

2022-23  
**Annual Report**

**Treasury Board  
Secretariat**







## MESSAGE FROM THE MINISTER

As President of Treasury Board, I am pleased to present the Treasury Board Secretariat (TBS) Annual Report for 2022-23. The report outlines accomplishments and progress made toward realizing the objectives TBS set for the 2022-23 fiscal year, as well as the three year goals set for 2020-23 that support Government's priorities in Newfoundland and Labrador.

Of particular note this year, TBS focused on enhancing the quality and consistency of operations while improving upon the prudent management of government spending, financial management in departments, agencies, boards and commissions and human resource services to clients.

Additional TBS priorities include assessing departments and agencies, boards and commissions to optimize efficiencies, and ensure that the size of Government reflects the appropriate level required.

As the Minister responsible for TBS, a category three Provincial Government entity at the time of this reporting period under the **Transparency and Accountability Act**, I am accountable for the results contained within this report. As such, I would like to thank all TBS employees for their professionalism and commitment to delivering high quality programs and services.

A handwritten signature in black ink, appearing to read 'Siobhan Coady'.

Hon. Siobhan Coady  
President of Treasury Board



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## Departmental Overview

TBS is responsible for providing government-wide comptrollership oversight to ensure the appropriate use of public funds. It supports the role of the Treasury Board Committee of Cabinet, whose responsibilities are derived from the **Financial Administration Act**, the **Public Service Collective Bargaining Act**, and the **Executive Council Act and Regulations**. These responsibilities are primarily achieved by providing timely analysis and advice to government departments and agencies, Cabinet, and the Committees of Cabinet, particularly Treasury Board, for which the Minister serves as President. TBS also provides leadership and support for effective human resource management across government with a focus on supporting the specific human resource needs of employees and departments.

## Mandate

The mandate of TBS is to prudently manage government spending. TBS has also been directed to examine departments and agencies, boards, and commissions to optimize efficiencies, and ensure that the size of government reflects the appropriate levels required.

## Staff and Budget

TBS has a staff complement of 257 (196 female and 61 male) and an estimated budget of approximately \$166,740,300 in 2022-23.

## Lines of Business

TBS engages in multiple lines of business, including:

- Providing operational support to the Treasury Board Committee of Cabinet;
- Controlling and accounting for the receipt and disposition of public money, in accordance with the **Financial Administration Act**;

- Development of human resource and financial policies and procedures;
- Collective bargaining;
- Payroll and pension administration; and
- Providing professional financial and human resource advisory services.

## Highlights and Partnerships

### Highlights

In 2022-23, TBS:

- provided ongoing support to the House of Assembly Audit Committee;
- responded to over 129,930 enquiries during 2022-23, consisting of over 23,825 calls and 106,105 emails;
- managed 70 new arbitration referrals, and settled 23 grievances outside of arbitration;
- successfully negotiated to combine two Newfoundland and Labrador Teachers Association (NLTA) agreements (Provincial Agreement and Labrador West);
- held 49 Treasury Board Meetings and issued 176 Treasury Board Minutes and 282 Treasury Board Authorities, as well as completed reviews of 193 Cabinet Submissions and 400 Treasury Board Submissions; and
- classified over 240 positions throughout core government and the agencies, boards and commissions.

TBS worked in conjunction with internal and external partners during April 1, 2022 – March 31, 2023 to:

- coordinate with the Department of Finance the implementation of various cost of living support initiatives, including the Home Heating Supplement program, the Cost of Living Assistance program, and the Sugar Sweetened Beverage Tax;
- continue to develop and enhance online payment options in consultation with departments for the collection of fees including: Water Resources, Casual

Employees Group Insurance Premium, and International Fuel Tax Association License and Decals;

- expand e-filing capabilities and enhance the security of our applications and systems;
- lead and support departments and entities with preparation for the implementation of the Public Sector Accounting Board's new Asset Retirement Obligations, Financial Instruments, Foreign Currency Translation, Portfolio Investments, and Financial Statement Presentation accounting standards, which had an effective date of April 1, 2022;
- complete the annual audit plan for fiscal March 31, 2023 within departments, as well as government entities as requested by the President of Treasury Board. This included an assessment of the effectiveness of financial management processes and internal controls, audit of various COVID-19 support programs, annual fraud risk assessment, and ad hoc projects as requested;
- manage and administer Government's Fraud Management Program;
- provide follow up on prior audit reports to determine implementation status of recommendations; and
- develop and lead the early phases of implementation of an Accountability Framework that will improve evidence and decision-making with enhanced data and performance measurement and monitoring.

### **Collective Agreements with Unions and Associations**

As of March 31, 2023, the Government of Newfoundland and Labrador, with the support of TBS officials, successfully negotiated and signed the following collective agreements:

- Newfoundland and Labrador Association of Public and Private Employees (NAPE) College of the North Atlantic (CNA) Faculty (November 1, 2022)
- NAPE CNA Support (November 1, 2022)
- NAPE General Service (November 1, 2022)



- NAPE Group Homes (November 1, 2022)
- NAPE Health Professionals (November 1, 2022)
- NAPE Health Services Staff (November 1, 2022)
- NAPE Lab X-Ray (November 1, 2022)
- NAPE Maintenance and Operational Services (November 1, 2022)
- NAPE Newfoundland and Labrador Liquor Corporation (November 1, 2022)
- NAPE School Boards Master (November 1, 2022)
- NAPE Student Assistants (November 1, 2022)
- NAPE Ushers' (November 1, 2022)
- NAPE Workplace Health, Safety and Compensation Commission (November 1, 2022)
- NLTA Labrador West (August 31, 2022)
- Professional Association of Residents of Newfoundland and Labrador (August 10, 2022)

**Ongoing/upcoming negotiations include:**

- Canadian Union of Public Employees
- Registered Nurses' Union of Newfoundland and Labrador
- Association of Allied Health Professionals
- Ferry Service Collective Agreement
- Newfoundland and Labrador Teachers' Association
- Royal Newfoundland Constabulary Association (RNCA)
- NAPE Air Services
- NAPE Marine Services
- NAPE Correctional Officers

**Job Evaluation - Hay Methodology**

TBS undertook a review of the Korn Ferry Hay Group Guide-Chart Profile Method, which is the job evaluation system used by the Government of Newfoundland and Labrador to primarily classify management positions. Korn Ferry Hay Group was

contracted to review the Hay methodology used by government and provided updated documentation and training for staff in TBS. By the end of the fiscal year, the Hay methodology was updated, inclusive of working conditions, and is now pay equity compliant.

## **Partnerships**

TBS assisted the Public Service Commission in developing and implementing the Graduate Recruitment Program to attract recent post-secondary graduates to the provincial public service. This program provides graduates the opportunity to work in various Provincial Government departments, acquire a diverse skill set, and develop a career path to management and executive roles. The program will build upon existing talent within the public service and further establish a solid leadership foundation for the years ahead.

TBS is also part of the Government Organizations National Network, which consists of government representatives from across Canada who are involved in the governance of Crown agencies, boards, and commissions. The purpose of the network is to improve the effectiveness of government's relationship to its agencies, boards and commissions by forming a mutually beneficial, non-political association of government organizations concerned with the practice of agencies, boards and commissions governance.

Through the Interjurisdictional Engagement and Analytics Team, TBS, along with the Public Service Commission, collaborated to complete a Human Resource Metrics Data Collection report and a Government of Newfoundland and Labrador Human Resource Profile, which is compiled with profiles from other federal, provincial and territorial jurisdictions. These reports are analyzed, summarized and presented at the Annual Public Service Commissioners Conference for the purpose of identification of common concerns and objectives, lessons learned, and tools and resources, in order to facilitate

analysis of human resource issues and the advancement of best practices amongst jurisdictions.

TBS's Office of the Controller General (OCG) partnered with other Comptrollers throughout the country in sharing and developing best practices in relation to accounting standards via the Canadian Council of Comptrollers. The OCG also partnered with the Government Internal Auditors Council of Canada, a pan-Canadian public sector internal audit organization, to share knowledge in best and leading practices.

## **Report on Performance**

The following sections provide a report on the outcomes of the indicators that were identified by TBS for 2022-23, as per the following three strategic issues:

- Prudent Management of Government Spending;
- Human Resource Oversight; and
- Capacity Development across the Public Sector.

### **Issue One- Prudent Management of Government Spending**

The TBS mandate includes the prudent management of government spending. As part of this mandate, TBS was directed to examine departments, agencies, boards and commissions to optimize efficiencies and ensure that the size of government reflects the appropriate levels required. Ensuring appropriate processes are in place to effectively monitor and evaluate government spending will continue to enable fiscal prudence in our expenditures. Shared services is another aspect that will assist in continuing to support our mandate of fiscal prudence. TBS will continue to support the on-going shared services work and will continue to take steps to consolidate corporate services for various accounting and finance processes, as well as human resources and information technology. During 2022-23, TBS continued to ensure the prudent management of government spending.

**2022-23 Objective and Indicators**

Objective: By March 31, 2023, the TBS will have identified strategies to improve upon the prudent management of government spending by departments, agencies, boards and commissions.
Indicator 1: Continued with program evaluation and process improvement in select areas.
<p>During 2022-23, TBS continued to provide value-added internal audit services to departments and entities with 19 audits completed. The internal audits provided recommendations to enhance controls over spending and to improve processes to make them more effective.</p> <p>TBS also continued to perform regular compliance monitoring of high dollar and targeted accounts payable invoices as well as reviews of suppliers, purchasing cards and financial authorities configured within the financial management system.</p>
Indicator 2: Continued to engage entities in regard to monitoring and evaluation of performance.
<p>In 2022-23, TBS developed and launched a new Accountability Framework, which applies to all government departments, public bodies, community-based organizations and other organizations in receipt of public funds. Building on the current requirements of the <b>Transparency and Accountability Act</b>, the Accountability Framework is designed to strengthen oversight and to better support linkages between departmental budgeting, planning, and performance. Communication was sent to launch the Framework and identify deliverables. TBS will continue to work with departments and entities into 2023-24.</p>
Indicator 3: Continued to develop structure, processes and policies.
<p>During 2022-23, TBS continued work to review structures, processes and policies to ensure the appropriate mechanisms are in place to examine government spending.</p>

There continued to be a significant volume of discussion and consultation with TBS clients and internal human resource divisions with respect to policy application and processes across various areas, including staffing activities and flexible work arrangements.

During 2022-23, TBS assumed the recruitment duties and processes formerly of the Public Service Commission (PSC) that were deemed to be non-merit based. These duties included: conducting secondary evaluations, writing non-merit based appointment letters for 13 week appointments, temporary extensions, and employment contracts.

TBS also continued research and review of government's compensation policies in an effort to update and modernize. TBS also supported the integration of the four former health authorities, as well as the planned integration on the NL English School District into core government.

## 2020-2023 Goal Reporting

Goal Statement: By March 31, 2023, TBS will have identified strategies to improve upon the prudent management of government spending by departments, agencies, boards and commissions.

Indicator 1: Structures, protocols and policies implemented to support examination of government spending.

During 2020-23, TBS, in partnership with other departments, completed significant audit work around government purchasing cards and issued a government-wide directive in relation to travel cards. As a result of this, improvements to internal controls over credit card use were implemented.

In addition, the recently launched Accountability Framework will continue to enhance oversight in the coming years within core government as well as with agencies, boards and commissions.

Indicator 2: Examinations completed.

For the 2022-23 fiscal year, the Public Accounts were prepared in accordance with the accounting standards established for governments by the Public Sector Accounting Board, independently audited by the Auditor General receiving an unqualified audit opinion, and tabled in the House of Assembly prior to the legislative deadline.

A Payment Card Industry (PCI) Compliance Review was also completed and government was reported as being compliant with the PCI Data Security Standard.

Indicator 3: Improvement strategies developed.

Review of business processes led to improvement and efficiencies in the use of digital signatures for financial documents, as well as vehicle mileage rate reimbursements.

When necessary, communication was sent to departments to advise of proper policy application and interpretation. As policies and processes were updated, additional guidance and increased communication were led by TBS to ensure consistent application across departments and entities.

Indicator 4: Shared services initiatives advanced.

During 2020-23, continuous improvements were made to streamline processes, requirements, and approvals for better government interaction and efficiency to increase openness, transparency, and accountability.

TBS worked with the Departments of Finance, Transportation and Infrastructure, and Office of the Chief Information Officer in the development and implementation of the

required financial system changes and business processes for a Cost of Living Assistance program. TBS was responsible for the processing of payments and recording and printing of the 420,000 program cheques issued, including implementation of an efficient approach to ensure timely processing, issuance of cheques, and strong internal controls. TBS also assisted in developing procedures to address cheque returns/replacements and helped field many calls from residents regarding the status of their payments.

Advice and direction were provided to departments on internal controls and business processes as required.

## **Discussion of Overall Performance**

During 2020-2023, TBS was tasked with identifying strategies to improve upon the prudent management of government spending by departments, agencies, boards and commissions. TBS was able to deliver on the outcomes of the indicators identified in the reporting cycle as follows:

- Structures, protocols and policies implemented to support examination of government spending;
- Examinations completed;
- Improvement strategies developed; and
- Shared services initiatives advanced.

TBS performed reviews and evaluations of various government programs, focusing on fraud management, handling of public money, and efficiency of processes.

Examinations were completed and as a result, a government-wide directive was issued in relation to travel cards, and improvements to card use were implemented.

Improvement strategies were developed during this business cycle in several areas. Due to the frequent fluctuations in the price of oil and gas over the past year, TBS

changed from quarterly to monthly adjustments for mileage rates paid to government employees who use their private vehicles for work purposes. This provided more efficient client service as well as more consistency across departments, agencies, boards and commissions to ensure prudent management of government spending. TBS also made changes to the audit committee structure and mandate, which enhanced the effectiveness of the committee in supporting the internal audit function.

Shared services were advanced as TBS collaborated with the Public Service Commission to support the Department of Justice and Public Safety in transitioning NL 911 Bureau Inc. into core government. TBS also supported the integration of the four former health authorities, as well as the planned integration on the NL English School District into core government.

TBS also assumed the duties from the Public Service Commission deemed to be non-merit based. These duties included: conducting secondary evaluations, writing non-merit based appointment letters for 13 week appointments, temporary extensions, and employment contracts. As policies and processes were updated, TBS provided communication and guidance to ensure consistent application across departments and entities.

## **Issue Two- Human Resource Oversight**

TBS is focused on ensuring effective and efficient human resource oversight and the delivery of human resource services across the public sector. During 2022-23, TBS officials assisted clients in meeting and realizing their human resource needs and goals, while ensuring they were also compliant with policies and procedures in their actions. There are multiple intersecting oversight requirements and processes that provide direction related to various human resource areas. Continuing to identify and address any inefficiencies within these areas will allow for improved controls, information and reporting, thereby freeing resources in order to focus on the strategic human resources



needs. Continuously improving the co-ordination and consistency of consulting and advisory services is critical to ensuring proper human resource oversight.

**2022-23 Objective and Indicators**

By March 31, 2023, TBS will have continued to implement internal process improvements.
Indicator 1: Continued to review key processes and enhanced technology enablers.
Pension payments and refunds of pension contributions for members under the Public Service Pension Plan are issued by Provident10. Responsibility for the issuance of Public Service Pension Plan pension cheques fully transitioned to Provident10 as of December 2021. In 2022-23, Provident10 and TBS engaged in a review of business processes and information exchanges between both parties to ensure pension, group insurance and financial reporting practices are continued in an efficient and effective manner.
Work continued, in partnership with the Office of the Chief Information Officer, on the upgrade of the PeopleSoft system to a modernized version. Work also began on the various implementation requirements including change management, testing strategy, communication plan and overall approach for go-live in June 2023.
With the updating of the Hay methodology, TBS reviewed and improved its guidance on the development of position descriptions and templates and updated its website.
Indicator 2: Continued with internal divisional meetings.
Divisions within TBS continued to meet regularly to ensure that advice provided to departments was consistent and compliant with policies and procedures, and that client departments and individuals were receiving consistent information and responses.
Regular meetings were held with Departmental Controllers related to financial management.

Regular meetings were held with the Department of Education and Newfoundland and Labrador English School District on teachers' payroll matters.

Senior management meetings also occurred regularly to ensure open lines of communication across divisions on a number of key topics.

Indicator 3: Upgraded the PeopleSoft payroll system.

The PeopleSoft functional upgrade was delayed due to operational limitations during the pandemic and is expected to be completed in June of 2023. The upgrade ensures that PeopleSoft is fully supported by the software vendor and provides a solid foundation for the provision of organization-wide payroll services.

## 2020-23 Goal Reporting

Goal Statement: By March 31, 2023, TBS will have implemented continuous improvement processes resulting in more effective and responsive human resource management support to the core public service.

Indicator 1: Priority services for effective human resource management identified and implemented.

Due to the pandemic, priorities identified primarily involved finding ways to keep government employees safe and adjusting to remote work while following Public Health Guidelines.

TBS processed bonuses for several thousand collective agreement and management employees, as well as processed retroactive salary increases for several thousand staff.

TBS also processed bonuses and other payments related to Early Learning and Child Care and Social Workers. TBS processed 34,000 and printed 27,000 tax forms for

employees. These tax forms were also provided online for 7,000 core government employees.

**Indicator 2: Enhanced the technology used to support service delivery**

PeopleSoft and People Tools updates were completed during the time period of this report. Upgrades were completed on the Hyperion System and the financial management system's database and portal to enhance the security of our financial applications and systems. Updates were also completed to the financial management system to reflect new meal rates stemming from changes to collective agreements.

**Indicator 3: Mechanisms developed and implemented to monitor and evaluate quality improvement.**

A Continuous Improvement Working Group was established during this time period with representatives across various TBS divisions. This work will continue as part of the new Evaluation and Accountability function housed at TBS.

## **Discussion of Overall Performance**

During 2020-2023, TBS was tasked with implementing continuous improvement processes resulting in more effective and responsive human resource management support to the core public service. TBS was able to deliver on the outcomes of the indicators identified as follows:

- Priority services for effective human resource management identified and implemented;
- Enhanced the technology used to support service delivery; and
- Mechanisms developed and implemented to monitor and evaluate quality improvement.

A Continuous Improvement Working Group was established within TBS comprised of representatives from various divisions who met regularly to discuss questions and

situations to ensure that advice provided to departments was compliant with policies and procedures, and that departments and individuals were receiving consistent information and responses. The objectives of this working group will be carried forward as part of the mandate of the new function.

In light of the pandemic, during the time period of this report, there was a significant volume of discussion and consultation with TBS clients and internal human resource divisions on policy application across various areas of government, including staffing activities, flexible work arrangements and remote work.

The remote work situation brought about by the pandemic also increased the reliance upon technology to complete many processes. As a result of the implementation of alternative work arrangements, TBS had to implement short-term alternative processes in order to effectively maintain operations.

Upgrades were completed on PeopleSoft, and with People Tools (the underlying technology for PeopleSoft applications). The functional upgrade will ensure that PeopleSoft is fully supported by the software vendor and provide a solid foundation for the provision of organization-wide payroll services. This upgrade was delayed due to operational limitations during the pandemic but is expected to be completed by June 2023.

The processing of pensioner payroll was transitioned to Provident10 for Public Service Pension Plan members. Provident 10 and TBS are still engaged in a review of business process and information exchange to ensure pension, group insurance and financial reporting practices are continued in an efficient and effective manner.

## Issue Three- Capacity Development across the Public Sector

TBS' role is to ensure strong financial management and human resources within government departments, as well as in agencies, boards and commissions. A key focus during 2022-23 was to build upon the financial and human resources capacity throughout the public sector. Providing effective guidance to departments, agencies, boards and commissions pertaining to financial and human resource matters ensures sound management in all areas of government spending. Connecting professionals throughout the core public service and agencies, boards and commissions ensures access to up-to-date information and tools resulting in improved financial and human resource management.

### 2022-23 Objective and Indicators

By March 31, 2023, TBS will have continued to improve financial and human resource management and build financial capacity across the public sector.
Indicator 1: Continued to hold regular update meetings for financial and human resource professionals
During 2022-23, TBS held ongoing meetings with Departmental Controllers to discuss relevant topics related to financial management, accounting, budgeting and other financial administration matters. The primary objective was to share information and provide direction. Regular meetings of the Government Audit Committee were held with annual reporting to Treasury Board. TBS divisions continued to support client departments and employees, as issues arose.
Indicator 2: Continued to provide professional development opportunities to financial professionals in core departments.
During 2022-23, TBS coordinated with the Department of Finance to hold a professional development session to assist in building financial capacity in the public sector. TBS also provided support to individuals working through the Chartered

Professional Accountant (CPA) Trainee Program. These individuals have worked in various areas of the department to strengthen overall financial capacity.

Indicator 3: Offered support to employees across government who wish to pursue a professional finance/accounting designation.

During 2022-23, TBS provided support to individuals working through the CPA Training Office Program and offered tuition support to employees across government pursuing a professional finance/accounting designation. These individuals have worked in various areas of the government to strengthen overall financial capacity.

## 2020-23 Goal Reporting

Goal Statement: By March 31, 2023, TBS will have improved financial management in departments, agencies, boards and commissions.

Indicator 1: Built financial capacity among financial and human resource professionals.

During 2020-23, TBS provided professional development opportunities to assist with enhancing financial capacity in government. These topics included: planning, budgeting, forecasting, payment modernization, cyber security, and payment card industry data security standards.

Indicator 2: Improved policies and procedures pertaining to financial and human resource management.

During 2020-23, TBS updated the following policies to improve financial and human resource management: Automobile Requirement Reimbursement Policy, Bereavement Leave Policy, Holiday Policy, Meal Rates Policy, Paid Leave Policy, and Parental Leave Policy. A new Family Violence Leave Policy was developed and implemented. These policies can be found online at the following website:

<https://www.gov.nl.ca/exec/tbs/working-with-us/policies/>.

Indicator 3: Implemented a community of practice for financial and human resource professionals.

During 2020-23, TBS held ongoing meetings with Departmental Controllers on relevant financial matters to provide an opportunity for information-sharing. A community of practice for human resource professionals was implemented and this group held regular meetings throughout 2022-23.

Indicator 4: Implemented enhanced training opportunities for financial and human resource professionals.

During 2020-23, TBS provided support to individuals working through the PA Training Office Program and offered tuition support to employees across government pursuing a professional finance/accounting designation.

## **Discussion of Overall Performance**

During the reporting cycle 2020-2023, TBS was tasked with improving the financial management in departments, agencies, boards and commissions. TBS was able to deliver on the outcomes of the indicators identified as follows:

- Built financial capacity among financial and human resource professionals;
- Improved policies and procedures pertaining to financial and human resource management;
- Implemented a community of practice for financial and human resource professionals; and
- Implemented enhanced training opportunities for financial and human resource professionals.

Professional development sessions were held on various topics to assist in building financial capacity in the public sector. These topics included: planning, budgeting, forecasting, payment modernization, cyber security, and payment card industry data security standards. TBS also provided support to individuals working through the CPA

Training Officer Program. These individuals worked in various areas of the department to build financial capacity.

TBS updated six human resource policies and developed and implemented one new human resource policy to improve financial and human resource management. Meetings were held with Departmental Comptrollers on financial matters when necessary.

## **Opportunities and Challenges**

As TBS is tasked with continuous improvement and program evaluation, the new Evaluation and Accountability division of TBS developed an Accountability Framework to support initiatives across government, as well as agencies, boards, and commissions, community-based organizations and other entities in receipt of public funds to provide parameters for spending. With this team in place, there are opportunities to partner with departments and entities to continue to drive improved outcomes across the public sector.

In addition, during the 2020-23 business cycle, a new Information Management Division was created which uses enhanced technology enablers to ensure continuous improvement for all TBS Divisions.

As seen in other departments and sectors, TBS continues to encounter challenges in the recruitment and retention of qualified professional staff due to the current labour market climate and competitive wages in the private sector. TBS is addressing this challenge by working with the Public Service Commission to explore new ways to attract and retain people.



# Financial Statements

## REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

## DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>TREASURY BOARD SECRETARIAT</b>			
<b>TREASURY BOARD SECRETARIAT</b>			
<i>CURRENT</i>			
<b>3.1.01. OFFICE OF THE PRESIDENT OF TREASURY BOARD</b>			
01. Salaries	131,063	189,600	192,600
Operating Accounts:			
<i>Transportation and Communications</i>	2,398	4,000	1,000
<i>Supplies</i>	-	500	500
02. Operating Accounts	2,398	4,500	1,500
<b>Total: Office of the President of Treasury Board</b>	<b>133,461</b>	<b>194,100</b>	<b>194,100</b>
<b>3.1.02 EXECUTIVE SUPPORT</b>			
01. Salaries	1,479,226	1,639,800	1,779,800
01. Salaries (Statutory)	137,361	134,200	134,200
Operating Accounts:			
<i>Employee Benefits</i>	1,870	-	-
<i>Transportation and Communications</i>	536,621	522,600	202,600
<i>Supplies</i>	17,022	27,300	27,300
<i>Professional Services</i>	-	2,500	2,500
<i>Purchased Services</i>	5,652	13,500	13,500
<i>Property, Furnishings and Equipment</i>	21,115	24,900	24,900
02. Operating Accounts	582,280	590,800	270,800
	2,198,867	2,364,800	2,184,800
02. Revenue - Provincial	(88,417)	(95,000)	(95,000)
<b>Total: Executive Support</b>	<b>2,110,450</b>	<b>2,269,800</b>	<b>2,089,800</b>
<b>3.1.03. SECRETARIAT OPERATIONS</b>			
01. Salaries	16,588,040	16,780,900	17,325,900
Operating Accounts:			
<i>Employee Benefits</i>	92,721	100,100	100,100
<i>Transportation and Communications</i>	125,224	218,100	218,100
<i>Supplies</i>	137,502	100,000	100,000
<i>Professional Services</i>	425,964	698,200	698,200
<i>Purchased Services</i>	337,591	337,300	337,300
<i>Property, Furnishings and Equipment</i>	1,266	-	-
02. Operating Accounts	1,120,268	1,453,700	1,453,700
	17,708,308	18,234,600	18,779,600
02. Revenue - Provincial	(367,378)	(649,300)	(649,300)
<b>Total: Secretariat Operations</b>	<b>17,340,930</b>	<b>17,585,300</b>	<b>18,130,300</b>

## REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

## DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
TREASURY BOARD SECRETARIAT			
TREASURY BOARD SECRETARIAT			
<i>CURRENT</i>			
<b>3.1.04. GOVERNMENT PERSONNEL COSTS</b>			
01. Salaries	44	20,800	35,187,400
Operating Accounts:			
<i>Employee Benefits</i>	<u>79,277,727</u>	81,027,800	81,027,800
02. Operating Accounts	<u>79,277,727</u>	81,027,800	81,027,800
	<u>79,277,771</u>	81,048,600	116,215,200
01. Revenue - Federal	-	(83,900)	(83,900)
02. Revenue - Provincial	<u>(235,960)</u>	(325,000)	(325,000)
<b>Total: Government Personnel Costs</b>	<u>79,041,811</u>	80,639,700	115,806,300
<b>3.1.05. FINANCIAL ASSISTANCE</b>			
10. Grants and Subsidies	-	483,600	40,750,000
<b>Total: Financial Assistance</b>	-	483,600	40,750,000
<i>CAPITAL</i>			
<b>3.1.06. FINANCIAL ASSISTANCE</b>			
08. Loans, Advances and Investments	-	100	100
	-	100	100
02. Revenue - Provincial	-	(10,230,300)	(10,230,300)
<b>Total: Financial Assistance</b>	-	(10,230,200)	(10,230,200)
TOTAL: TREASURY BOARD SECRETARIAT	<u>98,626,652</u>	90,942,300	166,740,300
TOTAL: TREASURY BOARD SECRETARIAT	<u>98,626,652</u>	90,942,300	166,740,300

