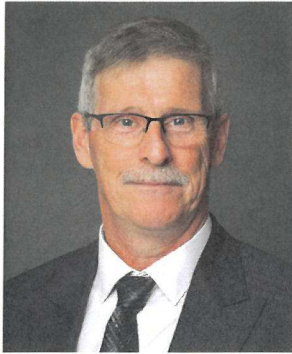


Strategic Plan

2026-2029

Treasury Board
Secretariat





MESSAGE FROM THE PRESIDENT OF TREASURY BOARD

As the President of Treasury Board, and in accordance with my responsibilities under the **Transparency and Accountability Act**, I am pleased to present the 2026-29 Strategic Plan for Treasury Board Secretariat, covering the period April 1, 2026, to March 31, 2029. As a category one entity, the plan has been prepared at the strategic level.

In my role as President of Treasury Board, I am responsible for fulfilling the mandate stated in Sections 6 and 7 of the **Financial Administration Act**. I am also responsible for human resource service delivery and the accountability function across the Government of Newfoundland and Labrador.

Treasury Board Secretariat has identified two strategic issues that will guide its work and focus over the next three years: (1) strengthening fraud management through clear expectations and oversight, and (2) supporting engagement and retention in the public service workplace.

Achieving these objectives will position the public sector to be more trusted, resilient, and future-ready by combining strong integrity and accountability with a highly engaged workforce that can consistently deliver effective, resident-focused services in an evolving environment.

I would like to thank the Treasury Board Secretariat staff for their passion, commitment to excellence and dedication to serving the public service, public sector retirees, all government entities and the public. Working together, I am confident that we will make good progress on the issues we seek to address.

My signature below is indicative of my accountability for the preparation of this plan and the achievement of the identified goals and objectives.

Sincerely,

A handwritten signature in black ink that reads "Craig Pardy". The signature is fluid and cursive, written over a light grey background.

Hon. Craig Pardy
President of Treasury Board

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Overview

The Treasury Board Secretariat supports the Treasury Board Committee of Cabinet in carrying out its responsibilities under the **Financial Administration Act**. It provides oversight across government to help ensure public funds are used properly and that financial management and reporting are reliable.

As part of this role, the Treasury Board Secretariat leads and oversees accountability frameworks for departments, agencies, boards, commissions, and other organizations that receive public funding.

Treasury Board Secretariat is also the employer for the public service. In this role, it provides leadership and support for effective human resource management across government. This includes developing and managing human resource policies, programs, and services; administering benefits; overseeing job evaluation; and negotiating the terms and conditions of employment for bargaining unit employees.

As of March 31, 2026, the Treasury Board Secretariat had 279 employees and a budget of \$220,962,400 for the 2026–27 fiscal year.

Mandate

The mandate of Treasury Board Secretariat is to:

- Provide timely advice and analysis to government departments, agencies, boards, and commissions, as well as to Cabinet and its committees, particularly the Treasury Board.
- Provide government-wide oversight of financial management to help ensure public funds are used properly and reported accurately. This includes oversight of compensation and benefits services, and providing direction on the **Financial Administration Act**.

- Provide leadership, advice, and support for effective human resource management across government, including policy development, service delivery, and collective bargaining.
- Lead government efforts to strengthen accountability, evaluation, and continuous improvement and providing direction on the **Transparency and Accountability Act**.

Vision

A public service where public funds are managed responsibly, employees are supported, and results are transparent.

Lines of Business

Treasury Board Secretariat carries out its work through several main areas:

Treasury Board Operations

- Supports the Treasury Board Committee of Cabinet by reviewing financial, human resource, and administrative submissions and managing the committee process.
- Manages job evaluation processes for government departments and selected agencies, boards, and commissions.
- Provides advice and support on organizational structure reviews and manages information services for the Treasury Board Secretariat.

Human Resources

- Provides human resource advice and consulting services to meet employee needs and support strong partnerships with departments.
- Provides advice and services on labour relations and employee relations to Treasury Board, departments, and public sector organizations.

- Oversees government-sponsored pension plans and administers employee benefits programs.
- Negotiates collective agreements for the public service and represents the employer in grievance and arbitration processes.

Comptrollership

- Manages and oversees the Consolidated Revenue Fund, including the collection and payment of public funds.
- Provides oversight of financial and human resource management systems, accounting policies, and financial reporting, including the Public Accounts of the Province.
- Provides advice and services related to internal audit, payroll, banking, and other financial functions.

Policy, Evaluation, and Accountability

- Develops, implements, and oversees the Accountability Framework for departments, public entities, community organizations, and other organizations that receive public funds.
- Leads the development of corporate human resource policies, planning, and research for the public service.
- Works with stakeholders across government to ensure Treasury Board policies are applied consistently.

Further information about Treasury Board Secretariat can be found [here](#).

Primary Clients

The primary clients of Treasury Board Secretariat are public sector employees and retirees, government departments, agencies, board and commissions, and the public.

Strategic Issues

Strategic Issue 1 - Strengthening Fraud Management Through Clear Expectations and Oversight

Fraud risks facing core government departments and entities (agencies, boards and commissions) are increasing in scale and sophistication due to digital tools, more complex service delivery models, and greater reliance on third parties. Each department and entity is responsible for identifying, managing, and responding to its own fraud risks. However, the overall effectiveness of fraud management across government and entities depends on clear expectations, strong governance, and effective oversight.

Currently, fraud management practices vary across departments and entities, and there is limited visibility into how fraud risks are being identified and addressed across government entities. These gaps increase exposure to financial loss, reputational damage, and erosion of public trust. They also limit the ability to identify common risk patterns, share lessons learned, and respond early to emerging fraud threats.

The core challenge is to strengthen and better align fraud management across core government departments and entities. This presents an opportunity for Treasury Board Secretariat to clarify expectations for fraud management, strengthen oversight and reporting mechanisms, and improve insight into fraud risks and trends. A more coordinated and risk-informed approach will support departments and entities in managing fraud effectively, while enhancing accountability and the stewardship of public funds.

Goal

By March 31, 2029, Treasury Board Secretariat will strengthen and align fraud management across core government departments and entities through improved oversight and reporting, enabling better insight into fraud risks and trends and a more coordinated, risk-informed approach.

Objective 2026-27

By March 31, 2027, Treasury Board Secretariat will define and communicate clear fraud management expectations for core government departments and entities to enhance oversight and reporting.

Indicators

- Review and update existing fraud management expectations and guidance to establish baseline fraud management requirements including minimum oversight and reporting, to improve oversight and reporting within core departments and entities.
- Determine the number of entities that require alignment with Treasury Board Secretariat's fraud management program.
- Create a framework to guide expansion of fraud management practices into all applicable entities identified to ensure consistency between core government and entities allowing improved and consistent fraud prevention and detection.
- Explore updated approaches to fraud management to allow easier detection and prevention of supplier fraud.

Objective 2027-28

By March 31, 2028, Treasury Board Secretariat will implement fraud risk reporting and oversight mechanisms to improve consistency and visibility of fraud risks and responses across core government departments and entities.

Objective 2028-29

By March 31, 2029, Treasury Board Secretariat will use consolidated fraud risk information to identify trends, support timely targeted responses to risk trends identified and strengthen a coordinated, risk-informed approach to fraud management across government and entities.

Strategic Issue 2 - Supporting Engagement and Retention in the Public Service Workplace

Treasury Board Secretariat plays a central role in shaping the policies, governance frameworks, and leadership support that influence how employees experience working in the public service. Through clear expectations, guidance, and advisory support, TBS promotes consistency, inclusion, accountability, and sound workplace practices across departments, while reinforcing departmental responsibility for their workforces.

Workforce dynamics are continuing to evolve due to demographic shifts and new approaches to service delivery. At the same time, departments face growing pressure to attract and retain talent in a competitive labour market. Ineffective or inconsistently applied policies, guidance, or leadership supports can weaken employee engagement, reduce organizational capacity, and hinder the delivery of government priorities.

The core challenge over the 2026–2029 planning period is to strengthen and modernize workplace-related policies, governance frameworks, and leadership supports within TBS’s mandate in a way that promotes more consistent, inclusive, and supportive workplaces across the public service. This includes improving the ability to identify common workforce challenges, understand engagement and retention risks, and share consistent and effective practices across departments.

Addressing this issue presents an opportunity for Treasury Board Secretariat to clarify expectations, modernize policies and guidance, and strengthen insight into workforce trends, while maintaining clear departmental accountability. A more coordinated and evidence-informed approach will support positive employee experiences, strengthen organizational capacity, and contribute to a public service where employees are engaged, supported, and choose to work.

Goal

By March 31, 2029, Treasury Board Secretariat will strengthen and modernize workplace-related policies, processes and leadership support within its mandate to promote more consistent, inclusive, and supportive workplaces across the public service, while reinforcing departmental accountability for workforce management.

Objective 2026-27

By March 31, 2027, Treasury Board Secretariat will initiate work towards the establishment of a modernization plan for workplace-related policies, processes and guidance to address gaps that affect employee experience, engagement and effective workplace practices across the public service.

Indicators

- Identify policy, process and guidance modernization opportunities to enhance employee experience.
- Engage departments and employees for perspectives on workforce risks to support an informed and responsive plan.

Objective 2027-28

By March 31, 2028, Treasury Board Secretariat will develop a modernization plan for workplace-related policies, process and guidance to address identified gaps, improve consistency and better reflect evolving workplace needs across departments.

Objective 2028-29

By March 31, 2029, Treasury Board Secretariat will implement priority updates to workplace policies, process and guidance and deliver coordinated leadership and workplace practice supports that enable departments to apply expectations more consistently and inclusively across the public service.

Annex A: Strategic Directions

Strategic directions are the articulation of a desired physical, social or economic outcome that would normally require action or involvement of more than one government entity. The **Transparency and Accountability Act** requires that the strategic direction of the government entity's mandate is to be communicated by the responsible Minister. This facilitates the integration of planning practices across government. The strategic directions for the Treasury Board Secretariat are identified for the 2026-2029 planning cycle.

Strategic Direction #1: A responsible fiscal approach

Outcome: Public funds are managed responsibly and transparently across government, with strong oversight, risk management, and controls in place to safeguard resources, support value-for-money decisions, and maintain public trust.

Strategic Direction #2: A capable, engaged, and effective public service

Outcome: A strong, people-centred public service with the capacity, skills, and support necessary to deliver high-quality services and implement government priorities effectively.