

Treasury Board and Finance

Status of recommendations

Total	Status of Recommendations				
	Ready for Assessment	Not Ready for Assessment	Not Implemented	>3 Years	<3 Years
7	5	1	1	7	0

Recommendation summary (by report, newest to oldest)

Report Title	Number of Recommendations	
	Department	Public Service Commission
<ul style="list-style-type: none"> ● Reporting Performance Results to Albertans Assessment of Implementation—November 2024 <ul style="list-style-type: none"> › Results Analysis Performance (originally July 2014, repeated August 2019, Not Implemented November 2024) 	1	0
<ul style="list-style-type: none"> ● Public Agency Board Member Recruitment and Selection—August 2019 <ul style="list-style-type: none"> › Public Service Commission: Improve information systems to monitor process outcomes 	0	1
<ul style="list-style-type: none"> ● Economy and Efficiency of Cash Management—February 2016 <ul style="list-style-type: none"> › Evaluate cash management for efficiency and economy › Develop policies to prevent early payment of grants and an accumulation of large cash balances › Implement and use information technology to manage cash › Use leading banking and related practices and evaluate cost benefits of bank accounts › Improve policies for payments 	5	0
Total	6	1

Detailed recommendation list (by report, newest to oldest)

Recommendation	When	Status
<p>PUBLIC SERVICE COMMISSION Public Agency Board Member Recruitment and Selection: Improve information systems to monitor process outcomes</p> <p>We recommend that the Public Agency Secretariat:</p> <ul style="list-style-type: none"> consolidate information systems used to track competitions and appointments develop reports that can be used by departments to measure and monitor upcoming and existing board vacancies, the status of open competitions, and metrics on board continuity <p>Consequences of not taking action: Data can be better used to identify existing and pending vacancies and prioritize appointments based on risk.</p>	<p>August 2019, p. 19</p>	<p>Ready for Assessment</p>
<p>DEPARTMENT Economy and Efficiency of Cash Management: Evaluate cash management for efficiency and economy</p> <p>We recommend that the Department of Treasury Board and Finance:</p> <ul style="list-style-type: none"> evaluate how it can use excess liquidity within government-controlled entities to reduce government debt and minimize borrowing costs, and implement mechanisms to utilize excess liquidity evaluate the Consolidated Cash Investment Trust Fund and pursue opportunities to increase its use or modify its current structure to ensure it remains a relevant cash management tool <p>Consequences of not taking action: Inefficient and uneconomical cash management systems increase debt, interest, and administration costs.</p>	<p>February 2016, no. 8, p. 77</p>	<p>Ready for Assessment</p>

Recommendation	When	Status
<p>DEPARTMENT Economy and Efficiency of Cash Management:</p> <p>Develop policies to prevent early payment of grants and an accumulation of large cash balances</p> <p>We recommend that the Department of Treasury Board and Finance issue policies and guidance for departments to monitor the working capital needs of government-controlled entities to ensure departments only provide cash when needed.</p> <p>Consequences of not taking action: Providing cash to entities before they need it or allowing them to accumulate large cash balances increases provincial debt and debt costs.</p>	February 2016, no. 9, p. 79	Ready for Assessment
<p>DEPARTMENT Economy and Efficiency of Cash Management:</p> <p>Implement and use information technology to manage cash</p> <p>We recommend that the Department of Treasury Board and Finance implement an integrated treasury management system to manage treasury functions and processes, including government-wide cash pooling and management.</p> <p>Consequences of not taking action: Lack of information technology creates inefficiencies, inaccurate and stale information, and too many manual processes that increase errors and costs. It also prevents Treasury Board and Finance from managing cash efficiently and economically across government.</p>	February 2016, no. 10, p. 82	Ready for Assessment
<p>DEPARTMENT Economy and Efficiency of Cash Management:</p> <p>Use leading banking and related practices and evaluate cost benefits of bank accounts</p> <p>We recommend that the Department of Treasury Board and Finance work with departments to implement leading banking practices and evaluate the benefits of existing bank accounts compared to the costs of administering them, and make changes where the costs exceed the benefits.</p> <p>Consequences of not taking action: Government is missing opportunities by not using leading banking practices.</p>	February 2016, no. 11, p. 85	Ready for Assessment

Recommendation	When	Status
<p>DEPARTMENT Economy and Efficiency of Cash Management:</p> <p>Improve policies for payments</p> <p>We recommend that the Department of Treasury Board and Finance:</p> <ul style="list-style-type: none"> periodically analyze payment data to identify non-compliance with policies and seek opportunities for improvements ensure that cost recoveries between government entities consider costs and benefits, and a transaction threshold <div style="border: 1px dashed black; padding: 5px; margin-top: 10px;"> <p>Consequences of not taking action: When government does not use best practices for payment policies, terms, and methods, it is missing opportunities to operate in the most efficient and economical way.</p> </div>	<p>February 2016, no. 12, p. 86</p>	<p>Not Ready for Assessment</p>

Not Implemented Recommendation

This recommendation previously accepted by the government is now marked as Not Implemented because the department has informed the auditor general that it no longer plans to implement it. It will remain part of our total outstanding recommendations list.

Treasury Board and Finance

Recommendation	When	Status
<p>DEPARTMENT Reporting Performance Results to Albertans Assessment of Implementation:</p> <p>Results Analysis Performance</p> <p>This is a two-part recommendation.</p> <ul style="list-style-type: none"> We recommended that the department implement: guidance and training for ministry management to identify, analyze and report on results in ministry annual reports processes to monitor ministry compliance with results analysis reporting standards <p>Since 2019, the department has improved processes related to performance reporting guidance and training.</p> <p>However, the department informed us that it will not be implementing our recommended compliance monitoring process. It has indicated that there is no current government directive to monitor whether ministries are complying with reporting standards. The department further states it doesn't have the authority to monitor ministries compliance with reporting standards.</p>	<p>November 2024, p. 1</p> <p>> Repeated August 2019, p. 12</p> <p>> Originally reported July 2014, no. 1, p. 19</p>	<p>Not Implemented</p>