

ANNUAL REPORT

2024-2025

Treasury Board Secretariat



## MESSAGE FROM THE PRESIDENT OF TREASURY BOARD

As the President of Treasury Board and the Minister responsible for Treasury Board Secretariat (TBS), a category one government entity, I am pleased to present the 2024-25 Annual Performance Report for TBS, in alignment with the responsibilities outlined in the **Transparency and Accountability Act**. This report highlights the achievements and advancements made in meeting the objectives set for the 2024-25 fiscal year.

Over the past fiscal year, TBS has remained committed to delivering responsive, people-centered human resource services. This commitment is reflected in the successful negotiation of 30 collective agreements with public sector unions, representing more than 35,000 employees. In parallel, TBS has continued to support evidence-based decision-making across government, advance the Accountability Framework throughout the public sector, and strengthen financial management practices across departments, agencies, boards, and commissions.

By signing below, I affirm my responsibility for the preparation of this report and the achievement of its stated objectives. I would also like to express my sincere appreciation to all TBS staff for their unwavering dedication and professionalism in delivering high-quality programs and services.



Hon. Siobhan Coady  
President of Treasury Board

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## Departmental Overview

### Organizational Structure

Treasury Board Secretariat (TBS) is responsible for providing government-wide comptrollership oversight to ensure accountability for the use of public funds, financial management, and reporting. TBS supports the role of the Treasury Board Committee of Cabinet, whose responsibilities fall within the **Financial Administration Act**. TBS guides key accountability structures across government, and prioritizes employee needs by offering leadership, strategic advice, and support in human resource management. This process involves tailored support for employees and departments, such as benefits administration, job evaluations, policy development, programs, and services. Moreover, TBS negotiates collective agreement terms and conditions of employment for bargaining unit employees. As of March 31, 2025, TBS had 272 staff members (77 male and 195 female), and a budget of \$201,443,300 for the 2024-25 reporting year.

### Mandate

The TBS mandate is to provide:

- Timely analysis and advice to government departments, agencies, boards, and commissions, Cabinet, and the Committees of Cabinet, particularly Treasury Board;
- Government-wide financial management and comptrollership oversight to ensure the appropriate use of and reporting of public funds, as well as compensation and benefits services including pensioner payroll, and direction on the **Financial Administration Act**;
- Leadership, strategic advice, and support for effective human resource management, policy development, and delivery of services to support the needs of employees, including collective bargaining and benefits administration; and
- Leadership of government's commitment to enhanced accountability, evaluation, and continuous improvement.

## Lines of Business

TBS engages in multiple lines of business and has four operational branches:

### Treasury Board Operations

- Supports the Treasury Board Committee of Cabinet, including analysis of financial, human resource, and administrative submissions to the committee, and management of the committee process.
- Maintains and administers job evaluation processes for government departments and select agencies, boards, and commissions.
- Provides consultative and strategic services related to organizational structure reviews for government departments.
- Manages and administers information management services for TBS.

### Human Resources

- Manages and develops human resource advisory and consulting services to address the needs of employees and advance strategic partnerships with client departments.
- Provides strategic labour relations, employee relations advice and services to Treasury Board, government departments, and public sector organizations.
- Provides oversight of Government of Newfoundland and Labrador sponsored pension plans, and administration of benefits programs.
- Negotiates public service collective agreements and represents the employer in grievance and arbitration processes.

### Comptrollership

- Administers and controls the Consolidated Revenue Fund concerning the receipt and payment of public money.
- Provides oversight of financial and human resource management systems and accounting policy.

- Prepares the Public Accounts through financial reporting and analysis.
- Provides internal auditing, payroll, banking, and other related services.

### **Evaluation and Accountability**

- Develops and oversees the Accountability Framework for departments, entities, and community-based organizations and collaborates with entities to support its implementation.
- Oversees the Treasury Board Pre-Budget Accountability Cycle in support of improved linkages between budgeting, planning, and performance.
- Advises on, supports and conducts evaluations and data analysis to inform evidence-based decisions that improve the efficiency and impact of public policies and services.
- Leads the development of corporate human resource and compensation policy, planning, and research frameworks and guides the strategic alignment and consistent implementation of Treasury Board policies across the public service.

## Highlights and Partnerships

### Highlights

#### Financial Management and Compliance

- Achieved annual compliance with the Payment Card Industry Data Security Standard (PCI DSS), ensuring secure processing, storage, and transmission of credit card information.
- Transitioned government-wide debit and credit card services, including online payment platforms, to a new service provider.
- Received a clean, unqualified audit opinion from the Office of the Auditor General on the 2024 Public Accounts and successfully met the legislative tabling deadline under the **Financial Administration Act**.
- Implemented the Public Sector Accounting Board's new standards on revenue and public private partnerships, as well as the guidelines on purchased intangibles, in the March 31, 2024, Public Accounts.
- Prepared and issued a government-wide Inventory Management Manual to enhance inventory controls and conducted independent test counts to verify inventory accuracy.

#### Audit and Risk Management

- Successfully implemented the annual audit plan for fiscal year ending March 31, 2025, across departments and government entities, as authorized under the **Financial Administration Act** and the **Transparency and Accountability Act**.
- Hosted a government-wide information session on fraud management to raise awareness and strengthen internal controls in core government departments and entities.

### Payroll and Compensation Services

- Implemented Employee Self-Service for Teachers' Payroll, enhancing accessibility and efficiency.
- Established a Payroll Quality Assurance and Training team, comprised of a senior manager and two analysts, to support continuous improvement.
- Initiated the transition of Teachers' Pension Payroll to the Teachers' Pension Plan Corporation, in May 2025.

### Human Resources and Employee Relations

- Re-developed the "Manager's Role in Employee Relations" training program, streamlining it from a two-day in-person session to a one-day collaborative format.
- Continued the review and modernization of human resource and compensation policies to align with legislative changes and best practices.
- Advanced policy alignment efforts with key entities including NLSchools, NL Health Services, PictureNL, and Legal Aid.
- Delivered ongoing human resource data support to TBS divisions, contributing to evidence-based policy development, impact analysis, and strategic planning.

### Professional Development and Training

- Implemented a monthly case law review session accessible to all TBS employees, promoting awareness and education on emerging employee and labour relations issues.
- Supported the professional development and experience requirements of six designated Chartered Professional Accountants (CPAs).
- Contributed to CPA professional development initiatives through targeted support and training activities.

## Digital Services and System Enhancements

- Supported the implementation and development of online payment services for Crown Land Applications, Vehicle Purchase Registration Transfers, and Dealers' Web for fine payments and annual fees.
- Assisted departments with onboarding and implementation of the Canada Border Services Agency's Assessment and Revenue Management client portal.

## Accountability Frameworks

- Advanced the implementation of the Accountability Framework throughout government and public bodies to further strengthen the linkages between budgeting, planning, and performance and to build a culture of continuous improvement and evaluation of performance.
- Expanded participation in the Pre-Budget Accountability Cycle by increasing the number of entities reporting to Treasury Board by 50 per cent.

## Partnerships

### Human Resource Development and Onboarding

- Partnership with the Public Service Commission (PSC): Developed and launched a comprehensive employee onboarding program in collaboration with the PSC. This initiative includes self-paced eLearning modules and resource guides covering payroll, employee benefits, occupational health and safety, and more. The program is accessible through the PSAccess learning management system, supporting a consistent and informed onboarding experience across government.
- Joint Human Resource Profile Development: Collaborated with the PSC to contribute to the Government of Newfoundland and Labrador Human Resource Profile. This profile, compiled alongside other federal, provincial, and territorial jurisdictions, supports the Annual Public Service Commissioners Conference by identifying shared challenges, lessons learned, and best practices in human resource management.

### Staffing and Process Innovation

- Request for Staffing Action (RSA) Process Pilot with the PSC and the Office of the Chief Information Officer (OCIO): In partnership with the PSC and the OCIO, piloted a redesigned RSA process. Launched in December 2024, the new system features enhanced functionality and a more intuitive user interface. The pilot will continue to be refined based on user feedback and operational needs throughout the next fiscal year.

### Labour Relations and Conflict Resolution

- Mediation project with the Newfoundland and Labrador Association of Public and Private Employees (NAPE): Partnered with NAPE to implement a mediation initiative that successfully resolved a considerable number of longstanding grievances. This project highlights the effectiveness of collaborative approaches to labour relations and conflict resolution.
- Ongoing engagement with the Newfoundland and Labrador Teachers' Association (NLTA): Continued to strengthen relationships with the NLTA through regular quarterly meetings and enhanced service delivery, fostering open communication and mutual understanding.

### Financial Systems and Comptrollership Collaboration

- Collaborated with OCIO: Assisted with the enhancement of the Medical Transportation Assistance Program with Labrador Affairs; the Companies and Deeds Online System with the former Department of Digital Government and Service NL; Sustainable Canadian Agricultural Partnership program reporting with Fisheries, Forestry and Agriculture; implementation of the Coastal Labrador Senior Supplement Program with Finance; and upgrade of the Financial Management System databases.
- Atlantic and National Comptrollership Engagement: Hosted the Eastern Regional Comptroller Conference in fall 2024, promoting collaboration among Atlantic

provinces. Continued active participation in the Canadian Council of Comptrollers to share knowledge and develop best practices related to accounting standards and financial reporting.

#### Internal Audit and Knowledge Sharing

- The Office of the Comptroller General participated in monthly national meetings to strengthen internal control frameworks and attended the 2024 Federal-Provincial-Territorial Government Internal Auditors Council of Canada conference.
- Healthcare audit collaboration: Engaged with the Network of Canadian Healthcare Internal Auditors to exchange insights and collaborate on emerging internal audit risks and trends specific to the healthcare sector.

#### Evaluation and Accountability

- Partnered with core government departments to measure performance and sustainability through evaluation of programs and services and provided training to departmental representatives to increase internal capacity.
- Through advancement of the Accountability Framework and Pre-Budget Accountability Submission process, partnered with entities to support evaluation and performance measurement activities to enhance monitoring and reporting of performance throughout the public sector.

## Report on Performance

This section provides a performance report on the 2024-25 outcomes for the following three strategic issues:

- Effective Human Resource Services;
- High-Quality Evidence to Support Evidence-Based Decision-Making; and
- Responsible Financial Management.

### Issue One – Effective Human Resource Services

TBS prioritizes effective delivery of human resource services throughout the public sector, assisting clients in meeting their human resource needs while ensuring compliance with government policies and collective agreements. The use of continuous improvement strategies and enhanced reporting on consulting and advisory services is crucial to ensuring proper human resource oversight.

#### Goal

By March 31, 2026, TBS will have modernized human resource services for the public service.

#### 2024-25 Objective and Indicators

Objective 1: By March 31, 2025, TBS will have continued to enhance human resource services for the public service.

Indicator 1: Reviewed and revised policies as necessary and implemented new policies.

During 2024-25, TBS:

- Reviewed and revised policies related to compensation and human resources, including the policies on Adverse Weather Conditions and States of Emergency, Leave to Vote, Student Employment Compensation, and Meal Rates.
- Worked with various government entities to ensure adherence with applicable policies. This also included supporting the integration of entities into core government systems by reviewing policies for inclusivity and consulting with entities regarding the development of a provincial policy framework.
- Implemented trial changes to sick leave documentation for a one-year period, which outlines revised circumstances where medical certificates are required. These changes aimed to reduce the burden on employees needing medical certificates when ill and on the health care system. The impact of these temporary changes will be evaluated at the end of the trial period.

Indicator 2: Number of grievances active; Number of grievances in queue (received); Number of grievances referred to arbitration; Number of arbitrations active; Number of grievances active with dates set for continued arbitrations (or under preparation); Number of arbitration decisions/settled outside of arbitration.

During 2024–25, there was a total of 870 active grievances, which included 124 new grievances received during the fiscal year. Between April 1, 2024, and March 31, 2025, 51 grievances were referred to arbitration. As of March 31, 2025, 267 arbitration cases remained active, with three additional grievances scheduled for continued arbitration proceedings. Over the course of the year, three arbitration decisions were rendered, and 115 grievances were settled outside the arbitration process.

Indicator 3: Reduced the percentage of outstanding grievances prior to 2020 by 10 percent.

During 2024-25, TBS achieved a 32 per cent reduction in outstanding grievances filed prior to 2020. Of the 462 legacy grievances, 147 were resolved; 36 through settlement and 111 referred to arbitration.

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Indicator 4: Completed development and implementation of the Onboarding Program for all Government of Newfoundland and Labrador employees.
During 2024-25, TBS, in collaboration with the PSC, developed and launched a new online, self-directed employee onboarding program. The program provides information on payroll, employee benefits, and occupational health and safety, and aims to streamline the onboarding process, making it easier for employees to quickly understand important workplace processes and policies, and provides managers with resources to support new employees effectively. The program is comprised of eLearning courses and resource guides and is accessible through the learning management system, PSAccess.
Indicator 5: Enhanced clarity of the Job Evaluation System by revising job evaluation information available online.
During 2024-25, TBS enhanced clarity of the Job Evaluation System by conducting a full review and update of webpage content, layout and reference documents pertaining to the classification system to help improve the overall website user experience. Additionally, a new guide was created to aid users in completing Position Description Questionnaires.
Indicator 6: Delivered information sessions on the Job Evaluation System to both internal and external stakeholders.
During 2024-25, TBS met with a number of stakeholder groups to increase knowledge and improve processes related to the Job Evaluation System. TBS met with external groups to provide subject matter expertise in relation to classification methodology and to discuss opportunities to improve processes. Discussions on forming a working group also occurred and it is anticipated these discussions will continue into 2025-26.
Indicator 7: Reduced the abandonment rate of Human Resource Service Centre phone calls to below four percent of total calls.
During 2024-25, TBS improved call statistics related to call abandonment rate in the Human Resource Service Centre. Throughout the year, the Human Resource Service Centre received an average of 1,385 calls per month and maintained an average call abandonment rate of 2.5 per cent.

Indicator 8: Supported the integration of NLSchools into core government to integrate systems, reduce manual effort, and improve efficiencies.

During 2024-25, TBS:

- Successfully transitioned NLSchools debit and credit card services to the new debit and credit card service provider.
- Filled two audit-related positions to support the integration of NLSchools into core government, which assisted in the review of internal controls regarding School Generated Funds to ensure operating effectiveness.
- Updated financial reporting processes and systems of the Consolidated Revenue Fund to include results from NLSchools for the March 31, 2024, Public Accounts.
- Worked with NLSchools towards the implementation of directives and guidelines issued by the Office of the Comptroller General to align NLSchools' financial processes and controls with the **Financial Administration Act** and the Government of Newfoundland and Labrador, in the following areas: expense claims, invoice approvals, tangible capital assets, period and year-end closes, commitments, budgetary controls, payments, and bank accounts.

Indicator 9: Introduced and conducted exit interviews and surveys for retirees and individuals who resigned from permanent positions in core government.

During 2024-25, TBS introduced and began conducting exit interviews and surveys with permanent employees who retire or resign from Government of Newfoundland and Labrador. Permanent employees who resign are offered an in person exit interview, while those who retire are sent a link to complete an on-line exit survey. The process has been in place since April 2024. As of March 31, 2025, 53 out of 313 exit surveys had been completed and returned, resulting in a completion rate of 17 per cent.

## 2025-26 Objective and Indicators

By March 31, 2026, TBS will have implemented and/or revised policies, processes, and practices to enhance human resource services.

Indicators:

- Continue to revise policies to reflect current or emerging practices with a view to improving human resource service delivery.
- Integration of Microsoft 365 into TBS departmental operations to ensure improved functionality.
- Integration of Artificial Intelligence into TBS departmental operations to create efficiencies in business functions, where possible.
- Continue to improve internal processes related to job evaluation.
- Complete re-design of the Manager of Employee Relations course for implementation in the 2026-27 reporting period.
- Review the Integrated Disability Management function to support employees and departments with stay at work and return to work programming.

## Issue Two – High-Quality Evidence to Support Evidence-Based Decision Making

The increased complexity of program and service design requires high-quality evidence to support decision-making. There is a critical need for proactive planning, data collection, and the evaluation of performance to provide reliable and meaningful information. TBS works in collaboration with government entities to ensure new initiatives and programs consider key governance, accountability, and evaluation principles to improve outcomes.

## Goal

By March 31, 2026, TBS will have enhanced monitoring and reporting of performance data to support decision-making throughout the public service.

### 2024-25 Objective and Indicators

Objective 2: By March 31, 2025, TBS will have further supported the linkages between departmental budgeting, planning, and performance for strengthened evidence-based decision making.
Indicator 1: Completed the development and release of a Request for Proposals (RFP) for a group insurance market study to inform the negotiation of the group insurance administrator.
During 2024-25, TBS successfully completed the initial stage of the RFP. The procurement process was completed by June 30, 2025.
Indicator 2: Collaborated with departments and entities to support evaluation and continuous improvement priorities to support effective and efficient service delivery.
<p>During 2024-25, TBS partnered with a number of departments and entities on various projects, including:</p> <ul style="list-style-type: none"> <li>• Supported planning for the implementation of the Business Navigator program, which aims to facilitate and support small businesses by offering one-on-one, personalized service for inquiries related to operating a business within Newfoundland and Labrador. The initiative is intended to enhance process efficiency and reduce procedural barriers to business operations within the province.</li> <li>• The creation of evaluation frameworks to provide a structured and systematic approach to assessing select programs and services to measure overall effectiveness and to aid in evidence-based decision making.</li> <li>• As part of the Treasury Board Pre-Budget Accountability cycle, departments and entities were required to report on their continuous improvement and</li> </ul>

<p>evaluation priorities. This included providing updates on previously identified initiatives to support more effective and efficient service delivery, and to foster a culture of continuous improvement across the public service.</p>
<p>Indicator 3: Implemented accountability requirements for government entities to support performance measurement and monitoring.</p>
<p>During 2024-25, TBS continued its phased approach on the implementation of the Pre-Budget Accountability Submission process. During fall 2024, select entities participated in the 2025-26 Treasury Board Pre-Budget Accountability Cycle. This approach continues to expand each year as process and accountability requirements are refined.</p>
<p>Indicator 4: Continued to provide support for updates to departmental financial systems to provide more electronic services.</p>
<p>During 2024-25, TBS:</p> <ul style="list-style-type: none"> <li>• Supported the delivery of a new system to allow the public to submit Crown Land applications and pay applicable fees online; and</li> <li>• Supported the expansion of web payment functionality and the implementation of new online services.</li> </ul>

## 2025-26 Objective and Indicators

By March 31, 2026, TBS will have increased the capability for departments, entities, and where appropriate, other organizations in receipt of public funds to collect, assess, monitor, and report on key aspects of performance.

Indicators:

- Enhanced data collection, monitoring and evaluation of programs/services/initiatives to support evidence-based decision making and value for Newfoundlanders and Labradorians.

- Continued to support increased core government departmental capacity for evaluation and performance measurement through education sessions and partnerships.

### Issue Three – Responsible Financial Management

As outlined in the **Financial Administration Act**, the provincial financial management responsibility lies with Treasury Board, while the Comptroller General manages and oversees the province’s accounts and finances.

Given the current global fiscal pressures, efficient financial management is vital to ensure the province’s financial stability. TBS is dedicated to upholding the government’s vision of a robust and transparent financial management system. This commitment will be fulfilled by combining strong corporate controllership functions with the Accountability Framework. In strengthening connections between departmental budgeting, planning, and performance, TBS aims to cultivate a culture of ongoing improvement.

#### Goal

By March 31, 2026, TBS will have strengthened the culture of accountability and continuous improvement across the public service.

#### 2024-25 Objective and Indicators

Objective 3: By March 31, 2025, TBS will have enhanced monitoring and reporting structures across departments and select entities.
Indicator 1: Created a project plan to eliminate the Time Claims and Attendance System for Teacher's Payroll and implement Peoplesoft Time and Labour.
During 2024-25, TBS prepared a proof of concept and project plan detailing the transition of Teacher’s Payroll from the Time Claims and Attendance System to Peoplesoft Time and Labour. Further work on the project will continue throughout

<p>2025-26 as a secure method of connectivity has been established as part of the integration of NLSchools.</p>
<p>Indicator 2: Facilitated engagement with government entities to enhance progress on key evaluation priorities.</p>
<p>During 2024-25, TBS provided targeted support, guidance, and training to entities seeking to strengthen their ability to identify meaningful Key Performance Indicators (KPIs) that inform evidence-based decision-making. Additionally, under the enhanced Treasury Board Pre-Budget Accountability Submission process, entities are now required to report on key priorities related to continuous improvement and program evaluation.</p>
<p>Indicator 3: Implemented a process to review additional year-end departmental compliance activities in the areas of purchase orders and purchase order increases, grants, journal entries, and direct payments.</p>
<p>During 2024-25, TBS increased its monitoring and testing of year-end compliance activities. A sample of accounts payable invoices, purchase orders, journal vouchers and direct/non-portal invoices were reviewed to ensure accuracy, appropriateness, cut-off, and proper authority. Through this testing, no significant issues were noted, and testing is planned to occur again in 2025-26.</p>
<p>Indicator 4: Improved the reporting structure for performance, evaluation, and the value of provincial investments with the development of a Treasury Board Accountability Cycle to inform budgetary decisions.</p>
<p>During 2024–25, TBS enhanced its reporting framework by establishing a consistent process for annual accountability submissions, enabling more structured reporting and feedback. This approach supports tracking progress on current goals, informs the development of future priorities, and promotes a culture of performance measurement and continuous improvement. Enhancements to Treasury Board Pre-Budget Accountability reporting requires that departments and entities provide evidence demonstrating the value of provincial investments. Additionally, performance reporting was advanced to include clear and measurable indicators at both departmental and program levels.</p>

## 2025-26 Objective and Indicators

By March 31, 2026, Treasury Board Secretariat will have strengthened financial oversight and accountability within government departments, entities, and organizations receiving public funds.

Indicators:

- Collaborated with the Office of the Chief Information Officer and relevant departments to commence implementation of Oracle Fusion.
- Continued to work with departments to strengthen entity oversight, including implementation of fraud management programs.
- Strengthened reporting requirements for departments and entities to support increased performance measurement and monitoring.

## Opportunities and Challenges

TBS remains committed to working with government departments and entities to improve accountability, human resources, and financial practices. Through ongoing partnerships, TBS continues to strengthen evidence-based approaches focused on value for the people and province of Newfoundland and Labrador.

The renewal of the government group insurance program with the preferred proponent presents a strategic opportunity to modernize and enhance the plan to better reflect the evolving needs of government and its employees.

Consistent with trends observed across other departments, entities, and sectors, TBS continues to experience challenges in the recruitment and retention of skilled, qualified professional staff. These challenges are primarily attributed to prevailing labour market conditions and the competitive compensation packages offered by competing employers, locally and nationally. To mitigate these issues, TBS is working in collaboration with the PSC to explore innovative approaches to talent attraction and employee retention.

## Financial Information

### 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	133,823	204,400	204,400
Operating Accounts:			
<i>Transportation and Communications</i>	195	4,000	4,000
<i>Supplies</i>	-	500	500
02. Operating Accounts	195	4,500	4,500
<b>Total: Office of the President of Treasury Board</b>	<b>134,018</b>	<b>208,900</b>	<b>208,900</b>
<b>3.1.02 EXECUTIVE SUPPORT</b>			
01. Salaries	1,491,648	1,603,500	1,603,500
01. Salaries (Statutory)	144,813	148,100	148,100
Operating Accounts:			
<i>Employee Benefits</i>	2,135	2,000	2,000
<i>Transportation and Communications</i>	194,330	195,900	195,900
<i>Supplies</i>	11,367	23,700	23,700
<i>Professional Services</i>	360	2,500	2,500
<i>Purchased Services</i>	11,095	16,200	16,200
<i>Property, Furnishings and Equipment</i>	42,547	29,200	27,200
02. Operating Accounts	261,834	269,500	267,500
	1,898,295	2,021,100	2,019,100
02. Revenue - Provincial	(57,854)	(56,800)	(56,800)
<b>Total: Executive Support</b>	<b>1,840,441</b>	<b>1,964,300</b>	<b>1,962,300</b>
<b>3.1.03. SECRETARIAT OPERATIONS</b>			
01. Salaries	17,648,636	18,799,800	19,302,500
Operating Accounts:			
<i>Employee Benefits</i>	80,420	146,000	146,000
<i>Transportation and Communications</i>	141,670	198,300	198,300
<i>Supplies</i>	147,671	133,000	133,000
<i>Professional Services</i>	413,232	662,500	662,500
<i>Purchased Services</i>	697,960	514,200	314,200
02. Operating Accounts	1,480,953	1,654,000	1,454,000
	19,129,589	20,453,800	20,756,500
01. Revenue - Federal	(9,745)	-	-
02. Revenue - Provincial	(471,928)	(605,100)	(605,100)
<b>Total: Secretariat Operations</b>	<b>18,647,916</b>	<b>19,848,700</b>	<b>20,151,400</b>

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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>			
Operating Accounts:			
<i>Employee Benefits</i>	<u>151,712,592</u>	152,308,200	151,908,200
02. Operating Accounts	<u>151,712,592</u>	152,308,200	151,908,200
01. Revenue - Federal	-	(83,900)	(83,900)
02. Revenue - Provincial	<u>(375,042)</u>	<u>(325,000)</u>	<u>(325,000)</u>
<b>Total: Government Personnel Costs</b>	<u>151,337,550</u>	151,897,300	151,497,300
<b>3.1.05. FINANCIAL ASSISTANCE</b>			
10. Grants and Subsidies	-	18,739,100	37,350,000
<b>Total: Financial Assistance</b>	-	18,739,100	37,350,000
<i>CAPITAL</i>			
<b>3.1.06. FINANCIAL ASSISTANCE</b>			
08. Loans, Advances and Investments	-	100	100
02. Revenue - Provincial	-	(9,726,700)	(9,726,700)
<b>Total: Financial Assistance</b>	-	(9,726,600)	(9,726,600)
<b>TOTAL: TREASURY BOARD SECRETARIAT</b>	<u>171,959,925</u>	182,931,700	201,443,300
<b>TOTAL: TREASURY BOARD SECRETARIAT</b>	<u>171,959,925</u>	182,931,700	201,443,300