public service was achieved in the following areas:

- **harassment:** 11% of employees indicated that they had been the victim of harassment on the job in the past 12 months (down from 14% the year before)
- **psychological heath of the workplace:** 68% of employees believed their workplace was psychologically healthy (up from 61% the previous year)
- **discrimination:** 7% of employees indicated that they had been the victim of discrimination on the job in the past 12 months (down from 8% the year before)
- **respect for individual differences:** 77% of employees indicated that their organization respected individual differences (for example, culture, work styles and ideas) (up from 75% the previous year)

In response to the COVID-19 pandemic, TBS expanded the 2020 survey to assess the impact of the pandemic on federal workplaces and on employees' health and wellness. TBS will continue to work with departments to improve health, safety and inclusion in the workplace for all employees.

15. The 2020 Public Service Employee Survey was conducted from November 30, 2020, to January 29, 2021. A total of 188,786 employees in 87 federal departments responded to the 2020 survey, for a response rate of 61%.

In 2020–21, TBS also expanded support for departments to help them prevent harassment and violence in the workplace by, among other things:

- sharing best practices through the government intranet and engaging with communities of practice (occupational health and safety, labour relations, managers and harassment prevention)
- working with partners to launch training and tools related to harassment and violence prevention and recourse
- strengthening the Treasury Board policies on harassment and violence in the workplace to reflect the amended *Work Place Harassment and Violence Prevention Regulations*[lvi] and to align with recent changes to the *Canada Labour Code*[lvii]
- adding questions to the Public Service Employee Survey,[lviii] including questions about employees' experiences with harassment and racism in the workplace, to gather more data on wellness, inclusion and diversity

In 2020–21, TBS also provided leadership in adapting public service workplaces and conditions of work to the COVID-19 pandemic.

Responding to COVID-19 pandemic and recovery needs

With the declaration of the pandemic in March 2020 and the resulting public health restrictions, most federal public service employees shifted to working remotely. This shift meant that the government had to adopt special measures and adapt working conditions and workplaces to keep employees safe, to maximize efficiency and to continue providing services to Canadians.

TBS provided leadership, guidance and direction to the public service through:

- a plan to help deputy ministers implement special measures in their departments
- guidance on different issues, including:
  - working remotely (published in June 2020 and updated in August 2020)
  - numerous occupational health and safety and labour relations issues, such as rapid testing for COVID-19, vaccinations and the use of leave code 699, in consultation with Health Canada, bargaining agents and other stakeholders
- the *Guidebook for Departments on the Easing of Restrictions: Federal Worksites*,[lix] in collaboration with the Public Health Agency of Canada, Health Canada, Public Services and Procurement Canada, Shared Services Canada, and in consultation with bargaining agents and other stakeholders

It also:

- incorporated administrative flexibilities into the public service group insurance plans to ensure access to key benefits for employees and their eligible dependents during the pandemic
- created an online mental health information hub for employees and their families
- added questions to the Public Service Employee Survey to gather more data on employees' mental health in light of the pandemic

It also launched:

- a web page so that employees could easily find the Employment Assistance Program contact for their organization
- a series of facilitated discussions, in collaboration with the Public Service Alliance of Canada, through the Joint Learning Program, to help employees and managers talk about pandemic-related challenges
- the new *Policy on People Management*,[lx] *Policy on the Management of Executives*[lxi] and their supporting instruments, which explain:
  - the new elements that support the pandemic response
  - how to move quickly to use new authorities
  - how to seek policy exemptions to create new flexibilities where needed
- the Student Hiring Challenge, in collaboration with the Canada School of Public Service, the Privy Council Office and Public Services and Procurement Canada, which supported continued student hiring during the pandemic

In addition, TBS supported departments to create "blanket" Interchange Canada agreements to make it easier for people to move in and out of the core public administration and to provide surge capacity to deal with urgent pandemic efforts across levels of government.

TBS held over 60 National Joint Council updates and technical briefings for bargaining agents on the pandemic and followed up on issues raised, including those relating to terms and conditions of employment.

Departmental result 3 for employer: terms and conditions of employment are fairly negotiated

The Government of Canada is committed to maintaining a respectful relationship with Canada's public service.

TBS works to achieve this commitment by:

- bargaining in good faith with public sector unions and working with them to negotiate terms and conditions of employment and fair compensation
- engaging with public sector unions to nurture and maintain professional and collaborative relationships, and to proactively address diversity and inclusion issues

In 2020–21, TBS:

- signed 6 collective agreements with bargaining agents for the core public service in the context of the 2018 round of bargaining, including the first collective agreement with the National Police Federation, which represents RCMP members and reservists
- supported separate agencies in concluding 10 fully signed collective agreements
- began collective bargaining negotiations with the two bargaining units (Police Operations Support, with the Canada Union of Public Employees, and Ships Officers, with the Canadian Merchant Service Guild) that have not yet concluded a collective agreement in the 2018 round

- continued collective bargaining negotiations with the Public Service Alliance of Canada (PSAC) for the four bargaining units whose collective agreement expired in 2021
- successfully concluded negotiations with bargaining agents on compensation for damages relating to the Phoenix pay system and to the late implementation of the 2014 collective agreement, including the negotiation of catch-up agreements resulting from the damages agreement concluded with the PSAC
- supported Public Services and Procurement Canada as it continued processing the backlog of pay issues resulting from the implementation of Phoenix
- managed the government-wide process to reimburse employees who have incurred out-of-pocket expenses because of problems caused by Phoenix and to compensate them for general damages caused by that system
- continued to work with stakeholders such as bargaining agents, employees, and human resources and pay practitioners to help make sure the new pay system will address the needs of a modern public service

TBS also led the public service's implementation of the recently passed *Pay Equity Act*[lxii] by:

- supporting the Labour Program at Employment and Social Development Canada in drafting regulations for the act
- launching multilateral discussions with bargaining agents on the implementation of the act

To measure performance in relation to the fair negotiation of terms and conditions of employment, TBS monitors the results of labour relations cases that are heard by the Federal Public Sector Labour Relations and Employment Board, a quasi-judicial tribunal that resolves such issues through adjudication or mediation. The target is that the outcomes of all cases that go before the board confirm that the employer bargained in good faith. In 2020–21, as in the previous 4 years, this target was met.

Gender-based analysis plus

In carrying out its core responsibility of employer in 2020–21, TBS helped incorporate GBA Plus into government decision-making by:

- working with Employment and Social Development Canada's Office for Disability Issues, with Women and Gender Equality Canada and with the Canada School of Public Service to strengthen GBA Plus by clarifying information on the accessibility and disability inclusion lens that is to be used when developing policies, programs and initiatives in the Government of Canada
- creating and publishing templates for creating Word documents and PowerPoint presentations that meet accessibility standards so that materials are inclusive by default

In collaboration with Women and Gender Equality Canada, a GBA plus training session was given to a number of TBS executives to increase the use of GBA plus when developing and implementing policies on people management.

Experimentation

In September 2020, TBS launched the Self-Identification Modernization Project to help increase the accuracy, depth and breadth of employment equity data across government. The project explored ways to reduce the stigma associated with self-identification. Following extensive research and consultations, a new questionnaire was designed with employees from various diversity networks. Preliminary testing shows that the new form has increased intent to self-identify.

2030 Agenda for Sustainable Development

In 2020–21, in fulfilling its core responsibility of employer, TBS contributed to Canada's implementation of the 2030 Agenda by:

- continuing to work with departments to increase representation of women and members of other minority groups in leadership positions. This work supports SDG 5: to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- working with departments to better address and prevent harassment and violence in the public service, which is helping advance:
  - SDG 10: to ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard
  - SDG 16: to significantly reduce all forms of violence

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Public service attracts and retains a skilled and diverse workforce	Percentage of executive employees (compared with workforce availability) who are members of a visible minority group	At least 10.6%*	March 2023	11.1%†	11.5%‡	Not available§

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
	Percentage of executive employees (compared with workforce availability) who are women	At least 48%*	March 2023	50.2%†	51.1%‡	Not available§
	Percentage of executive employees (compared with workforce availability) who are Indigenous persons	At least 5.1%*	March 2023	4.1%†	4.1%‡	Not available§
	Percentage of executive employees (compared with workforce availability) who are persons with a disability	At least 5.3%*	March 2023	4.6%†	4.7%‡	Not available§
	Percentage of institutions where communications in designated bilingual offices “nearly always” occur in the official language chosen by the public	At least 90%	March 2021	83%	91%	93.4%
The workplace is healthy, safe and inclusive	Percentage of employees who indicate that they have been the victim of harassment on the job in the past 12 months	Year-over-year decrease	March 2021	15%	14%	11%
	Percentage of employees who believe their workplace is psychologically healthy	Year-over-year increase	March 2021	59%	61%	68%
	Percentage of employees who indicate that they have been the victim of discrimination on the job in the past 12 months	Year-over-year decrease	March 2021	Not applicable‖	Not applicable‖	7%
	Percentage of employees who indicate that their organization respects individual differences (for example, culture, workstyles and ideas)	Year-over-year increase	March 2021	Not applicable‖	Not applicable‖	77%

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Terms and conditions of employment are fairly negotiated	Percentage of Federal Public Sector Labour Relations and Employment Board outcomes that confirm that the Government of Canada is bargaining in good faith	100%	March 2021	100%	100%	100%

* Based on the 2019 workforce availability.

† Data as March 31, 2019.

‡ Data as March 31, 2020.

§ The 2020–21 employment equity data reconciliation process is not yet complete. The results will be reported in the 2020–21 Employment Equity Annual Report and in TBS's 2022–23 Departmental Plan.

‖ TBS adopted this performance indicator and started reporting on it in 2020–21. Data related to it for years prior to 2020–21 are available on the Public Service Employee Survey website.[lxiii]

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 planned spending	2020–21 total authorities available for use	2020–21 actual spending (authorities used)	2020–21 difference (actual spending minus planned spending)
2,230,326,777	2,230,326,777	3,243,834,453	2,969,957,193	739,630,416

Human resources (full-time equivalents)

2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2020–21 difference (actual full-time equivalents minus planned full-time equivalents)
430	545	115

Financial, human resources and performance information for the Treasury Board of Canada Secretariat's Program Inventory is available in GC InfoBase.[lxiv]

Regulatory oversight

Description

- Develop and oversee policies to promote good regulatory practices
- Review proposed regulations to ensure they adhere to the requirements of government policy
- Advance regulatory cooperation across jurisdictions

Results

In 2020–21, TBS aimed to achieve two results in exercising its regulatory oversight responsibility:

1. Government regulatory practices and processes are open, transparent and informed by evidence
2. Regulatory cooperation among jurisdictions is advanced

The following provides details on those results.

Departmental result 1 for regulatory oversight: government regulatory practices and processes are open, transparent and informed by evidence

The Government of Canada is committed to continuing regulatory reform efforts in order to improve transparency, reduce administrative burden, and make Canadian business more competitive.

TBS supports this commitment by:

- raising awareness and providing guidance about the *Cabinet Directive on Regulation*[lxv]
- performing a rigorous challenge function when reviewing regulatory proposals being presented to the Treasury Board
- implementing a suite of modernization initiatives to make the regulatory system more efficient and agile, and less burdensome for business

In 2020–21, TBS:

- informed departments of flexibilities in regulatory policy requirements to facilitate a rapid response to the COVID-19 pandemic
- completed the second round of regulatory reviews and regulatory roadmaps[16] in the areas of clean technology, digitalization, technology neutrality, and international standards; participating departments and agencies are expected to publish their roadmaps in 2021
- continued to provide secretariat support to the External Advisory Committee on Regulatory Competitiveness, which helps the Treasury Board identify ways to modernize Canada's regulatory system and improve regulatory competitiveness; the committee completed its mandate and summarized its 26 recommendations in two letters to the President of the Treasury Board in January and March 2021

16. Roadmaps include proposals for changes to legislation, regulations, policies and practices, and opportunities for taking advantage of emerging technologies.

- through the Centre for Regulatory Innovation, advanced regulatory experimentation to support innovation by, for example, administering the Regulatory Experimentation Expense Fund
- developed, with PSPC, tools and training material in preparation for the implementation of a new feature in the Canada Gazette that will make the rule-making process more transparent by allowing Canadians to submit and view comments on regulatory proposals through an online portal

In 2020–21, TBS surpassed its target of 95% for two of the indicators of progress on regulatory practices:

- 99.09% of regulatory initiatives reported on early public consultation undertaken prior to first publication, up from 98.08% in 2019–20
- 96.10% of regulatory proposals had an appropriate impact assessment

In addition, TBS's work led to Canada again achieving the target of ranking in the top 5 Organisation for Economic Co-operation and Development (OECD) member countries with respect to the quality of their regulatory policy frameworks. The ranking is based on three composite indicators. Out of 38 regulatory systems assessed,[17] Canada's ranked 3rd for stakeholder engagement, 4th for regulatory impact assessment, and 5th for *ex-post* evaluation.

Departmental result 2 for regulatory oversight: regulatory cooperation among jurisdictions is advanced

Regulatory cooperation helps reduce unnecessary regulatory differences between jurisdictions.

The benefits of regulatory cooperation include lower costs, reduced barriers to trade, and more predictable regulatory environments while maintaining the health, safety and security of Canadians and the environment.

The Government of Canada is committed to continuing efforts to:

- harmonize regulations that maintain high safety standards
- make Canadian businesses more competitive

TBS leads efforts to fulfill this commitment by advancing regulatory cooperation among jurisdictions.

17. Every 3 years in its Regulatory Policy Outlook report, the OECD ranks member countries on the quality of their regulatory policy frameworks. The last report was published in 2018. The next report is anticipated in fall 2021.

In 2020–21, TBS:

- worked with domestic and international regulatory partners to develop new regulatory cooperation work plans and work plan items, adding six new work plans across the following three regulatory forums:
  - the Canada-U.S. Regulatory Cooperation Council, which was established in 2011 to promote economic growth, job creation, and benefits to consumers and businesses through increased regulatory transparency and coordination between Canada and the United States
  - the Canada-E.U. Regulatory Cooperation Forum, which was established in 2018 under the Canada-European Union Comprehensive Economic Trade Agreement
  - the Regulatory Reconciliation and Cooperation Table, which was established in 2017 under the Canadian Free Trade Agreement to address regulatory barriers to trade, investment, and labour mobility within Canada
- provided support to regulatory departments and agencies to help them align requirements whenever possible
- ensured that regulatory proposals promote regulatory cooperation considerations, when relevant

As a result of these efforts, TBS again surpassed its target for the two indicators that measure progress in advancing regulatory cooperation:

- there are 40 regulatory cooperation work plans or work plan items with a significant federal role, 3 more than the target of 37
- for the 4th time in a row, 100% of significant regulatory proposals promoted regulatory cooperation considerations, when relevant

Gender-based analysis plus

In carrying out its core responsibility of regulatory oversight in 2020–21, TBS helped incorporate GBA Plus into government decision-making by providing guidance to departments on the GBA Plus they are required to undertake when developing regulatory proposals.

Experimentation

The Centre for Regulatory Innovation:

- promotes a whole-of-government approach to conducting regulatory experiments
- provides monitoring and guidance to departments that are conducting experiments

In 2020–21, the centre supported three multi-year regulatory experiments through the Regulatory Experimentation Expense Fund:

- a project with Innovation, Science and Economic Development Canada on digital credentials to test different approaches to helping regulators and businesses become more proficient with digital credentials technologies
- a project with Environment and Climate Change Canada to experiment with stakeholder consultation to make the supply chain for chemicals in products in Canada more transparent
- a project with Competition Bureau Canada to help use sources of publicly available information to more efficiently and effectively identify anticompetitive mergers that may be avoiding antitrust scrutiny in Canada

2030 Agenda for Sustainable Development

In 2020–21, as part of fulfilling its core responsibility of regulatory oversight, TBS contributed to Canada's implementation of the 2030 Agenda by continuing to help departments implement the *Cabinet Directive on Regulation*. The directive has increased analytical rigour by strengthening environmental impact analysis requirements in regulatory development. This aligns with SDG target 13.3: to improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
Government regulatory practices and processes are open, transparent, and informed by evidence	Ranking of Canada's regulatory system by the Organisation for Economic Co-operation and Development (OECD)	Canada to rank in the top 5 in the next issue of the report	December 2021	In the 2018 report, out of 38 OECD jurisdictions, and the European Union, Canada ranked: - 3rd for stakeholder engagement - 4th for regulatory impact analysis - tied for 5th for ex-post evaluation	In the 2018 report, out of 38 OECD jurisdictions, and the European Union, Canada ranked: - 3rd for stakeholder engagement - 4th for regulatory impact analysis - tied for 5th for ex-post evaluation	In the 2018 report, out of 38 OECD jurisdictions, and the European Union, Canada ranked: - 3rd for stakeholder engagement - 4th for regulatory impact analysis - tied for 5th for ex-post evaluation

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 actual results	2019–20 actual results	2020–21 actual results
				The next assessment will be published in 2021.	The next assessment will be published in 2021.	The next assessment will be published in fall 2021.
	Percentage of regulatory initiatives that report on early public consultation undertaken prior to first publication	At least 95%	March 2021	97%	98.08%	99.09%*
	Percentage of regulatory proposals that have an appropriate impact assessment (for example, cost-benefit analysis)	At least 95%	March 2021	100%	97.14%	96.10%†
Regulatory cooperation among jurisdictions is advanced	Percentage of significant regulatory proposals (for example, high and medium impact) that promote regulatory cooperation considerations, when relevant	100%	March 2021	100%	100%	100%
	Number of federal regulatory programs that have a regulatory cooperation work plan	At least 37 programs	March 2021	Work plans are in place for 38 federal regulatory programs.	There are 38 regulatory cooperation work plans or work plan items with a significant federal role.	There are 40 regulatory cooperation work plans or work plan items with a significant federal role.

* Does not include machinery-of-government regulations, regulations that implement international obligations and that are therefore non-discretionary, miscellaneous amendment regulations that are purely technical or administrative and have no public impact, and regulations that directly supported the response to COVID-19 and for which the analytical requirements were adjusted.

† Does not include machinery-of-government regulations, miscellaneous amendment regulations that are purely technical or administrative and have no cost impact, and regulations that directly supported the response to COVID-19 and for which the analytical requirements were adjusted.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 planned spending	2020–21 total authorities available for use	2020–21 actual spending (authorities used)	2020–21 difference (actual spending minus planned spending)
11,084,418	11,084,418	11,335,888	10,022,274	-1,062,144

Human resources (full-time equivalents)

2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2020–21 difference (actual full-time equivalents minus planned full-time equivalents)
71	61	-10

Financial, human resources and performance information for the Treasury Board of Canada Secretariat's Program Inventory is available in GC InfoBase.[lxvi]

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- Acquisition Management Services
- Communication Services
- Financial Management Services
- Human Resources Management Services
- Information Management Services
- Information Technology Services
- Legal Services
- Material Management Services
- Management and Oversight Services
- Real Property Management Services

In 2020–21, TBS allocated 27.7% of its planned operating spending and 28.4% of its planned full-time equivalents to Internal Services in support of its four core responsibilities.

TBS is a knowledge-based organization that is committed to developing and maintaining a high-performing workforce. In 2020–21, TBS's Internal Services:

- improved internal forecasting processes to provide more timely, reliable data to support program delivery and to better inform senior management decisions
- researched, assessed and used new sources of data on the workforce, and created interactive key performance indicator dashboards to support timely, results-based decision-making
- fully integrated cloud-based Microsoft 365 and installed collaboration tools such as OneDrive, Microsoft Teams and Microsoft Planner on tablets and on mobile devices to make it easier for employees to work remotely
- ensured that employees have the equipment and tools they need to work remotely during the COVID-19 pandemic
- conducted a monthly analysis of data on procurement, accommodations and translation services to inform management decision-making and to improve client service
- identified, through the annual performance and talent management process, high-performing employees who have leadership potential and provided them with advancement or learning opportunities
- identified skill and knowledge gaps and succession planning needs in each sector, and tailored learning plans to help fill those gaps in specific sectors and organization-wide
- nominated executives to participate in the annual Executive Leadership Development Program

TBS fostered a healthy and respectful workplace by:

- helping employees and managers deal with pay and benefit issues:
  - it monitored the timeliness of data entry for human resources files to ensure accurate pay for employees and worked closely with the Pay Centre to identify and escalate priority files
  - it made sure the human resources system was updated to avoid pay issues
- implementing the departmental action plan on wellness by, among other things:
  - providing online training sessions for managers and employees to respond to mental health and wellness needs, such as those relating to the COVID-19 pandemic
  - redesigning the wellness section of the TBS InfoSite to:
    - make it more accessible and user-friendly

    - provide employees and managers with timely and relevant resources
    - add sections on the COVID-19 pandemic
- implementing the departmental action plan on harassment prevention, including:
    - meeting the requirements of the new *Work Place Harassment and Violence Prevention Regulations*[lxvii] by implementing a new departmental policy, updating emergency procedures, enhancing support measures for employees, introducing mandatory training, and implementing a new complaint-resolution process
    - creating a page on the TBS intranet site on harassment, discrimination and violence
    - forming the Respect and Inclusion Support Services team in the Office of the Ombud, Ethics and Conflict Resolution to help employees who are experiencing harassment, discrimination or violence in the workplace
    - promoting support services that help employees who are experiencing harassment, discrimination and violence, and that help managers restore safe and healthy workplaces
    - establishing a multidisciplinary approach to handling harassment, discrimination and violence
    - conducting a consultation on the systemic risk factors that lead to harassment and creating a tool to help leadership teams discuss the ones that apply to their workplace
    - designing and delivering sessions for managers on psychological safety in the workplace
    - offering training on emotional intelligence to all employees

According to the results of the 2020 Public Service Employee Survey, TBS is improving in the following areas relating to Internal Services. It also did better than the overall public service in these areas.

- 77% of employees said they have confidence in the senior management of the department, up from 74% in 2019 and higher than the overall public service result of 68%
- 66% of employees said senior management makes timely and effective decisions, up from 63% in 2019 and higher than the overall public service result of 60%
- 83% of employees agree that their department does a good job of raising awareness of mental health in the workplace, up from 76% in 2019 and higher than the overall public service result of 81%
- 71% of employees said they would describe their workplace as being psychologically healthy, up from 69% in 2019 and higher than the overall public service result of 68%
- 78% of employees feel they would be supported by their department if they proposed a new idea, up from 74% in 2019 and higher than the overall public service result of 68%

- 89% of employees feel that the department treats them with respect, slightly higher than the 2019 result of 88% and higher than the overall public service result of 85%
- 74% of TBS employees said their department works hard to create a workplace that prevents harassment, the same as in 2019 and higher than the overall public service result of 71%
- 60% of employees said they feel satisfied with how matters of harassment are resolved in their organization, up from 53% in 2019 and higher than the overall public service result of 56%

On the matter of respect for individual differences, TBS's 2020 survey results improved slightly from 2019 (from 81% to 82%) but are below TBS's best results from the 2018 survey (84%).

The 2020 Public Service Employee Survey also asked employees whether, since the beginning of the COVID-19 pandemic, their department has clearly communicated available mental health resources. At TBS, 84% of employees said the department had clearly communicated these resources, the same result as for the overall public service. This question was new, so the result cannot be compared with the previous year's results.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 planned spending	2020–21 total authorities available for use	2020–21 actual spending (authorities used)	2020–21 difference (actual spending minus planned spending)
86,000,814	86,000,814	95,663,188	94,285,807	8,284,993

Human resources (full-time equivalents)

2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2020–21 difference (actual full-time equivalents minus planned full-time equivalents)
614	661	47

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending breakdown

In 2020–21, TBS's total spending was $3,230.8 million. Figure 1 shows a breakdown of spending, by category. The largest share of spending (89%) was for public service employer payments, which TBS makes as employer for the core public administration. The balance (11%) was for TBS program expenditures.

Figure 1: TBS total actual spending, by category (votes 1 and 20), 2020–21

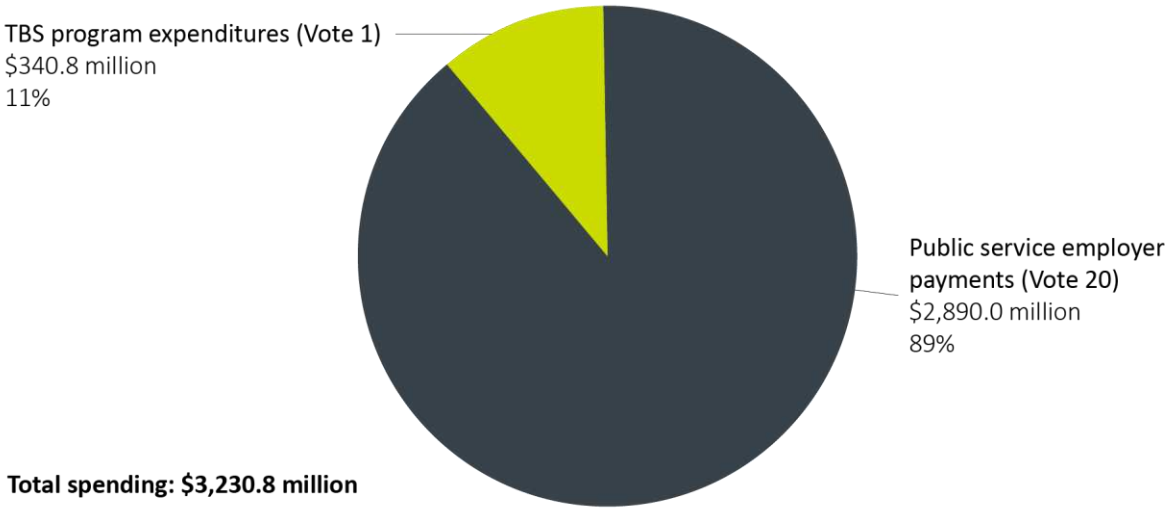
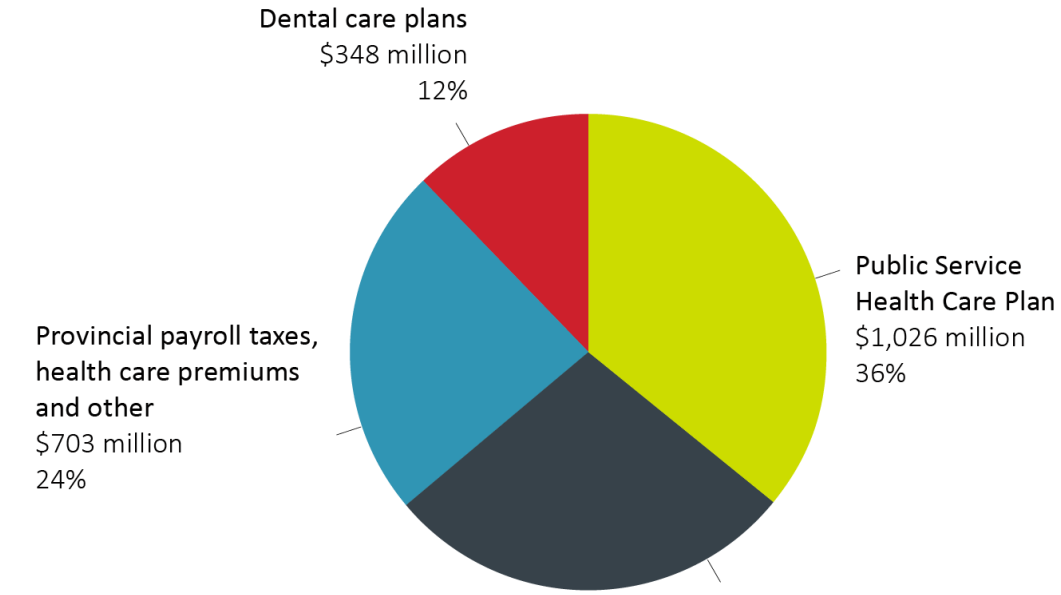


Figure 2 shows a breakdown of TBS's spending of $2,890.0 million in public service employer payments (Vote 20).

These payments include the employer's share of employee and pensioner benefit plans, provincial health care premiums and other payroll taxes, as well as statutory payments, which relate mostly to pensions.

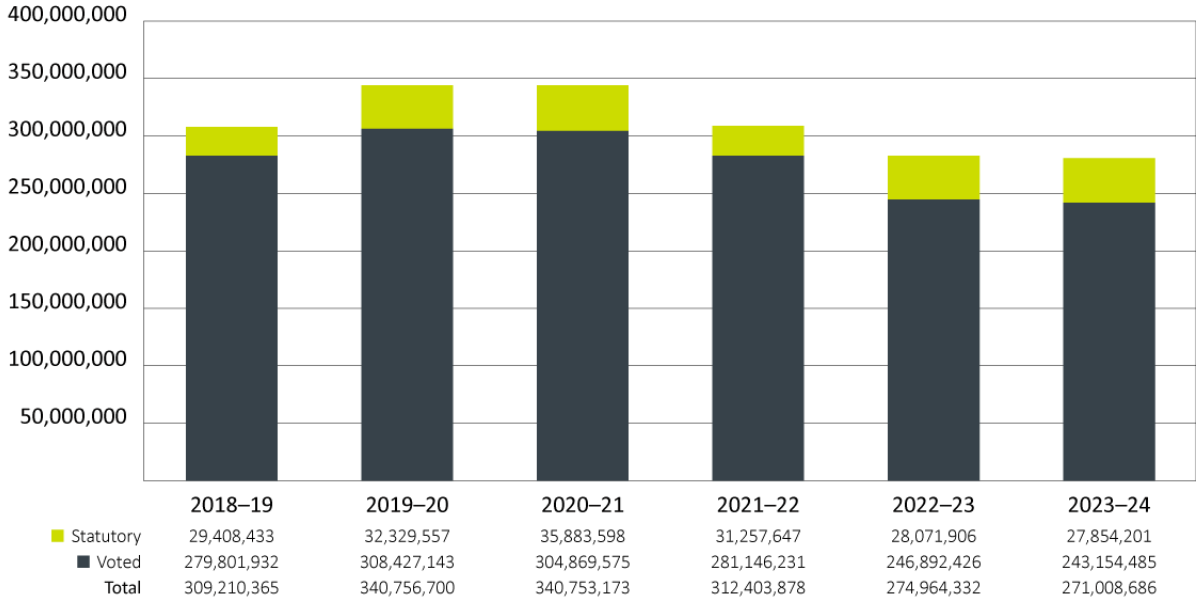
Figure 2: TBS public service employer payments (Vote 20), actual spending, 2020–21



Total public service employer payments (Vote 20): $2,890.0 million

Figure 3 shows TBS's program expenditures over time. Program expenditures include operating costs such as TBS employees' salaries, non-salary costs to deliver programs, and statutory payments relating to the employer's contributions to TBS employees' benefit plans.

Figure 3: Departmental spending trends for program expenditures (Vote 1) (dollars)



	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24
Statutory	29,408,433	32,329,557	35,883,598	31,257,647	28,071,906	27,854,201
Voted	279,801,932	308,427,143	304,869,575	281,146,231	246,892,426	243,154,485
Total	309,210,365	340,756,700	340,753,173	312,403,878	274,964,332	271,008,686

As shown in Figure 3, TBS's program expenditures increased by $31.5 million from 2018–19 to 2019–20 as Budget 2018 initiatives continued and Budget 2019 initiatives started. Budget 2019 initiatives include:

- Stabilization of the Government of Canada's Pay System (Phoenix)
- Workload Migration and Cloud Enablement initiative
- Funding for the Office of Public Service Accessibility and Centralized Enabling Workplace Fund
- Funding for the implementation of proactive pay equity in the federal public service
- Centre for Regulatory Innovation
- Funding to increase the participation of Inuit firms in the bidding process for government contracts and business opportunities in the Nunavut Settlement Area

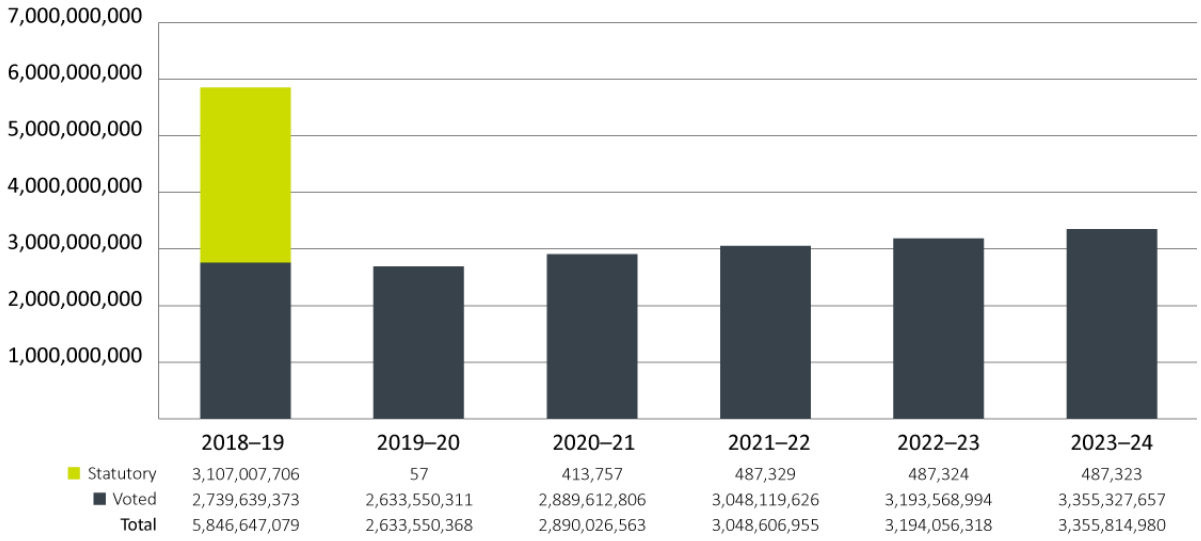
TBS's program expenditures decreased slightly, from 2019–20 to 2020–21 as Budget 2019 initiatives continued.

For 2021–22 to 2023–24, total planned spending for TBS's core responsibilities is projected to decrease because the following programs sunsetted at the end of 2020–21. Some of these programs may be subject to the renewal process.

- Stabilization of the Government of Canada's Pay System (Phoenix)
- Transfers from contributing organizations for the Government of Canada Financial and Materiel Management Solution project
- Office of Public Service Accessibility
- Regulatory Reviews
- White Class Action settlement (reprofile from 2019–20 to 2020–21)
- Employee Wellness Support Program (reprofile from 2019–20 to 2020–21)
- Online Regulatory Consultation System
- Program and Administrative Services (PA) Group Modernization

Figure 4 shows TBS's spending on public service employer payments and statutory items, over time, for the core public administration.

Figure 4: Departmental spending trends for public service employer payments (Vote 20) and various statutory items (dollars)



As shown in Figure 4, actual spending on public service employer payments decreased by $3.2 billion from 2018–19 to 2019–20. The decrease is mainly attributable to the one-time statutory payment of $3.1 billion in 2018–19 to the Public Service Superannuation Account and a decrease of $372.7 million in employer payments related to the Service Income Security Insurance Plan after the program was transferred from TBS to National Defence on April 1, 2019. The decrease is slightly offset by higher public service employer payments due to fluctuations in price and volume.

The $256.5 million increase in actual spending from 2019–20 to 2020–21 stems mainly from lump-sum payments and from a 20% increase in premiums under the public service disability insurance plan, both of which were made to help restore the financial health of the plan.

Actual spending in 2020–21 for public service employer payments is $718.8 million higher than planned spending of $2.2 billion because of additional funding required for the public service insurance plans and for the public service disability insurance plan. Planned spending for 2021–22 and beyond has increased as a result.

Budgetary performance summary for core responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2020–21 Main Estimates	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending	2020–21 total authorities available for use	2018–19 actual spending (authorities used)	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)
Spending oversight	3,622,079,027	3,622,079,027	3,703,065,027	3,628,217,463	1,092,749,686	42,146,978	40,565,104	39,858,663
Administrative leadership	86,245,749	86,245,749	104,430,352	68,038,735	120,210,360	106,239,277	119,029,983	116,655,799
Employer	2,230,326,777	2,230,326,777	3,114,085,837	3,260,467,133	3,243,834,453	5,915,647,071	2,712,328,676	2,969,957,193
Regulatory oversight	11,084,418	11,084,418	9,039,679	9,470,835	11,335,888	7,725,977	9,293,307	10,022,274
Subtotal	**5,949,735,971**	**5,949,735,971**	**6,930,620,895**	**6,966,194,166**	**4,468,130,387**	**6,071,759,303**	**2,881,217,070**	**3,136,493,929**
Internal Services	86,000,814	86,000,814	91,541,058	89,019,484	95,663,188	84,098,142	93,089,998	94,285,807
Total	**6,035,736,785**	**6,035,736,785**	**7,022,161,953**	**7,055,213,650**	**4,563,793,575**	**6,155,857,445**	**2,974,307,068**	**3,230,779,736**

Together, government-wide funds (central votes 5, 10, 15, 25, 30 and 35), which the Treasury Board approves for transfer to other federal organizations for items such as government contingencies, government-wide initiatives, compensation requirements, operating and capital budget carry forward, and paylist expenditures; and public service employer payments (Vote 20) represented the largest portion of TBS's planned spending in 2020–21. Of that portion, 62% pertained to government-wide funds and 38% pertained to public service employer payments. TBS's total funding available for use in its reference levels was reduced accordingly.

As shown in the "Budgetary performance summary for core responsibilities and Internal Services" table, total planned spending is expected to increase by $1 billion in 2021–22. This increase is the result of funding announced in 2020–21 for the public service insurance plans and for the public service disability insurance plan.

Actual spending increased by $256.5 million from 2019–20 to 2020–21. The increase is mainly attributable to Budget 2018 funding provided in 2019–20 for public service employer payments to meet price and volume fluctuations.

The decrease in actual spending of $3.2 billion from 2018–19 to 2019–20 is also mainly the result of the one-time statutory payment of $3.1 billion to the Public Service Superannuation Account.

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 planned full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Spending oversight	309	297	302	292	303	303
Administrative leadership	669	786	500	771	608	430
Employer	469	532	430	545	414	402
Regulatory oversight	52	55	71	61	57	58
Subtotal	**1,499**	**1,670**	**1,303**	**1,669**	**1,382**	**1,193**
Internal Services	612	643	614	661	642	642
Total	**2,111**	**2,313**	**1,917**	**2,330**	**2,024**	**1,835**

Expenditures by vote

For information on the TBS's organizational voted and statutory expenditures, consult the Public Accounts of Canada 2020–2021.[lxviii]

Government of Canada spending and activities

Information on the alignment of the TBS's spending with the Government of Canada's spending and activities is available in GC InfoBase.[lxix]

Financial statements and financial statements highlights

Financial statements

TBS's financial statements (unaudited) for the year ended March 31, 2021,[lxx] are available on the departmental website.

Financial statement highlights

The highlights presented in this section are drawn from TBS's financial statements. The financial statements were prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

The figures provided in this section were prepared on an accrual basis; the figures in the other sections were prepared on an expenditure basis. The difference between the figures in the different sections is the result of accrual entries, such as the recognition of services provided without charge by other government departments, the acquisition of tangible capital assets and related amortization expenses, and accrued liability adjustments.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 planned results*	2020–21 actual results	2019–20 actual results (restated)	Difference (2020–21 actual results minus 2020–21 planned results)	Difference (2020–21 actual results minus 2019–20 actual results)
Total expenses	2,486,159,184	3,212,632,130	2,969,019,574	726,472,946	243,612,556
Total revenues	14,355,035	15,068,402	12,625,319	713,367	2,443,083
Net cost of operations before government funding and transfers	2,471,804,149	3,197,563,728	2,956,394,255	725,759,579	241,169,473

* See TBS's Future-Oriented Statement of Operations (unaudited) for the year ending March 31, 2021,[lxxi] for more information on planned results.

TBS's total expenses of $3,213 million consist of:

- public service employer payments ($2,853 million in 2020–21 and $2,609 million in 2019–20), which TBS makes as the employer for the core public administration[18]
- departmental program expenses ($360 million in 2020–21 and in 2019–20)

The $244 million (8.2%) increase in total expenses from 2019–20 to 2020–21 is due to an increase in public service employer payments that stems mainly from lump-sum payments and from a 20% increase in premiums under the public service disability insurance plan, both of which were made to help restore the financial health of the plan.

The $726 million difference between planned and actual results for 2020–21 total expenses is due to a $691 million increase in public service employer payments and a $35 million increase in departmental program expenses. These increases are primarily due to Budget 2018 and Budget 2019 funding that sunsetted at the end of 2019–20 and that was subsequently renewed for public service employer payments and for departmental initiatives such as the Canadian Digital Service, the stabilization of the pay system (Phoenix) and the development of the next generation human resources and pay system, as well as funding subsequently transferred to TBS from other government departments for various shared-cost initiatives.

TBS's total revenues consist mainly of recovered costs it incurs:

- for the administration of the Public Service Pension Plan
- to provide other government departments with internal support services related to shared financial and human resources management systems, accounting and mail services

The increase of $2.4 million in total revenues from 2019–20 to 2020–21 is mainly due to the recovery of one-time costs incurred for the triennial valuation of the Public Service Pension Plan and for enhancements to the shared financial and human resources management systems.

18. These payments include the employer's share of employee and pensioner benefit plans, provincial payroll taxes, as well as statutory payments, which relate mostly to pensions.

Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial information	2020–21	2019–20 (restated)	Difference (2020–21 minus 2019–20)
Total net financial assets	655,560,518	468,431,872	187,128,646
Total liabilities	654,829,856	491,582,202	163,247,654
Departmental net financial assets (net debt)	730,662	(23,150,330)	23,880,992
Total non-financial assets	100,681,809	78,008,927	22,672,882
Departmental net financial position	101,412,471	54,858,597	46,553,874

TBS's assets consist mainly of accounts receivable from other government departments to pay for their share of employer contributions to employee benefit plans, as well as amounts due from the Consolidated Revenue Fund that may be disbursed without further charges to TBS's authorities. The increase of $187 million in total net financial assets from 2019–20 to 2020–21 is mostly the result of an increase in accounts receivable related to employer contributions to employee benefit plans.

TBS's liabilities consist mainly of accounts payable to other government departments and agencies related to employer contributions to employee benefit plans, accrued employee claims for benefits under the public service health and dental care plans, and amounts due to the Consolidated Revenue Fund for accounts receivable previously credited to TBS's authorities. The increase of $163 million in total liabilities from 2019–20 to 2020–21 is mostly due to an increase in accounts payable set up in 2020–21 for provincial payroll taxes and employer contributions to employee benefit plans.

Departmental net financial assets is the difference between total net financial assets and total liabilities and represents mainly accrued revenues to be credited to authorities in future years upon receipt, partially offset by accrued liabilities to be paid from authorities in future years as they become due. The increase of $24 million from 2019–20 to 2020–21 stems mainly from an increase in accrued revenues related to contributions to group insurance plans from plan members and from certain organizations.

TBS's non-financial assets consist mainly of tangible capital assets. The increase of $23 million from 2019–20 to 2020–21 is mostly due to the capitalization of software development costs related to the financial management transformation initiative.

The departmental net financial position has increased by $47 million because of the $24 million increase in departmental net financial assets and the $23 million increase in total non-financial assets.

Corporate information

Organizational profile

Appropriate minister: The Honourable Mona Fortier, President of the Treasury Board

Institutional head: Peter Wallace, Secretary of the Treasury Board

Ministerial portfolio: The Treasury Board portfolio consists of the Treasury Board of Canada Secretariat and the Canada School of Public Service, as well as the following organizations, which operate at arm's length and report to Parliament through the President of the Treasury Board: 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: The *Financial Administration Act*[lxxii] is the act that establishes the Treasury Board itself and gives it powers with respect to the financial, personnel and administrative management of the public service, and the financial requirements of Crown corporations.

Year of incorporation / commencement: 1966

Raison d'être, mandate and role: who we are and what we do

"Raison d'être, mandate and role: who we are and what we do" is available on TBS's website.

For more information on the department's organizational mandate letter commitments, see the Ministers' mandate letters.[lxxiii]

Operating context

Information on the operating context is available on TBS's website.

Reporting framework

TBS's Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.

Departmental Results Framework	Core responsibility 1: spending oversight	
	Departmental result: Treasury Board proposals contain information that helps Cabinet ministers make decisions	**Indicator:** degree to which Treasury Board submissions transparently disclose financial risk (on a maturity scale of 1 to 5)
	Departmental result: reporting on government spending is clear	**Indicator:** degree to which GC InfoBase users found the spending information useful (on a scale of 1 to 5
		Indicator: degree to which visitors to online departmental planning and reporting documents found the information useful (on a scale of 1 to 5)

Program Inventory	**Program:** Oversight and Treasury Board Support	
	Program: Expenditure Data, Analysis and Reviews	
	Program: Government-Wide Funds	
Departmental Results Framework	**Core responsibility 2: administrative leadership**	
	Departmental result: government service delivery is digitally enabled and meets the needs of Canadians	**Indicator:** degree to which clients are satisfied with the delivery of Government of Canada services, expressed as a score from 1 to 100
		Indicator: percentage of priority services that meet service standards
		Indicator: percentage of Government of Canada priority services available online
		Indicator: percentage of Government of Canada websites that deliver digital services to citizens securely
	Departmental result: Canadians have timely access to government information	**Indicator:** number of new datasets available to the public
		Indicator: percentage of access to information requests responded to within legislated timelines
		Indicator: percentage of personal information requests responded to within legislated timelines
	Departmental result: government has good asset and financial management practices	**Indicator:** percentage of departments that maintain and manage their assets over their life cycle
		Indicator: percentage of departments that continuously monitor and improve their internal financial controls
	Departmental result: government demonstrates leadership in making its operations low-carbon	**Indicator:** the level of overall government greenhouse gas emissions
Program Inventory	**Program:** Financial Management Policies and Initiatives	
	Program: Financial Management Transformation	
	Program: Digital Strategy, Planning and Oversight	
	Program: Management Accountability Framework	
	Program: Canadian Digital Service	
	Program: Public Service Accessibility	
	Program: Acquired Services and Assets Policies and Initiatives	
	Program: Internal Audit Policies and Initiatives	
	Program: Digital Policy	
	Program: Communications and Federal Identity Policies and Initiatives	
	Program: Greening Government Operations	
Departmental Results	**Core responsibility 3: employer**	
	Departmental result: public service attracts and retains a skilled and diverse workforce	**Indicator:** percentage of executive employees (compared with workforce availability) who are members of a visible minority group
		Indicator: percentage of executive employees (compared with workforce availability) who are women

		Indicator: percentage of executive employees (compared with workforce availability) who are Indigenous persons
		Indicator: percentage of executive employees (compared with workforce availability) who are persons with a disability
		Indicator: percentage of institutions where communications in designated bilingual offices "nearly always" occur in the official language chosen by the public
	Departmental result: the workplace is healthy, safe and inclusive	**Indicator:** percentage of employees who indicate that they have been the victim of harassment on the job in the past 12 months
		Indicator: percentage of employees who believe their workplace is psychologically healthy
		Indicator: percentage of employees who indicate that their organization respects individual differences (for example, culture, workstyles and ideas)
		Indicator: percentage of employees who indicate that they have been the victim of discrimination on the job in the past 12 months
	Departmental result: terms and conditions of employment are fairly negotiated	**Indicator:** percentage of Public Service Labour Relations and Employment Board outcomes that confirm that the Government of Canada is bargaining in good faith
Program Inventory	**Program:** Executive and Leadership Development	
	Program: Employment Conditions and Labour Relations	
	Program: Pension and Benefits Management	
	Program: People Management Systems and Processes	
	Program: Public Service Employer Payments	
	Program: Workplace Policies and Services	
	Program: Research, Planning and Renewal	
Departmental Results Framework	**Core responsibility 4: regulatory oversight**	
	Departmental result: government regulatory practices and processes are open, transparent, and informed by evidence	**Indicator:** ranking of Canada's regulatory system by the Organisation for Economic Co-operation and Development
		Indicator: percentage of regulatory initiatives that report on early public consultation undertaken prior to first publication
		Indicator: percentage of regulatory proposals that have an appropriate impact assessment (for example, cost-benefit analysis)
	Departmental result: regulatory cooperation among jurisdictions is advanced	**Indicator:** percentage of significant regulatory proposals (for example, high and medium impact) that promote regulatory cooperation considerations, when relevant
		Indicator: number of federal regulatory programs that have a regulatory cooperation work plan
Program Inventory	**Program:** Regulatory Policy, Oversight and Cooperation	
Internal Services		

Supporting information on the program inventory

Financial, human resources and performance information for TBS's Program Inventory is available in GC InfoBase.[lxxiv]

Supplementary information tables

The following supplementary information tables are available on TBS's website:

- Reporting on green procurement[lxxv]
- Details on transfer payment programs[lxxvi]
- Gender-based analysis plus[lxxvii]
- Parliamentary response to parliamentary committees and external audit[lxxviii]

TBS committed to providing, in its Departmental Results Report, an annual update on the government's total expenditures associated with the Phoenix pay system.

Based on information provided by departments, the following table presents Phoenix pay system expenditures for 2020–21.

Phoenix pay system expenditures, 2020–21 ($ millions)

Activity	Expenditures
Public Services and Procurement Canada	
Regular pay operations	93.0
Extra capacity (includes the Pay Centre, satellite offices and client support)	217.4
Systems (system fixes and improvements to achieve a stable system, improve compensation advisor efficiencies, and enhance employee user experience)	176.3
Integrated team (supports government-wide improvements to the system that links human resources and pay information, known as the HR-to-pay system)	44.5
Subtotal	**531.2**
Departmental compensation function	
Incremental compensation for all departments (incremental compensation expenditures attributable to Phoenix issues, for example, additional compensation advisors)	135.4
Existing compensation for departments not supported by the Pay Centre (expenditures for regular or ongoing compensation functions)	50.0
Subtotal	**185.4**

Activity	Expenditures
Treasury Board of Canada Secretariat	
HR-to-pay stabilization (stakeholder engagement, governance, change management, training, systems changes, data and reporting)	19.0
Claims office (a temporary office to provide a mechanism for employees who have incurred out-of-pocket expenses as a result of not being accurately paid due to the implementation of the Phoenix pay system to file a claim for such expenses)	3.3
Miscellaneous (includes litigation, communications and cost estimates)	1.1
Subtotal	**23.4**
Canada Revenue Agency	
T4 processing (additional staff to process requests from federal government employees for income tax reassessments)	0.8
Subtotal	**0.8**
Total	**740.8**

The above costs include $75.6 million for employee benefit plans for PSPC ($72.7 million) and TBS ($2.9 million).

The above costs do not include:

- expenditures related to NextGen HR and Pay (the team set up to explore a future human resources and pay solution for the federal government)
- damages or other claims against the Crown

Federal tax expenditures

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 each year in the Report on Federal Tax Expenditures.[lxxix] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Email: questions@tbs-sct.gc.ca

Toll-free: 1-877-636-0656

Teletypewriter (TTY): 613-369-9371

Website: https://www.canada.ca/en/treasury-board-secretariat.html

Appendix: definitions

appropriation *(crédit)*

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

budgetary expenditures *(dépenses budgétaires)*

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility *(responsabilité essentielle)*

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan *(plan ministériel)*

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority *(priorité)*

A plan or project that a department 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 departmental results.

departmental result *(résultat ministériel)*

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator *(indicateur de résultat ministériel)*

A quantitative measure of progress on a departmental result.

departmental results framework *(cadre ministériel des résultats)*

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report *(rapport sur les résultats ministériels)*

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation *(expérimentation)*

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing

full-time equivalent *(équivalent temps plein)*

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of the number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) *(analyse comparative entre les sexes plus [ACS Plus])*

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities *(priorités pangouvernementales)*

For the purpose of the 2020–21 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the middle class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative *(initiative horizontale)*

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures *(dépenses non budgétaires)*

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement)*

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 *(indicateur de rendement)*

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 *(production de rapports sur le rendement)*

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

plan *(plan)*

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 tends to focus on actions that lead to the expected result.

planned spending *(dépenses prévues)*

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 Departmental Plans and Departmental Results Reports.

program *(programme)*

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory *(répertoire des programmes)*

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result *(résultat)*

A 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 *(dépenses législatives)*

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.

target *(cible)*

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 *(dépenses votées)*

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

Endnotes

i. The 2030 Agenda for Sustainable Development, https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/agenda-programme.aspx?lang=eng
ii. Sustainable Development Goals, https://www.un.org/sustainabledevelopment/sustainable-development-goals/
iii. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
iv. *Canadian Gender Budgeting Act*, https://laws-lois.justice.gc.ca/eng/acts/C-17.2/index.html
v. *Policy on Results*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300
vi. Sustainable Development Goals, https://www.un.org/sustainabledevelopment/sustainable-development-goals/
vii. Greening Government Strategy: A Government of Canada Directive, https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html
viii. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
ix. Coronavirus disease (COVID-19): Working remotely, https://www.canada.ca/en/government/publicservice/covid-19/working-remotely.html
x. E-Signature Options 2020-04, https://wiki.gccollab.ca/E-Signatures_in_the_GC/E-Signature_Options_Blog_2020-04
xi. Business Scale-up and Productivity in Western Canada, https://www.wd-deo.gc.ca/eng/19762.asp
xii. Event Logging Guidance, https://www.canada.ca/en/government/system/digital-government/online-security-privacy/event-logging-guidance.html
xiii. Patch Management Guidance, https://www.canada.ca/en/government/system/digital-government/online-security-privacy/patch-management-guidance.html
xiv. *Policy on Service and Digital*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603
xv. Digital Academy, https://www.csps-efpc.gc.ca/digital-academy/index-eng.aspx
xvi. Communication is key: A phonetic alphabet for COVID Alert, https://digital.canada.ca/2020/10/27/communication-is-key-a-phonetic-alphabet-for-covid-alert/
xvii. Illustrating with diversity and inclusion for the COVID Alert app, https://digital.canada.ca/2020/11/26/illustrating-with-diversity-and-inclusion-for-the-covid-alert-app/
xviii. Listening to Users: Improving the COVID-19 Benefits Finder Tool, https://digital.canada.ca/2020/07/06/improving-our-covid-19-benefits-finder-tool-using-a-feedback-text-box/
xix. Technical Playbook, https://cds-snc.github.io/technical-playbook-manuel-technique/
xx. *Standard on Email Management*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27600
xxi. *Directive on Automated Decision-Making*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32592
xxii. *Directive on Service and Digital*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32601
xxiii. Citizens First Survey, https://citizenfirst.ca/research-and-publications/citizens-first/citizens-first-2020
xxiv. Security Playbook for Information System Solutions, https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/security-playbook-information-system-solutions-cloud.html
xxv. Canada's 2018–2020 National Action Plan on Open Government, https://open.canada.ca/en/content/canadas-2018-2020-national-action-plan-open-government
xxvi. Multi-Stakeholder Forum on Open Government, https://open.canada.ca/en/multi-stakeholder-forum-open-government
xxvii. Final Draft: *Open Government Guidebook*, https://open.canada.ca/ckan/en/dataset/9eaa6d0e-4b8c-5241-acf7-c6885294b8c1
xxviii. Access to Information and Privacy (ATIP) Online Request Service, https://atip-aiprp.apps.gc.ca/atip/welcome.do
xxix. *Access to Information Act*, https://laws-lois.justice.gc.ca/eng/acts/a-1/
xxx. *Privacy Act*, https://laws-lois.justice.gc.ca/eng/acts/P-21/page-1.html
xxxi. Archived [2021-04-01]: Interim Policy on Privacy Protection, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32676

xxxii. *Policy on the Planning and Management of Investments*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32593
xxxiii. *Directive on Government Contracts, Including Real Property Leases, in the Nunavut Settlement Area*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32610
xxxiv. *Directive on the Management of Projects and Programmes*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594
xxxv. Greening Government Strategy: A Government of Canada Directive, https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html
xxxvi. *Policy on the Planning and Management of Investments*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32593
xxxvii. *Policy Direction to Modernize the Government of Canada's Sex and Gender Information Practices*, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/summary-modernizing-info-sex-gender.html#h-6
xxxviii. Accessibility in the public service, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service.html
xxxix. *Contracting Policy*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494
xl. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
xli. *Employment Equity Act*, https://laws-lois.justice.gc.ca/eng/acts/e-5.401/
xlii. *Public Service Employment Act*, https://laws-lois.justice.gc.ca/eng/acts/P-33.01/
xliii. *Employment Equity Act*, https://laws-lois.justice.gc.ca/eng/acts/E-5.401/index.html
xliv. Core public administration (CPA) employment trends and demographics, https://hrdatahub-centrededonneesrh.tbs-sct.gc.ca/?GoCTemplateCulture=en-CA
xlv. *Accessible Canada Act*, https://laws-lois.justice.gc.ca/eng/acts/A-0.6/
xlvi. *Accessibility Strategy for the Public Service of Canada*, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc.html
xlvii. 2020 Validation of Key Findings from the 2019 Treasury Board of Canada Secretariat Benchmarking Study of Workplace Accommodations in the Federal Public Service, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/benchmarking-study-workplace-accommodations/2019-tbs-benchmarking-study-workplace-accommodations-federal-public-service-validation-key-findings.html
xlviii. Benchmarking Study of Workplace Accommodations, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/benchmarking-study-workplace-accommodations.html
xlix. Lending Library Service Pilot Project, https://www.canada.ca/en/shared-services/corporate/aaact-program/lending-library-service-pilot-project.html
l. *Accessibility Strategy for the Public Service of Canada*, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc.html
li. Accessibility in the public service, https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service.html
lii. Federal Internship Program for Canadians with Disabilities, https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/federal-internship-program-canadians-disabilities.html
liii. Progress Report on Implementation of "Nothing Without Us": Accessibility Strategy for the Public Service of Canada (2019–20), https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc/progress-report-implementation-nothing-without-us-2019-20.html
liv. *Official Languages Act*, https://laws-lois.justice.gc.ca/eng/acts/O-3.01/
lv. *English and French: Towards a Substantive Equality of Official Languages in Canada*, https://www.canada.ca/en/canadian-heritage/corporate/publications/general-publications/equality-official-languages.html

lvi. *Work Place Harassment and Violence Prevention Regulations*, https://laws.justice.gc.ca/PDF/SOR-2020-130.pdf
lvii. *Canada Labour Code*, https://laws-lois.justice.gc.ca/eng/acts/L-2/index.html
lviii. Public Service Employee Survey, https://www.canada.ca/en/treasury-board-secretariat/services/innovation/public-service-employee-survey.html
lix. *Guidebook for Departments on Easing of Restrictions: Federal Worksites*, https://www.canada.ca/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook/federal-worksites.html
lx. *Policy on People Management*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32621
lxi. *Policy on the Management of Executives*, https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25583
lxii. *Pay Equity Act*, https://laws-lois.justice.gc.ca/eng/acts/P-4.2/page-1.html
lxiii. Public Service Employee Survey, https://www.canada.ca/en/treasury-board-secretariat/services/innovation/public-service-employee-survey.html
lxiv. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
lxv. *Cabinet Directive on Regulation*, https://www.canada.ca/en/government/system/laws/developing-improving-federal-regulations/requirements-developing-managing-reviewing-regulations/guidelines-tools/cabinet-directive-regulation.html
lxvi. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
lxvii. *Work Place Harassment and Violence Prevention Regulations*, https://laws.justice.gc.ca/PDF/SOR-2020-130.pdf
lxviii. Public Accounts of Canada, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
lxix. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
lxx. TBS's financial statements (unaudited) for the year ended March 31, 2021, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/2020-21-departmental-results-reports/financial-statements-unaudited.html
lxxi. *Treasury Board of Canada Secretariat 2020–21 Departmental Plan*, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/treasury-board-canada-secretariat-2020-21-departmental-plan.html
lxxii. *Financial Administration Act*, https://laws-lois.justice.gc.ca/eng/acts/f-11/
lxxiii. Mandate letters, https://pm.gc.ca/en/mandate-letters
lxxiv. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
lxxv. Reporting on green procurement, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/2020-21-departmental-results-reports/reporting-green-procurement.html
lxxvi. Details on transfer payment programs, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/2020-21-departmental-results-reports/details-transfer-payments-programs.html
lxxvii. Gender-based analysis plus, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/2020-21-departmental-results-reports/gender-based-analysis-plus.html
lxxviii. Parliamentary response to parliamentary committees and external audit, https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/2020-21-departmental-results-reports/response-parliamentary-committees-external-audits.html
lxxix. Report on Federal Tax Expenditures, https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html