

Canadian Dairy Commission (CDC) Directive on Travel, Hospitality, Conference and Event Expenditures

1. Effective Date

1.1 This directive comes into effect September 29th, 2015

2. Application

2.1 This directive applies to all employees and office holders of the Canadian Dairy Commission (CDC).

On July 16, 2015 Crown corporations were directed by the Governor in Council to align their policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures, in a manner that is consistent with their legal obligations.

3. Context

3.1 Parliament and Canadians expect the federal government to be well managed with the prudent stewardship of public funds, and the effective, efficient and economical use of public resources. In doing so, they also expect the government to act at all times with the highest standards of integrity, fiscal prudence, accountability, transparency and values and ethics. These fundamental management principles apply to all government expenditures.

3.2 It is also understood that a range of travel, hospitality and conference related activities are necessary in order for the CDC to effectively deliver services to Canadians.

3.3 This directive is a key financial management policy instrument that requires the CDC to have oversight mechanisms, accountabilities and controls in place to ensure that expenditures related to travel, hospitality, conferences and events are managed in an effective, efficient and economical manner.

3.4 It is expected that the CDC will focus travel expenditures on core mandate activities and where travel is required, it will maintain financial business processes that minimize expenditures. In addition, the CDC will maintain effective travel planning, approval and reporting processes and ensure the consideration of alternatives to travel such as virtual presence and other remote meeting solutions.

3.5 This directive is also to be read in conjunction with the [Values and Ethics Code for the Public Sector](#) and the CDC Code of ethics, other financial management policy instruments, the [National Joint Council Travel Directive](#), and the [Directive on Special Travel Authorities](#).

3.6 This directive is issued pursuant to *sections 89(2) of [Financial Administration Act](#)*.

4. Definitions

Definitions of key terms to be used in the interpretation of this directive are provided in [Appendix 5](#).

5. Directive statement

5.1 Objective

That travel, hospitality, conferences and event expenditures are managed with prudence and probity and represent the most economic and efficient use of funds given the nature of the activity in relation to the achievement of the CDC's core mandate.

5.2 Expected Results

The CDC has effective oversight mechanisms, accountabilities and controls in place for travel, hospitality, conferences and events to ensure:

- a. expenditures incurred are focused on achieving the CDC's core mandate;
- b. expenditures are minimized and where they are necessary are managed in an effective, efficient and economical manner;
- c. where travel is required, justification is provided regarding: why virtual presence and other remote meeting solutions were not used to meet operational requirements; the selection of the mode of transportation, the accommodation, and the number of travellers necessary to conduct CDC business.

6. Requirements

6.1 The **Chief Executive Officer (CEO)** is responsible for:

6.1.1 Approving the CDC total annual budgets for travel, hospitality and conferences.

6.1.2 Ensuring that effective CDC oversight and control mechanisms are in place so:

- a. An accountability framework and decision support and reporting system is in place to manage approval processes, including to support necessary Chairperson approvals,

consistent with the specific approval authorities set out in Appendices 1 to 4 of this Directive;

- b. Means to avoid or minimize travel, hospitality, conference and event costs have been considered in the approval process, including the use of virtual presence and other remote meeting solutions whenever available and appropriate to meet the objectives; ensuring the most economical means considering the location and the scale of activities or events; the minimum number of appropriate attendees are selected; and that travel is targeted to the CDC's core mandate, provides value for money and is justified;
- c. Individual proposals for travel, hospitality, conferences and events are reasonable and appropriate and support the CDC core mandate, objectives and priorities;
- d. Expenditures with respect to the annual CDC budgets for travel, hospitality and conferences are periodically reviewed during the year and managers with financial authorities have access to timely reporting to support effective monitoring and fiscally prudent decisions; and
- e. The requirements for travel, hospitality, conferences and events set out in Appendices 1 to 4 are applied.

6.1.3 Under the authority of the Chairperson, approving CDC delegation of authority matrices relative to travel, hospitality, conferences and events.

6.1.4 Disclosing the total annual expenditures for each of travel, hospitality, and conference fees for the CDC, through its website, including a brief description of the main variances from the previous year's actual expenditures. The timing of this disclosure is to coincide with the tabling of the Annual Report.

6.2 The **Chief Financial Officer** (Director, Finance and Administration) is responsible for:

6.2.1 Providing the CEO with independent and objective advice and recommendations on the annual budgets and proposals, priorities and expenditures pertaining to the management of travel, hospitality, conferences and event expenditures.

6.2.2 Supporting the CEO and directors in establishing sustainable and robust frameworks and plans, policies, financial management systems, decision support information, monitoring and reporting necessary to meet the requirements of this directive.

6.2.3 Supporting periodic reviews of expenditures necessary to meet the requirements of this directive.

6.2.4 Acting as the delegated travel approval authority in situations where the traveller is the CEO, based on established written CDC procedures.

6.2.5 Ensuring that delegated financial authorities and associated responsibilities relative to travel, hospitality, conferences and events are clearly communicated, and adhered to by managers.

6.3 **Directors and other managers with delegated financial authorities** are responsible for:

6.3.1 Ensuring within their areas of responsibility:

- a. Means to avoid or minimize travel, hospitality, conference and event costs have been considered in the approval process, including; the use of virtual presence and other remote meeting solutions whenever available and appropriate to meet the objectives; ensuring the most economical means considering the location and the scale of activities or events; the minimum number of appropriate attendees are selected; and, that travel is targeted to the CDC's core mandate, provides value for money and is justified;
- b. Individual proposals and expenditure decisions for travel, hospitality, conferences and events demonstrate that they are necessary to achieve CDC core mandates, objectives or priorities while demonstrating value for money;
- c. Expenditures with respect to travel, hospitality and conferences are monitored throughout the year and are considered as part of periodic reviews with recurring travel, hospitality, conferences and events periodically assessed to ensure continued relevance; and
- d. The specific requirements for travel, hospitality, conferences and events set out in Appendices 1 to 4 are applied.

6.4 Monitoring and Reporting

6.4.1 The CEO is responsible for ensuring appropriate monitoring frameworks are in place to support their oversight of the sustained and effective implementation of this directive.

6.4.2 The Chief Financial Officer is responsible for supporting the CEO by overseeing the implementation and monitoring of this directive; bringing to the CEO's attention any significant difficulties, gaps in performance or compliance issues and developing proposals to address them; and reporting significant performance or compliance issues to the Office of the Comptroller General.

7. Consequences

7.1 In instances of non-compliance, the CEO is responsible for taking corrective measures within the CDC with those responsible for implementing the requirements of this directive.

7.2 In support of the responsibility of the CEO, the Chief Financial Officer is to ensure corrective actions are taken to address instances of non-compliance with the requirements of this directive. Corrective actions can include requiring additional training, changes to procedures and systems, the suspension or removal of delegated authority, disciplinary action and other measures as appropriate.

8. References

8.1 Relevant legislation

- [*Financial Administration Act*](#)
- [*Canadian Dairy Commission Act*](#)

8.2 Other relevant documents

- [*Disclosure of Travel and Hospitality Expenses*](#)
- [*National Joint Council Travel Directive*](#)
- [*National Joint Council Relocation Directive*](#)
- [*Special Travel Authorities*](#)
- [*Values and Ethics Code for the Public Sector*](#)
- *CDC Code of ethics*
- *TBS Directive on Travel, Hospitality, Conference and Event Expenditures*
- *Guideline and Template on the Directive on Travel, Hospitality Conferences and Events Expenditures*

9. Enquiries

Please direct enquiries about this directive to CDC Finance and Administration at CDC.finance@cdc-ccl.gc.ca

Appendix 1 - Specific Requirements for Travel

Introduction

Travel covers a large spectrum of legitimate activities that are necessary to support statutory or regulatory requirements to deliver services to Canadians and to meet government priorities. In this way travel supports the direct delivery of the core mandate and operations of the CDC. Travel may also support other CDC objectives and priorities. The specific requirements set out in this Appendix are in addition to terms and conditions of reimbursement of travel on government business provided in the [National Joint Council Travel Directive](#) and, when applicable, the Special Travel Authorities, which apply to the CDC.

1.1 Planning

1.1.1 Prudent planning for travel applies to employees, office holders and non-Crown corporation employees. Travel is to be avoided where cost efficient alternatives are appropriate and available. Virtual presence, teleconference, videoconference and other remote meeting solutions are to be considered for every travel situation, and if not used the reason is to be documented in the travel authorization justification.

1.1.2 The following categories of travel are to be identified and form part of the travel authorization for expenditure initiation for each proposed trip:

1. Travel that is required in support of the direct delivery of the core mandate or legislative or legal requirements of the CDC;
2. Travel that is necessary to engage key stakeholders in relation to policy, program or regulatory development or renewal or other matters that support the CDC's ongoing working relationship or operations with such communities;
3. Travel that is necessary to support sound internal governance of the CDC, including management meetings and CDC Audit Committee meetings, or that is necessary for the recruitment or hiring of employees;
4. Travel to enable the training of employees to meet the assigned duties of their positions; and
5. Other travel.

1.1.3 Where "other travel" is selected as the category for the travel a detailed explanation regarding the purpose of the travel is required as part of the travel authorization.

1.1.4 The number of travellers is to be limited to the minimum necessary to deliver the business of government. The total number of travellers attending the same event or activity is to be justified for each travel authorization.

1.1.5 The most economical means is to be selected given the nature of the trip when booking transportation, accommodations and meeting facilities, including giving preference to using appropriate government facilities. Where possible, the travel arrangements should be booked in advance to obtain optimal discounted rates.

1.1.6 Travel in support of the relocation of employees and their dependants is not part of travel expenditure initiation under this Appendix. It is coded in the Receiver General Chart of Accounts separately and solely as relocation. Such elements are subject to the requirements of the [*National Joint Council Relocation Directive*](#).

1.1.7 Blanket travel authorities (BTA) as specified under the [*National Joint Council Travel Directive*](#) are not to be used for groups of employees. These approval authorities will follow the same travel authorization process under this Directive. Cost information in the travel authorization will reflect the best cost estimates available at the time.

1.2 Travel Authorization

1.2.1 The authority to approve travel at the CDC may only be delegated by the CEO to the director level unless further delegated under section 1.2.2.

1.2.2 The CEO may delegate the authority to approve travel to appropriate managers below the director level where all of the following three conditions are satisfied:

- a. where the program operations are regionally or globally dispersed;
- b. where the potential for delay in obtaining approval at the director level could be injurious to the public interest or timely delivery of services or operations; and
- c. there is no director present in the regional or foreign office.

1.2.3 Expenditure initiation for travel may be done in either of two ways:

- a. approval by the delegated manager of the travel authorization for a trip; or
- b. approval by the appropriate fund centre manager based on a travel plan approved by the delegated manager that reasonably covers the authorization elements of Table 1. Where there are significant changes to trips within the travel plan at any point, those trips are to be reapproved by the delegated manager. Crown corporations using the approved travel plans for expenditure initiation are to apply enhanced mechanisms and controls for the monitoring of compliance with these requirements.

1.2.4 The travel approval authority required under 1.2.1 does not apply to:

- a. local travel within the normal office location and working environs of an employee using means such as taxis, public transit, personal vehicle or government fleet vehicles for the conduct of the government's day to day business, such local travel can be authorized by the appropriate fund centre manager; or
- b. travel required to enable the CDC to respond rapidly to urgent and unforeseeable events that require employees to travel on an emergency basis in order to provide expertise or

delivery of programs or services to safeguard health, safety and security. In order to ensure efficient emergency responses, such travel expenditure initiation can be authorized by the appropriate fund centre manager with subsequent disclosure of the travel costs, for information purposes, to the CEO.

1.2.5 If Blanket Travel Authorities (BTAs) are used to satisfy the travel authorization for individuals, the BTA will also include all Table 1 information applying the best cost estimates available.

1.2.6 The trip data elements of Table 1 are to be included in the travel authorization for expenditure initiation purposes and, at a minimum, will form part of the associated authorization form.

Table 1: Checklist of Trip Authorization Elements	
Element	Description
A. Objective	Summary of the objective of the travel
B. Category	Include the applicable category from 1.1.2. Only include one category
C. Traveller as employee, office holder or non-Crown corporation employee	Identify whether the traveller is an employee, office holder or non-Crown corporation employee
D. Virtual presence or other remote meeting solutions	Rationale why virtual presence or other remote meeting solutions were not applied
E. Number of travellers	Rationale for the number of travellers as it relates to the suitability of the named traveller for the stated objective
F. Mode of transportation	Identify the estimated cost and rationale for the use of each of the applicable modes of transport: air, rail, bus, ferry, taxi, personal motor vehicle, rental motor vehicle, government fleet vehicle, public transit or other mode
G. Accommodations	Identify the estimated cost and rationale for of each type of accommodation including commercial accommodation, commercial accommodation not listed in Accommodation and Car Rental Directory, private accommodation, other accommodation.
H. Meals	Identify the estimated cost of the meals based on the meal allowances set out in the <i>NJC Travel Directive</i> and excluding those meals that are paid as part of the event or the mode of transportation
I. Incidentals and other costs	Identify the estimated cost of the incidentals and other costs based on the allowances set out in the <i>NJC Travel Directive</i>

1.3 Reporting and Control

1.3.1 The CDC collects and sustains in its financial management and related systems the travel category (element B) and the associated financial information data elements F to I specified in Table 1.

1.3.2 The CDC will have appropriate internal controls and an associated monitoring system in place to support periodic CDC reviews of travel expenditures. This will also contribute to the validation of the annual report on the total annual spending on travel as set out **provision 6.1.4**.

Appendix 2 - Specific requirements for Hospitality

Introduction

The provision of hospitality is often necessary to support the conduct of the government's business and to deliver on core mandates and priorities. In this way, it may support the conduct of business with other levels of government, industry or public interest groups, visits by foreign dignitaries as well as CDC business meetings. All employees and office holders are responsible for exercising rigorous management of hospitality, including taking measures to minimize and/or avoid costs. Decisions to offer hospitality must be carefully considered and demonstrate the necessity based on the circumstances and/or courtesy, diplomacy or protocol.

Definition

Hospitality (accueil) consists of the provision of meals, beverages or refreshments to non-Crown corporation employees in events which are necessary for the effective conduct of government business and for courtesy, diplomacy or protocol purposes. In some circumstances and within restrictions defined in this directive, hospitality can also be provided to employees.

Exceptionally, in situations involving non-Crown corporation employees, it may also include entertainment, local transportation to and from events as well as other reasonable measures deemed appropriate for reasons of courtesy, diplomacy or protocol. Hospitality does not include expenditures for employees or individuals on travel status subject to the National Joint Council Travel Directive; local transportation to and from events or activities for employees; rental of facilities and associated costs; and bottled water or water coolers provided to employees on on-going basis above and beyond an event as defined in this Directive.

2.1 Planning

In the planning of hospitality expenditures the following limitations or exclusions are applied:

2.1.1 The provision of food and beverages is acceptable in accordance with the standard and maximum per person cost limits in Table 2. These limits are based on the allowances set out in the [National Joint Council Travel Directive](#) and reflect per person hospitality costs provided per meal type over the course of a single day and per serving for refreshments.

- a. The Standard Cost per Person is the expected meal cost per person to be applied in normal circumstances, particularly for events involving federal government persons only, and are approved by the appropriate delegated authority;
- b. A cost per person exceeding the Standard Cost and up to the Maximum Cost per person is to be applied in exceptional circumstances, justified by the type of event, the status and nature of participants and for reasons of courtesy, diplomacy and/or protocol. The CEO is the approval authority for these proposed hospitality costs; and

- c. Planned costs exceeding the maximum cost per person require approval by the Chairperson.

Table 2: Maximum Food and beverage Cost Per Person		
Food and beverages	Standard Cost per Person	Maximum Cost per Person
Breakfast	1.5 X Breakfast Allowance	1.5 X Standard Cost Per Person
<u>Refreshment</u>	0.5 X Breakfast Allowance	
Lunch	2.0 X Lunch Allowance	
<u>Reception</u>	2.0 X Breakfast Allowance	
Dinner	1.75 X Dinner Allowance	

2.1.2 The standard for hospitality is the provision of non-alcoholic beverages. The provision of alcoholic beverages is only permitted in special circumstances where it is a matter of courtesy, diplomacy or protocol involving non-Crown corporation employees in CDC events. Alcoholic beverages will not be provided as hospitality at events that do not involve non-Crown corporation employees. The provision of bottled water or water coolers to employees or office holders is not part of hospitality except in situations where they are provided as part of refreshments at events covered under this directive.

2.1.3 Exceptionally, the offering to non-Crown corporation employees of tickets to the theatre or sporting events, tours of local areas or other places of interest, and other similar entertainment activities as well as other reasonable measures is deemed appropriate for reasons of courtesy, diplomacy or protocol as part of a government event. Employees and/or office holders who are required to accompany non-Crown corporation employees can similarly partake in the entertainment activities.

2.1.4 Local transportation to and from the event or activity is not considered as part of hospitality except in special circumstances involving non-Crown corporation employees (e.g. a foreign dignitary) for reasons of courtesy, diplomacy or protocol.

2.1.5 Facility rental and associated costs such as audio/video equipment and technical support or translation services are not considered as part of hospitality except in special circumstances for reasons of courtesy, diplomacy or protocol (e.g. in circumstances where the costs are directly and inherently for hospitality purposes, such as the rental of a room to be used only for hosting a lunch). These costs, however, do form part of approvals of events under this directive.

2.1.6 Employees and office holders can be provided hospitality only in situations where:

- a. employees and office holders are required to participate in operations, business meetings, training or events that extend beyond normal working hours. This includes situations where employees are required to work through normal break and meal periods. It may include situations where there are no nearby or appropriate facilities to obtain refreshments or meals and/or where staff dispersal is not effective or efficient.

- b. employees and office holders are required to be part of an event, or to participate in a government hosted conference, which includes participants that are not employees of the Government of Canada and for whom hospitality will be provided as a matter of courtesy, diplomacy or protocol.

2.1.7 Non-Crown corporation employees can be provided hospitality in events where it is a matter of courtesy, diplomacy or protocol or is necessary to facilitate the achievement of the CDC's business.

2.2 Hospitality Authorization

2.2.1 Chairperson approval is required when the following hospitality components are present, unless delegated under paragraph 2.2.2

- a. Total hospitality costs associated with an event exceed \$5,000; or
- b. Alcoholic beverages will be provided; or
- c. Food and beverage costs exceed the maximum cost per person (Table 2); or
- d. Entertainment will be provided; or
- e. Hospitality or entertainment will be provided to a spouse or to a person accompanying an event participant; or
- f. Hospitality paid by the federal government will be extended at the residence of an employee or office holder.

2.2.2 The Chairperson may choose to delegate to the CEO, in writing, any element of the approval authorities in 2.2.1 (b) to (f) or an increased hospitality approval authority limit under 2.2.1 (a) to meet operational requirements.

2.2.3 When the CEO has increased delegation for any element of 2.2.1 (a.) to (f.), event approvals will still be required as set out in Appendix 4 if applicable.

2.2.4 CEO approval of hospitality is required when the total hospitality costs exceed \$1,500 but are \$5,000 or less and none of the components listed in 2.2.1 (a.) to (f.) are present at the chairperson level.

2.2.5 Director or delegate approval of hospitality is required when total hospitality costs associated with the event are \$1,500 or less, and none of the elements listed in 2.2.1 are present.

2.2.6 An individual who is a participant at a hospitality event may not approve the hospitality. In such circumstances, the approval of higher authority is to be obtained. In situations when the Chairperson is in attendance and his approval is required, the CEO will be the approval authority. In situations when the CEO is in attendance, the CFO will be the approval authority for hospitality. If a director's approval is required and the director is in attendance, the CEO is the approval authority.

2.2.7 According to Section 12.(1)(b) of the *Financial Administration Act*, the CEO has authority to provide for awards to employees and may approve hospitality as a part of a related ceremony

consistent with this Directive. The CEO may also provide hospitality consistent with the *National Public Service Week: Serving Canadians Better Act*. Event approvals under Appendix 4 of this Directive may still apply.

2.3 Reporting and Controls

2.3.1 When an employee or office holder is the recipient of hospitality, he/she is responsible for ensuring that he or she does not seek reimbursement for equivalent meals or refreshments as a part of a travel claim or other expense claim.

2.3.2 The CDC will have appropriate internal controls and an associated monitoring system in place to support periodic CDC reviews of hospitality expenditures. This will also contribute to the validation of the annual report on the total annual spending on hospitality as set out in provision 6.1.4.

Appendix 3 - Specific requirements for Conferences

Introduction

Conferences or similar events often provide unique opportunities for exchange, debates or discussion of specialized or professional information, including establishing or maintaining relationships necessary for the conduct of Crown corporation business or the delivery of the core mandate of the CDC. Conferences tend to be organized by external organizations and participants are charged fees to attend. To that end, conference approval authorities are conscious of the need for prudence and probity including justification where travel approval is required under Appendix 1 or under the event approval requirements of Appendix 4.

Definition

Conferences refers to a congress, convention, seminar, symposium or other formal gathering, which are usually organized by a third party external to government, where participants debate or are informed of the status of a discipline (e.g. sciences, economics, technology, management). (This definition is based on the object of expenditure 0823 Conference Fees of the Receiver General Chart of Accounts). Guest speakers are often part of such conferences that involve employees and/or non-Crown corporation employees. Retreats, work-planning meetings and training seminars or courses that provide training are not considered as conferences.

3.1 Planning

3.1.1 The objective of attending a conference will be principally to support the delivery of the core mandate of the CDC and should be specified in the applicable conference approval document. Where travel is involved the travel authorization elements of Table 1 in Appendix 1 will apply as well as the rationale for the minimum number of necessary conference participants.

3.1.2 The number of employees attending a conference will be the minimum necessary to achieve the CDC objective.

3.1.3 When organizing a conference, the CDC will consider the availability and appropriateness of virtual presence or other remote meeting solutions to minimize costs for participating federal governmental organizations or other participants, and will use available government facilities as a first choice.

3.2 Conference Authorization

3.2.1 The conference approval authority is the director level as set out in the delegation of financial authorities document.

3.2.2 Where multiple employees of the CDC will be attending the same conference which constitutes an event, the total planned conference costs will be provided for approval to the most senior approval authority as defined under Appendix 4.

3.3 Reporting and Controls

3.3.1 The CDC will have appropriate internal controls and an associated monitoring system in place to support periodic CDC reviews of conference expenditures. This will also contribute to the validation of the annual report on the total annual spending on conferences as set out in provision 6.1.4.

Appendix 4 - Specific requirements for events

Introduction

Events typically represent or support the business activities and governance of a Crown corporation and may include both employees and non-Crown corporation employees. In keeping with the provisions of this Appendix, the approval of planned spending on events will be subject to appropriate disclosure that supports both Chairperson and CEO oversight of the CDC.

Definition

Events

include business meetings, corporate management meetings, conferences as well as any other formal gathering of employees, office holders or non-Crown corporation employees invited to participate in these activities including prestigious ceremonies, awards and recognition ceremonies. Events do not include meetings or activities whose sole purpose is the direct delivery of the core mandate of the CDC.

4.1 Planning

4.1.1 The CDC will determine the maximum number of employees that are appropriately attending the same event in considering the appropriate event approval authority as specified in section 4.2. This will include obtaining the records of the planned costs where travel is involved, as well as other cost factors when it is hosting an event such as professional services and facilities rental that will usually fall under a specific fund centre.

4.1.2 In situations where the primary purpose of an event relates to the direct delivery of the core mandate of the CDC, approvals as set out in section 4.2 are not required. All other appendices to this directive continue to apply.

4.1.3 Training activities are considered events. The following criteria define training that does not require approvals, note that all other appendices to this directive continue to apply, as set out in section 4.2 including:

- a. Formalized programs approved and delivered by the CDC or AAFC to CDC staff to ensure that staff are qualified to perform their assigned duties;
- b. Formalized program of instruction to ensure that staff are qualified to perform their assigned duties approved by a department and delivered by a third party such as the Canada School of Public Service, universities or colleges; or
- c. Formalized program of instruction or accreditation approved by a professional body as recognized by federal or provincial statute and delivered by organizations certified by the professional body, including for the purpose of acquiring or maintaining those accreditations required by staff as part of their duties.

4.1.4 In situations where the CDC is organizing the event where total CDC costs are in excess of \$25,000 and other Crown corporations are participating, it is incumbent on the CDC to obtain estimated costs for the total of the participants from other Crown corporations. The participating Crown corporations are required to provide the estimated cost information including total estimated participant's costs related to travel as per provision 4.2.2.

4.2 Event Authorization

4.2.1 Chairperson approval is required when total CDC costs associated with an event will exceed \$25,000.

4.2.2 Where an event requiring Chairperson approval is hosted by the CDC, the Chairperson will also be provided, for information purposes, the total estimated federal cost for all participating Crown corporations.

4.2.3 CEO approval of an event is required when total CDC costs associated with the event exceed \$5,000 but are \$25,000 or less.

4.2.4 Director approval of an event is required when the event has total CDC costs of \$5,000 or less.

4.2.5 When calculating the total CDC costs for a single event in order to determine the required approval authority, total costs are to include items such as conferences fees, professional services charges, hospitality, accommodation, transportation, meals, taxes, gratuities and service charges, costs incurred by the Chairperson or the staff of the Chairperson for activities related to CDC programs that are charged to the CDC budget, and other relevant costs directly attributable to the particular event. These costs exclude salary costs and other fixed operating costs as part of the on-going operations of the CDC.

4.2.6 According to Section 12.(1)(b) of the *Financial Administration Act*, the CEO has authority to provide for awards to employees and may approve an event as a part of a related ceremony consistent with this Directive. The CEO may also approve an event related to the *National Public Service Week Act*, consistent with 4.2.3.

4.3 Reporting and Controls

4.3.1 The CDC will have appropriate internal controls and an associated monitoring system in place to support periodic CDC reviews of event expenditures.

Appendix 5 - Definitions

Blanket travel authority

authorization for travel which is continuous or repetitive in nature, with no variation in the specific terms and conditions of trips and where it is not practical or administratively efficient to obtain prior approval from the employer for each individual trip. Any exceptions to the blanket travel authority (BTA) parameters shall require that the individual trip be specifically approved, prior to travel status, where possible. BTA does not apply to groups of employees. Employees may have more than one BTA simultaneously.

Business meetings

meetings conducted to advance CDC objectives or operations, including internal and/or interdepartmental working sessions, work planning meetings, advisory and corporate management committees and staff retreats. Business meetings may or may not involve non-Crown corporation employees. Typically, meetings that take place as part of sound management and governance, including meetings of the Board and the Audit Committee, are considered business meetings.

Directors

For the purpose of this directive, directors are defined as persons in positions of the group and level EX-01 or higher.

Entertainment

includes, but is not limited to tickets to musical, theatre, sporting or similar events, tours of local or other places of interest, and other similar activities for reasons of courtesy, diplomacy and protocol.

Employee or Office Holder

persons employed by or who receive employment remuneration from a federal Crown corporation, including employees, officers, officer-directors, directors, and Governor General in Council appointees, whether full- or part-time status.

Non-Crown corporation employee

any person who is not employed in the public service or employed by a federal Crown corporation.

Protocol

is a set of conventions governing correct etiquette and precedence.

Reception

an extended period between when attendees arrive and when the meal is served, these might also serve the purpose of sustaining attendees during the wait before a meal. Reception food may also be served with no main meal afterward if circumstances dictate.

Refreshments

include beverages or food (e.g. light snacks) or both, that do not constitute a normal meal but are served between meals.

Travel status

occurs when an employee or traveller is on authorized government travel.

Traveller

a person who is authorized to travel on federal government business.
