

2020-2021 ANNUAL REPORT



Treasury Board Secretariat



Message from the President of Treasury Board

As President of Treasury Board, I am pleased to present the Treasury Board Secretariat's Annual Report for 2020-21. The report outlines accomplishments and progress made toward realizing the objectives set by the Secretariat for the 2020-21 fiscal year.

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

Other priorities included examining departments, agencies, boards and commissions to optimize efficiencies and ensure that the size of government reflects the appropriate level required. The Treasury Board Secretariat's mandate also included collective bargaining and program accountability.

As the Minister responsible for the Secretariat, which is a Category Three Provincial Government entity under the **Transparency and Accountability Act**, I am accountable for the results contained within this report.

I would like to thank all employees for their professionalism and commitment in delivering high quality programs and services while dealing with the challenges presented by the COVID-19 pandemic. Your hard work, dedication and adaptability during this difficult time have been much appreciated.



Honourable Siobhan Coady
President of Treasury Board

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Departmental Overview

Treasury Board Secretariat (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, focusing on supporting the specific human resource needs of employees and departments. TBS also functions as the lead department on government's efforts on accountability, transparency, and evaluation. The Secretariat provides government-wide oversight on horizontal issues to ensure that all public funds are used to deliver programs and services in the most effective and efficient way possible.

Mandate

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

Staff and Budget

TBS had a staff complement of 247 (186 female and 61 male), and an estimated budget of approximately \$166,429,500 in 2020-21.

Highlights and Partnerships

Highlights

TBS worked in conjunction with internal and external partners during April 1, 2020 – March 31, 2021 to:

- ensure effective client service delivery and consultation with internal partners and departments;
- advance operational processes and information sharing procedures;
- enhance focus on delivery of human resource advisory services to ensure consistent application of policies;
- collaborate on COVID-19 preparedness to facilitate the collection of electronic information for supplier maintenance and online payments, ensure support payments to payees, manage the transition of staff to work from home, and assist in the development and implementation of various COVID-19 support programs such as the home rebate program and the essential workers program;
- develop new online application processes to electronically collect program information and streamline the process for external applicants as well as create internal efficiencies with the implementation of electronic business processes;
- develop and enhance online payment options in consultation with departments for the collection of fees such as Wood Cutting, Vehicle Fleet Renewal, Fingerprinting and Criminal Record Screening; and
- continue to support the financial and human resources community within government.

COVID-19 Response

TBS continued to effectively and efficiently provide services and programs while dealing with the challenges of operating during the COVID-19 Pandemic. During specific timeframes of 2020-21, the first and second waves of COVID-19 deemed it necessary

for all employees with the ability to work from home, to do so with the support of their departmental managers and executive. TBS also provided assistance to government departments during this time of transition. The dedication, efficiency and adaptability of TBS employees has been evident in the professionalism and competency of the services provided during this difficult time.

Client Engagement

The Secretariat offers frontline support to Government of Newfoundland and Labrador employees regarding compensation, benefits, retirements, policy inquiries and a broad variety of other supports and services related to human resource programs. TBS's Service Centre recorded over 99,000 points of contact during 2020-21, consisting of over 13,700 calls and 85,300 emails.

Other Post-Employment Benefits Changes

Other Post-Employment Benefits (OPEBs) changes that were finalized during the fiscal year will lead to a significant reduction in government's growing unfunded liability associated with its group insurance obligations to public sector pensioners in retirement. As a result of the changes, in combination with the changes made to OPEBs in 2018, there is a projected potential savings of \$2.2 billion over a 30 year period.

Collective Bargaining

To date, the Government of Newfoundland and Labrador has successfully negotiated a two-year agreement extension of 26 provincial collective agreements:

- Newfoundland Labrador Association of Public and Private Employees (NAPE) – 16;
- Canadian Union of Public Employees (CUPE) – 7;
- Registered Nurses' Union of Newfoundland Labrador (RNUNL);
- Association of Allied Health Professionals (AAHP); and

- Newfoundland and Labrador Teachers' Association – Provincial (NLTA).

Other negotiations across various collective agreements are ongoing or upcoming.

During 2020 – 2021 TBS processed 191 matters referred to arbitration. Of these, 113 were settled without a hearing, 70 were withdrawn, and eight required a hearing before an arbitration board.

Partnerships

TBS worked with the Royal Newfoundland Constabulary to deploy components of employee and manager self-service functionality for the PeopleSoft payroll system. This functionality allows employees to securely access pay slips, personal and salary information, compensation history, benefit summary and beneficiary information, and year end (T4) reporting slips.

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, tools and resources, in order to facilitate analysis of Human Resource issues and the advancement of best practices amongst jurisdictions.

Report on Performance

The following sections provide a report on the outcomes of the indicators that were identified by TBS for 2020-21 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

TBS’s mandate includes the prudent management of government spending. As part of this mandate, TBS has been directed to examine departments, agencies, boards and commissions to optimize efficiencies and ensure that the size of government reflects the appropriate staffing levels required. Ensuring appropriate processes are in place to effectively monitor and evaluate government spending will continue to enable fiscal prudence in our expenditures. During 2020-21, TBS continued to ensure the prudent management of government spending. Work on this initiative was in support of the strategic directions of government, specifically supporting a more efficient public sector.

The following reports on the indicators set out for the 2020-21 objective.

Goal

By March 31, 2023, the Treasury Board Secretariat will have identified strategies to improve upon the prudent management of government spending by departments, agencies, boards and commissions.

2020-21 Objective and Indicators

Objective: By March 31, 2021, Treasury Board Secretariat will have initiated the support mechanisms needed to examine government spending.
Indicator 1: Provided program evaluation

During 2020-21, TBS performed reviews of various government programs. These reviews focused on the themes of fraud management, handling of public money and efficiency of processes. TBS regularly provides assistance and advice to other areas of government in performance of accounting functions, providing financial analysis to assist in decision-making and improving financial management processes. The work performed by the Office of the Comptroller General's (OCG) Professional Services and Internal Audit Division is reported to government's audit committee who are charged with ensuring audit resources are focused on areas of risk. The audit committee reports the results of its work to Treasury Board.

TBS performs regular 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.

Indicator 2: Developed an entity accountability framework

During 2020-21, TBS continued to work with entities to ensure prudent management of government funds. All Crown corporations are being reviewed to determine where they are best positioned. TBS actively engaged with entities to obtain human resource employee data and to establish attrition targets. Accountability frameworks, which define purpose, and intended results, as well as monitor and evaluate performance, are being developed for departments, agencies, boards, commissions, as well as community agencies and all those who receive public monies. The development of these frameworks was delayed in 2020-21 due to the ongoing COVID-19 response.

Indicator 3: Developed structures, processes and policies

During 2020-21, TBS continued work to review structures, processes and policies to ensure the appropriate mechanisms are in place that are needed to examine government spending. Various memos were sent to departments to advise of proper policy application and interpretation throughout 2020-21. As policies and processes are updated, additional guidance and increased communications will be led by TBS to ensure consistent application across departments and entities.

2021-22 Objective and Indicators

Objective

By March 31, 2022, Treasury Board Secretariat will have further developed the support mechanisms needed to examine government spending.

Indicators

- Continued with program evaluation in select areas
- Continued to engage entities in regard to monitoring and evaluation of performance
- Continued to develop structure, processes and policies

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 2020-21, TBS assisted clients in meeting and realizing their human resource needs and goals, while ensuring compliance with policies and procedures. 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 better controls, better information and reporting, thereby freeing resources to focus on the strategic human resources needs. Continuously improving the coordination and consistency of consulting and advisory services is critical to ensuring proper human resource oversight. Work on this initiative was in support of the strategic directions of government, specifically supporting a more efficient public sector.

Goal

By March 31, 2023, Treasury Board Secretariat will have implemented continuous improvement processes resulting in more effective and responsive human resource management support to the core public service.

2020-21 Objective and Indicators

Objective: By March 31, 2021, Treasury Board Secretariat will have identified key human resource processes requiring improvement.
Indicator 1: Established quality improvement working group
<p>During 2020-21, a quality improvement working group was established within TBS. This group is comprised of various divisions and met regularly during 2020-21 to discuss various questions and situations to ensure that advice provided to departments was compliant with policies and procedures.</p> <p>Another focus during 2020-21 was on specific situations related to the creation of new positions and the transition of positions across departments. There was also a significant volume of discussion and consultation with TBS clients and internal HR divisions with respect to policy application across various areas, including staffing activities and flexible work arrangements, in light on the ongoing pandemic.</p>
Indicator 2: Identified key processes
<p>A number of key processes were identified during 2020-21, including classifications requests and policy inquiries. These processes have been under review, with a view to ensuring that effective and efficient approaches are implemented.</p> <p>A procedural review resulted in the identification of opportunities, to improve the Job Evaluation System classification submission intake, that are anticipated to result in efficiency gains. These improvements include more detailed primary analysis of new submissions to identify issues that could be resolved earlier in the process. Quality assurance processes have also been augmented to verify consistency in application of the classification frameworks across analysts. Policy inquiries have also been centralized within TBS, ensuring consistent and timely responses.</p>
Indicator 3: Identified potential technological enablers
During 2020-21, TBS reviewed many of its current systems, with a view to identifying potential additional technological enablers. The remote work situation, brought about

by the COVID-19 pandemic, also increased the reliance upon technology to complete many processes. As a result of the COVID-19 pandemic and implementation of alternative work arrangements, TBS had to pivot and implement short-term alternative processes in order to effectively maintain operations.

A review of the Executive HAY database, used for tracking the evaluations of Management classification decisions, identified the opportunity for added efficiencies. This database predates the implementation of the current system and operates independently. Alignment of certain data elements between these systems will improve the ability to cross reference positions in a timelier manner. Initial testing has been done to verify proof of concept.

During 2020-21, TBS continued with the upgrading of its Human Resource Management System (PeopleSoft), with the People Tools (the underlying technology for PeopleSoft applications) upgrade completed in late 2020. The functional upgrade is currently underway and will be completed in late 2021/early 2022. 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.

2021-22 Objective and Indicators

Objective

By March 31, 2022, Treasury Board Secretariat will have continued to identify and address areas requiring process improvements.

Indicators

- Continued to review key processes
- Continued Quality Improvement Working Group meetings

Issue Three- Capacity Development across the Public Sector

TBS’s 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 2020-21 was to build upon the financial and human resources capacity across 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. By connecting professionals across the core public service and agencies, boards and commissions have access to up-to-date information and tools will improve financial and human resource management across the entire public sector. Work on this initiative was in support of the strategic directions of government, specifically supporting a more efficient public sector.

Goal

By March 31, 2023, the Treasury Board Secretariat will have improved financial management in departments, agencies, boards and commissions.

2020-21 Objective and Indicators

Objective: By March 31, 2021, Treasury Board Secretariat will have initiated a plan to improve financial and human resource management and build financial capacity within core departments.
Indicator 1: Implemented regular update meetings for financial and human resource professionals
During 2020-21, TBS held quarterly meetings with departmental controllers starting in June 2020 to discuss various current matters of interest pertaining to financial management, accounting, budgeting and other financial administration matters. The primary objective of such meetings is to share information and provide direction on financial matters of common interest.

TBS continued to support and engage departments to ensure compliance across human resource policies and process frameworks. Human resource officials within TBS met regularly to discuss current issues that may impact policy and procedure application and identified areas for improvement.

Indicator 2: Reviewed existing financial management circulars and human resource policies

TBS continued to provide guidance to departments on financial management concepts and processes. This guidance many come in the form of issuing directives, letters and procedure documents to departments on financial management matters. Such guidance builds upon the information provided in the Financial Management Circulars and looks to provide interpretation and practical application of the **Financial Administration Act**.

TBS continued to review and revise policies on an ad hoc basis to address policy gaps as they arose. Supporting the workforce throughout the pandemic from a policy perspective was much of the focus during the 2020-21 fiscal year. A plan is being formulated to ensure that current polices are reviewed on a regular basis to identify possible gaps and areas for improvement.

Indicator 3: Provided professional development opportunities to financial and human resource professionals in core departments

During 2020-21, TBS arranged the following professional development sessions to assist in building financial capacity in the public sector:

- Two professional development sessions were delivered by Deloitte in partnership with the OCG. These sessions included:
 - COVID-19 and the Financial Impacts on Government; and
 - Fraud and Risk Management.
- A third session was planned in 2020-21 for delivery in April of 2021 regarding Planning, Budgeting and Financial Forecasting.

- An internal professional development session designed around professional ethics for financial officials was also provided to officials from the Department of Finance and TBS.

TBS continued to support core departments with human resource issues, and departments have been provided with a dedicated point of contact within TBS for any enquiries. TBS will continue to review this process to ensure that the needs of core departments, and their HR contacts, are being met, and any ability to improve upon the existing process will be discussed at the regular meetings between TBS HR divisions.

2021-22 Objective and Indicators

Objective

By March 31, 2022, Treasury Board Secretariat will have continued to improve financial and human resource management and build financial capacity.

Indicators

- Continued to hold regular update meetings for financial and human resource professionals
- Continued to provide professional development opportunities to financial professionals in core departments

Opportunities and Challenges

Changes to government department and agencies were announced on September 10, 2020. As a result, several functions of the former Human Resource Secretariat were aligned with the Public Service Commission, and Pensions Administration, Treasury Board Support and the Office of the Comptroller General, formerly under the Department of Finance, were aligned under a newly established entity, TBS. During 2020-21, work continued to finalize this restructuring within TBS.

Given the province's current fiscal situation, TBS will continue to prudently manage government spending. A key component of this monitoring will be to provide clear direction and oversight of the province's human resource and financial functions. As TBS is tasked with continuous improvement and program evaluation, work will continue on accountability framework development for departments, agencies, boards, commissions, as well as community agencies and all those that receive public monies.

Financial Statements

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
TREASURY BOARD SECRETARIAT			
EXECUTIVE AND SUPPORT SERVICES			
<i>CURRENT</i>			
3.1.01. OFFICE OF THE PRESIDENT OF TREASURY BOARD			
01. Salaries	84,112	86,000	56,000
Operating Accounts:			
<i>Transportation and Communications</i>	-	1,000	1,000
<i>Supplies</i>	-	500	500
02. Operating Accounts	-	1,500	1,500
Total: Office of the President of Treasury Board	84,112	87,500	57,500
3.1.02 EXECUTIVE SUPPORT			
01. Salaries	1,504,969	1,609,200	1,609,200
01. Salaries (Statutory)	144,570	142,500	142,500
Operating Accounts:			
<i>Employee Benefits</i>	2,189	-	-
<i>Transportation and Communications</i>	199,316	296,600	296,600
<i>Supplies</i>	3,809	12,200	12,200
<i>Purchased Services</i>	3,754	13,500	13,500
02. Operating Accounts	209,068	322,300	322,300
	1,858,607	2,074,000	2,074,000
02. Revenue - Provincial	(183,988)	(151,800)	(151,800)
Total: Executive Support	1,674,619	1,922,200	1,922,200
TOTAL: EXECUTIVE AND SUPPORT SERVICES	1,758,731	2,009,700	1,979,700
OFFICE OF THE COMPTROLLER GENERAL			
<i>CURRENT</i>			
3.2.01 OFFICE OF THE COMPTROLLER GENERAL			
01. Salaries	5,468,894	5,934,200	6,084,200
Operating Accounts:			
<i>Employee Benefits</i>	18,735	21,500	21,500
<i>Transportation and Communications</i>	35,837	52,000	52,000
<i>Supplies</i>	22,293	33,100	33,100
<i>Professional Services</i>	111,200	201,100	201,100
<i>Purchased Services</i>	124,578	183,000	183,000
02. Operating Accounts	312,643	490,700	490,700
	5,781,537	6,424,900	6,574,900
02. Revenue - Provincial	(39,300)	(39,300)	(39,300)
Total: Office of the Comptroller General	5,742,237	6,385,600	6,535,600
TOTAL: OFFICE OF THE COMPTROLLER GENERAL	5,742,237	6,385,600	6,535,600

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
TREASURY BOARD SECRETARIAT			
PROGRAM ACCOUNTABILITY AND CORPORATE SERVICES			
<i>CURRENT</i>			
3.3.01. PENSIONS ADMINISTRATION			
01. Salaries	360,809	639,900	639,900
Operating Accounts:			
<i>Employee Benefits</i>	807	1,000	1,000
<i>Transportation and Communications</i>	2,640	5,300	5,300
<i>Supplies</i>	5,123	11,200	11,200
<i>Professional Services</i>	68,300	172,000	172,000
<i>Purchased Services</i>	19,372	22,000	22,000
<i>Property, Furnishings and Equipment</i>	-	1,000	1,000
02. Operating Accounts	96,242	212,500	212,500
	457,051	852,400	852,400
02. Revenue - Provincial	(489,544)	(746,700)	(746,700)
Total: Pensions Administration	(32,493)	105,700	105,700
3.3.02. GOVERNMENT PERSONNEL COSTS			
01. Salaries	-	40,336,000	56,997,400
Operating Accounts:			
<i>Employee Benefits</i>	74,192,446	75,337,900	75,337,900
02. Operating Accounts	74,192,446	75,337,900	75,337,900
	74,192,446	115,673,900	132,335,300
02. Revenue - Provincial	(93,771)	(325,000)	(325,000)
Total: Government Personnel Costs	74,098,675	115,348,900	132,010,300
3.3.03. FINANCIAL ASSISTANCE			
10. Grants and Subsidies	4,644	18,452,500	26,640,000
Total: Financial Assistance	4,644	18,452,500	26,640,000
<i>CAPITAL</i>			
3.3.04. FINANCIAL ASSISTANCE			
08. Loans, Advances and Investments	-	100	100
	-	100	100
02. Revenue - Provincial	-	(10,733,900)	(10,733,900)
Total: Financial Assistance	-	(10,733,800)	(10,733,800)
TOTAL: PROGRAM ACCOUNTABILITY AND CORPORATE SERVICES	74,070,826	123,173,300	148,022,200

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
HUMAN RESOURCES			
<i>CURRENT</i>			
3.4.01. PAYROLL AND BENEFITS			
01. Salaries	3,568,569	3,643,800	3,643,800
Operating Accounts:			
<i>Employee Benefits</i>	1,039	13,000	13,000
<i>Transportation and Communications</i>	18,725	24,500	24,500
<i>Supplies</i>	16,912	20,100	20,100
<i>Purchased Services</i>	7,562	20,800	20,800
02. Operating Accounts	44,238	78,400	78,400
	3,612,807	3,722,200	3,722,200
02. Revenue - Provincial	(392,537)	(195,700)	(195,700)
Total: Payroll and Benefits	3,220,270	3,526,500	3,526,500
3.4.02. SERVICE CENTRE AND CORPORATE SERVICES DELIVERY			
01. Salaries	1,184,708	1,302,000	1,302,000
Operating Accounts:			
<i>Employee Benefits</i>	6,166	500	500
<i>Transportation and Communications</i>	37,636	36,800	36,800
<i>Supplies</i>	9,649	24,100	24,100
<i>Professional Services</i>	1,300	52,900	52,900
<i>Purchased Services</i>	28,184	12,400	12,400
<i>Property, Furnishings and Equipment</i>	135,310	130,500	10,500
02. Operating Accounts	218,245	257,200	137,200
	1,402,953	1,559,200	1,439,200
02. Revenue - Provincial	(23,706)	(50,000)	(50,000)
Total: Service Centre and Corporate Services Delivery	1,379,247	1,509,200	1,389,200
3.4.03. CLASSIFICATION AND ORGANIZATIONAL DESIGN			
01. Salaries	743,308	939,300	939,300
Operating Accounts:			
<i>Transportation and Communications</i>	4,746	6,500	6,500
<i>Supplies</i>	1,084	1,800	1,800
<i>Professional Services</i>	840	-	-
<i>Purchased Services</i>	1,964	3,000	3,000
02. Operating Accounts	8,634	11,300	11,300
Total: Classification and Organizational Design	751,942	950,600	950,600

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF EXECUTIVE COUNCIL (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
TREASURY BOARD SECRETARIAT			
HUMAN RESOURCES			
<i>CURRENT</i>			
3.4.04. COLLECTIVE BARGAINING			
01. Salaries	495,488	568,900	568,900
Operating Accounts:			
<i>Employee Benefits</i>	-	1,500	1,500
<i>Transportation and Communications</i>	3,867	13,800	13,800
<i>Supplies</i>	11,968	13,800	13,800
<i>Professional Services</i>	94,523	139,000	139,000
<i>Purchased Services</i>	2,406	83,000	83,000
02. Operating Accounts	112,764	251,100	251,100
Total: Collective Bargaining	608,252	820,000	820,000
3.4.05. HUMAN RESOURCES CONSULTING			
01. Salaries	1,777,989	2,040,500	2,040,500
Operating Accounts:			
<i>Employee Benefits</i>	-	2,000	2,000
<i>Transportation and Communications</i>	11,317	64,100	64,100
<i>Supplies</i>	1,681	11,400	11,400
<i>Purchased Services</i>	2,090	19,100	19,100
02. Operating Accounts	15,088	96,600	96,600
Total: Human Resources Consulting	1,793,077	2,137,100	2,137,100
3.4.06. POLICY, PLANNING AND ANALYTICS			
01. Salaries	1,014,304	1,058,200	1,058,200
Operating Accounts:			
<i>Employee Benefits</i>	-	100	100
<i>Transportation and Communications</i>	3,768	5,000	5,000
<i>Supplies</i>	1,068	1,600	1,600
<i>Purchased Services</i>	1,478	3,700	3,700
02. Operating Accounts	6,314	10,400	10,400
Total: Policy, Planning and Analytics	1,020,618	1,068,600	1,068,600
TOTAL: HUMAN RESOURCES	8,773,406	10,012,000	9,892,000
TOTAL: TREASURY BOARD SECRETARIAT	90,345,200	141,580,600	166,429,500

