



# Canadian Human Rights Commission

## Performance Report

For the period ending  
March 31, 1998

Canada

## **Improved Reporting to Parliament Pilot Document**

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "*Managing For Results*" report.

This ***Departmental Performance Report***, covering the period ending March 31, 1998, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
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# Canadian Human Rights Commission

## Departmental Performance Report

For the  
period ending  
March 31, 1998

Approved

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The Honourable Anne McLellan, P.C., M.P.  
Minister of Justice and Attorney General of Canada

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## Chart of Key Results Commitments

### The Canadian Human Rights Commission

to provide Canadians with:	to be demonstrated by:	achievement reported in:
Recourse where they believe that their rights under the <i>Canadian Human Rights Act</i> have been violated	<ul style="list-style-type: none"> <li>complaints from the public are dealt with in a fair, timely and efficient manner</li> </ul>	<ul style="list-style-type: none"> <li>DPR Section III pages 11 to 14</li> </ul>
Greater equality in the workplace for the four target groups under the <i>Employment Equity Act</i> : Aboriginal people, members of visible minorities, women in the labour market and persons with disabilities	<ul style="list-style-type: none"> <li>employers have employment systems in place that allow them to become more representative;</li> <li>higher representation of designated groups at all levels of the workforce</li> </ul>	<ul style="list-style-type: none"> <li>DPR Section III page 14</li> </ul>
Public education and information on human rights principles	<ul style="list-style-type: none"> <li>public understanding of the principles of the <i>Canadian Human Rights Act</i>, the <i>Employment Equity Act</i> and the role and activities of the Commission</li> </ul>	<ul style="list-style-type: none"> <li>DPR Section III pages 14 to 16</li> </ul>
Efficient management of the Commission's financial and human resources, and plans to improve services to the public	<ul style="list-style-type: none"> <li>better accountability for resources; results measurement; and timely and relevant performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>DPR Sections III pages 16-17</li> </ul>

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## Section I : The Chief Commissioner's Message

I am pleased to present the Canadian Human Rights Commission's Performance Report for the period of April 1997 to March 1998.

The Commission fosters the principle that every individual should have equal opportunity to participate in all spheres of Canadian life consistent with his/her duties and obligations as a member of society. Over the past several years, the Commission has taken measures to enhance its services to the public, and it continued to do so in 1997-98

The Commission began examining the option of mediation prior to the investigation of complaints. Mediation would give parties an opportunity to resolve complaints early on in the process, leading to more timely resolution of complaints, a decrease in the stress to the parties involved, and, ultimately, cost-savings related to a reduction in lengthy investigations and backlogged complaints.

The Commission also built into the complaints process a review and oversight function to ensure management direction at critical points. This will allow the Commission to identify emerging issues and trends in complaints at an early stage. It will also help us to anticipate the research and legal policy requirements for investigations.

In 1997, the Commission began providing services to Canadians under the new *Employment Equity Act*. To inform the public of its new responsibilities and provide regular updates on progress, the Commission began issuing an Employment Equity Bulletin to government departments, federally-regulated employers, unions, equity practitioners, and interest groups. The Commission identified 83 private sector employers and crown corporations for employment equity audits in the course of the year, and initiated audits of 67 organizations.

One of the Commission's main responsibilities, and one on which I place great importance, is informing and educating the public about their rights and responsibilities. Of particular note, in 1997-1998, was a forum on disability issues which the Commission hosted with participants from across the country, and the publication of a report on the situation of the Mikmaq people of Newfoundland. The Commission also gave priority, over the year, to developing its relationships with client groups.



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## Section II : Departmental Overview

### Mandate, Mission and Vision

The Canadian Human Rights Commission is responsible for administering the *Canadian Human Rights Act* and for conducting audits under the *Employment Equity Act*.

The purpose of the *Canadian Human Rights Act* is to promote equality of opportunity and to protect individuals from discrimination based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or conviction for an offence for which a pardon has been granted.

The *Employment Equity Act* seeks to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability, and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal people, persons with disabilities and members of visible minorities.

#### # Vision Statement

We envision the Canadian Human Rights Commission as a dynamic and progressive leader, contributing to a society where people respect human rights and diversity and treat each other with dignity.

#### # Mission

We protect and advance human rights by providing a forceful, independent and credible voice for promoting equality in Canada.

We work to discourage discrimination and disadvantage and ensure compliance with the *Canadian Human Rights Act* and the *Employment Equity Act*.

We share our experience and cooperate with human rights institutions in Canada and in other countries.

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## # Values

At the Canadian Human Rights Commission we value:

- ▶ the integrity, commitment, teamwork and expertise of our Commissioners and staff;
- ▶ a workplace that benefits from the diversity of Canadian society;
- ▶ relevant and accessible services delivered using fair, efficient and transparent processes; and
- ▶ the contribution made by those who work to advance human rights and equality.

## Operating Environment

The Commission is an agency reporting to Parliament. Its statutory authority covers all areas of federal jurisdiction including federal departments and agencies, Crown corporations, private companies which regularly transport goods or people across provincial or national borders, chartered banks, companies which handle radioactive materials, inter-provincial or international pipelines, federally-regulated broadcasting, telecommunications, and grain elevators.

## # Objective

The objective of the Canadian Human Rights Commission is to reduce discrimination in employment and in the provision of services to the public.

## # Priorities

The Commission achieves this objective by:

- ▶ providing recourse for Canadians who believe that their rights under the *Canadian Human Rights Act* have been denied;
- ▶ encouraging greater understanding and acceptance by the public of human rights principles; and
- ▶ promoting equality in the workplace for women, people with disabilities, Aboriginal people, and members of visible minorities under the *Employment Equity Act*.

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## # Challenges

There are a number of environmental factors which affect the Commission:

- ▶ An increasing proportion of the complaints to the Commission involve policy and systemic issues rather than isolated incidents of discrimination.
- ▶ Parties are increasingly prepared to litigate in order to protect their interests.
- ▶ Continued public debate on the nature of equality, and on related questions, such as what constitutes a family.
- ▶ The legal context within which the Commission operates has also significantly evolved since the *Canadian Human Rights Act* was passed in 1977. Recent amendments to the *Canadian Human Rights Act*, and enactment of the new *Employment Equity Act* are important advances, but a more fundamental review of the Act is needed to ensure that adequate laws and procedures exist to meet future human rights challenges.
- ▶ The Internet poses new challenges. A complaint alleging the propagation of hate via the Internet which is currently before a tribunal is expected to clarify the Commission's jurisdiction to deal with complaints in this area.
- ▶ Under the present complaints-based procedures governing pay equity, it is difficult to resolve large group complaints, especially those in unionized workplaces. There is no positive requirement for employers to compare the relative values of work, and the Commission must often begin its investigations with little information on which to base its analysis.

## Departmental Organization

The Commission consists of a Chief Commissioner, a Deputy Chief Commissioner and a maximum of six part-time members appointed by the Governor-in-Council. The Chief Commissioner and the Deputy Chief Commissioner are full-time members appointed for terms not exceeding seven years; other members are appointed for terms not exceeding three years.

The Commission delivers its program through the offices of the Chief Commissioner and the Secretary General, and the following branches: Anti-Discrimination Programs, Employment Equity, Human Rights Promotion, Policy and Liaison, Legal Services, the Executive Secretariat, and Corporate and Personnel Services. The Human Rights Promotion Branch is responsible for six Regional Offices in Vancouver, Edmonton, Winnipeg, Toronto, Montreal, and Halifax.

The **Office of the Secretary General** provides advice to the Commissioners and oversees the work of the branches. The **Executive Secretariat** works closely with the Secretary General to provide administrative services to the executive offices, coordinates Commission meetings, provides support to the senior management team, and oversees activities related to access to information and privacy.

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The **Legal Services Branch** provides advice to the Commission and staff on legal and policy issues as well as specific human rights cases. The Branch also represents the Commission in cases before the Human Rights Tribunal and the Courts.

The **Anti-Discrimination Programs Branch** is responsible for investigating and conciliating all complaints filed with the Commission. The Branch presents cases to the Commission, trains staff involved in compliance activities, and establishes performance standards and operational policies.

The **Employment Equity Branch** conducts employment equity audits with employers in the private and public sectors to assess their compliance with the requirements of the *Employment Equity Act*. The Branch monitors trends in the field of employment equity, provides education and develops operational policies.

The **Human Rights Promotion Branch**, which includes staff at headquarters and in the Commission's six regional offices, works to reduce discrimination through programs promoting the principles of equality, increasing public understanding of the *Canadian Human Rights Act* and the *Employment Equity Act*, and informing people of the work of the Commission. The Branch is responsible for contacts with the media, activities in the community and for editorial services.

The **Regional Offices** carry out education and liaison activities with community groups, employers, service providers, unions and provincial human rights commissions. They are also the first point of contact for people wishing to file complaints of discrimination, and provide the Anti-Discrimination Programs Branch with assistance in the processing of complaints.

The **Policy and Liaison Branch** is responsible for providing policy and research assistance. Human rights issues are monitored by the Branch, and policy proposals, guidelines, and research reports are prepared to assist Commission decisions and support the operational branches. The Branch also coordinates the Commission's activities to assist Human Rights institutions outside Canada.

The **Corporate and Personnel Services Branch** provides headquarters and regional offices with support services in assets management, finance, informatics, information management, strategic planning and review, and library services. It also provides support services in staffing, classification, pay and benefits, staff relations, training and human resources planning, official languages, and health and safety.

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## **Business Line Description**

The Commission derives its authority from the *Canadian Human Rights Act* and the *Employment Equity Act*, and administers one business line: the protection of equality rights.

This business line includes four service lines :

- Complaints
- Employment Equity Audits
- Human Rights Promotion
- Corporate and Personnel Services

### **Complaints**

The investigation and conciliation of complaints, supported by legal advice and policy research, to provide appropriate remedies to victims of discrimination and to eliminate instances of systemic discrimination.

### **Employment Equity Audits**

The auditing of federal government departments and federally-regulated private companies to alleviate obstacles to the employment and career advancement of women, Aboriginal people, persons with disabilities, and members of visible minorities.

### **Human Rights Promotion**

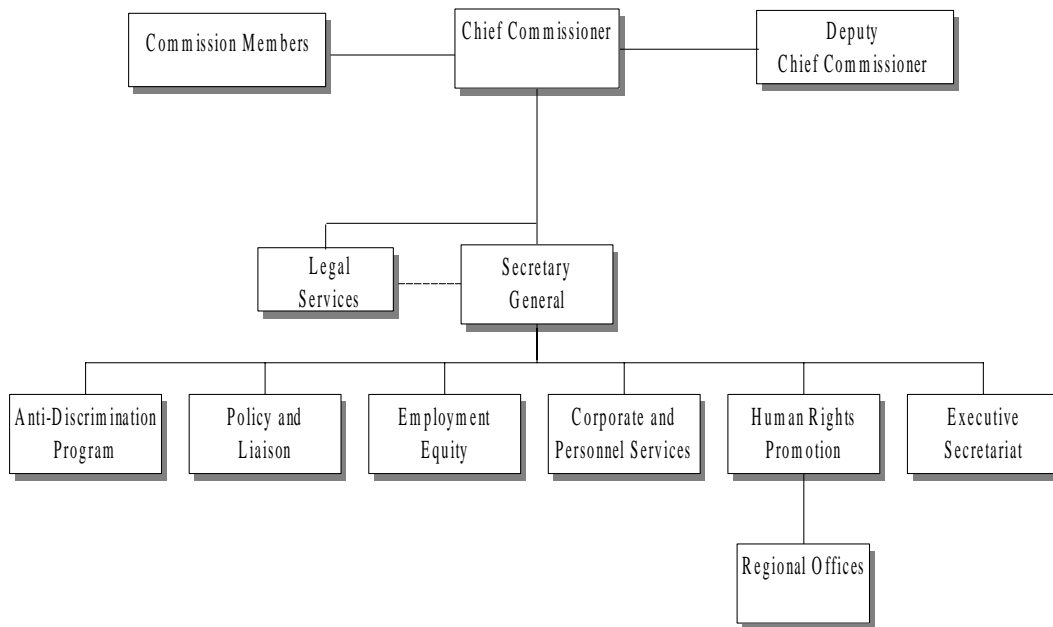
The promotion of human rights principles through research, the development of policies as guidelines for employers and service providers, public education, the dissemination of information, and liaison with government, other human rights organizations and advocacy groups.

### **Corporate and Personnel Services**

Administrative services in support of the Commission's programs, the development of policy and management systems, and the provision of a work environment that is conducive to productivity.

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## Canadian Human Rights Commission Organizational Chart



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## Section III : Departmental Performance

### Performance Expectations

#### # Serving Canadians

The Commission fosters the principle that every individual should have equal opportunity to participate in all spheres of Canadian life consistent with his/her duties and obligations as a member of society. It provides the following services to Canadians: timely and fair investigation and conciliation of complaints from the public; programs to increase public understanding of human rights principles, the *Canadian Human Rights Act* and the role of the Commission; and audits of federal government departments and federally-regulated private companies to ensure compliance with the *Employment Equity Act*.

#### # Internal Performance

The Commission is committed to continuing to review its operations in order to improve all aspects of its services to the public.

#### Canadian Human Rights Commission

Planned Spending	\$ 14,175,000
<i>Total Authorities</i>	<i>\$ 15,055,454</i>
<b>1997-98 Actuals</b>	<b>\$ 14,785,569</b>

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## Performance Accomplishments by Service Line

### *Service line 1: Complaints*

- # The Commission responded to 51,415 inquiries in 1997-1998. During the fiscal year, 2,091 files were opened and actioned as follows: 1,128 complaints were discontinued; 285 cases were referred to alternate redress mechanisms, such as grievance procedures or employers' internal complaints procedures; 42 cases were resolved prior to full investigation; and 636 cases were referred for investigation.
- # In addition, the Commission continued investigating and conciliating open cases, and disposed of a total of 819 files. Of these, 117 cases were sent to conciliation; 240 were dismissed; 111 were settled; 27 were referred to the Tribunal, and 56 were stood down awaiting Tribunal, Federal Court or Supreme Court decisions. Other decisions were made on the remaining 268 cases, including a decision to take no further proceedings in 219 cases.
- # In order to meet its reduction targets under the Program Review exercise, the Commission centralized the complaints management process at its headquarters in Ottawa in 1995. The transfer of the investigation of complaints to Ottawa necessitated the hiring and training of new investigators and the reassignment of cases under investigation. This has led to an increase in the average length of time it takes to deal with complaints, from 9 months to 17 months, and has also contributed to a backlog of 540 complaints (defined as cases under investigation for more than nine months).
- # The Commission is giving priority to eliminating the backlog and to improving the complaint process.<sup>1</sup> In this regard, it has put in place a review and oversight process that provides for management direction at critical points. It also began developing a mediation project in 1997-1998 for implementation in 1998-1999. It is anticipated that this will resolve a significant number of complaints early in the process, thus reducing the need for investigation, conciliation and litigation.
- # In order to increase the transparency of its decision-making process, the Commission began providing complainants and respondents with written reasons when complaints are dismissed.

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<sup>1</sup> Since the end of fiscal year 1997-98, the Commission has taken other steps to deal with these problems. It has reallocated its resources, on a temporary basis, to reduce the backlog, and is reviewing its compliance standards and procedures. The Commission will report on these measures in its next performance report.



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- # The Commission continued to encourage the settlement of major pay equity disputes but, where necessary, pursued litigation in major equal wages cases involving government and private sector employees. These included:
- ▶ *Public Service Alliance of Canada vs. Treasury Board Secretariat*: The Tribunal rendered its decision on July 29, 1998. The Commission's recommendations on key issues were to a large extent accepted by the Tribunal. Although, the Commission urged the parties to work towards implementing the Tribunal's order, the respondent has since applied to the Federal Court for judicial review.
  - ▶ *Public Service Alliance of Canada vs. Canada Post Corporation*: The hearings continue. A total of 257 days of hearing have now been held and additional dates are scheduled into December 1998.
  - ▶ *C.U.P.E. vs. Canadian Airlines International and Air Canada*: Tribunal hearings with respect to the preliminary question whether the male-predominant and female-predominant groups work in the same establishment as required by s. 11 of the Act consumed 34 hearing days, and the Tribunal decision is expected in the fall of 1998.
  - ▶ *O.P.E.I.U. Local 404 vs. Atomic Energy of Canada Limited*: A settlement was reached which included some \$1.6 million in compensation for the years 1993 to 1996 and an agreement to conduct a joint study to ensure pay equity for 1997 and beyond.
- # The Commission released a comprehensive Guide to Pay Equity and Job Evaluation for use in investigations and to help employers and unions under federal jurisdiction to improve their understanding of pay equity. The Guide was successfully used in a joint study which resulted in wage adjustments worth some \$850,000 for librarians and information services staff in a complaint of *P.I.P.S.C. vs. the National Research Council*.
- # The Commission appealed two Court decisions with serious implications for pay equity.
- ▶ In *C.T.E.A. v. Bell Canada*, the Federal Court of Canada limited the ability of bargaining agents to file complaints under the Act, by requiring unions to have the signed permission of each of its members. The Court also held that unions were prohibited from bringing equal pay complaints regarding job classes whose wages the union participated in negotiating, and that the Commission exceeded its jurisdiction in considering a systemic remedy for the complaints, when, in the court's opinion, the Act only permitted consideration of discrimination between specific comparators.

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- ▶ In *C.E.P. v. Bell Canada*, the Court called into question the independence of the Human Rights Tribunal from the Commission. This decision has serious implications for a number of existing complaints, although the issue of independence has been dealt with for future cases through recent amendments to the Act, most notably the establishment of a permanent human rights tribunal.

# In 1997-1998, the Commission took steps to enhance the professional abilities of its compliance staff:

- ▶ mediation training was provided and more training is anticipated in the coming months;
- ▶ as a result of a report by a former Commission member on the handling of sexual harassment complaints, compliance staff received training on the evidence required in sexual harassment cases;
- ▶ compliance officers received training on the investigation process, evidence, investigation planning, interview techniques, report drafting and dealing with difficult situations;
- ▶ new officers joining the Commission were provided with a development and training plan covering all aspects of the investigation process, from inquiry to the drafting of investigation reports; and
- ▶ a Pay Equity Investigative Procedures Guide was developed.

# The Commission continued to monitor the implementation of Tribunal decisions including:

- ▶ The 1989 Tribunal Order that the Canadian Armed Forces fully integrate women into all occupations within ten years. The Commission has closely monitored and reported on the Canadian Armed Forces' efforts to meet this objective. Despite some progress, it is unlikely that the Canadian Armed Forces will satisfy the terms of the Order by the deadline of February 1999.
- ▶ A 1997 decision, *National Capital Alliance for Race Relations v. Canada (Health Canada, Treasury Board and the Public Service Commission)*, found that discrimination had occurred in the promotion and selection systems for senior management positions within Health Canada. The Tribunal ordered a mandatory review of these systems, and set specific appointment and promotion figures for the Department. This was the first Canadian Tribunal decision to find systemic race discrimination in employment and the first case in ten years where a Tribunal ordered the implementation of mandatory hiring and promotion for a specific target group. In 1997-1998, the Commission completed a detailed analysis of the

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first progress report. It continues to monitor implementation of the Tribunal Order on a quarterly basis.

### ***Service line 2: Employment Equity Audits***

- # The Commission completed its *Compliance Audit Framework Document* which outlines the audit process and the factors used to assess employers' compliance with statutory requirements. The document was distributed to all employers subject to the Act and to other interested parties.
- # In 1997, the Commission began auditing private and public sector employers covered by the *Employment Equity Act*. A plan for a five year audit cycle was developed. 71 private sector employers and Crown corporations and 12 federal departments and agencies were selected for audits between November 1, 1997 and December 31, 1998.
- # The Commission initiated sixty seven audits in 1997-98 and preparations were underway to notify the remaining sixteen employers from the first year list. By the end of the fiscal year, five audits had resulted in signed interim reports including negotiated undertakings to reach full compliance. Follow-up audits will be carried out within one year to ensure all the undertakings have been successfully completed. Additionally, twenty two draft interim reports were completed and undertakings with these employers were being negotiated. The remaining audits are at different stages of completion.
- # To keep the public fully informed of its new responsibilities and to provide regular updates on progress, the Commission began issuing an Employment Equity Bulletin to government departments and federally-regulated employers, unions, equity practitioners, and interest groups. An Employment Equity homepage on the Canadian Human Rights Commission's Internet site was also created to provide employers with the information they may require for completing their obligations under the *Employment Equity Act* and to keep stakeholders informed.

### ***Service line 3: Human Rights Promotion***

- # The Commission sponsored a Disability Issues Forum, inviting representatives of major disability non-governmental organizations to discuss issues of concern to them. The two-day event featured discussions on equality in employment, accommodation and accessibility, and human rights legislation as it affects people with disabilities. As a result, a CHRC disability policy was developed and an action plan is being implemented.
- # The Commission issued a report on the situation of the Mikmaq people of Newfoundland. The report, written by Professor Noel Lyon, an expert on

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constitutional law, recommended that the federal government assume greater responsibility for Newfoundland's Mikmaq communities. Discussions have since begun between the Mikmaq and the Government to resolve this situation.

- # The Commission undertook a project called SchoolNet, by which computerized information is transmitted to elementary and secondary schools, including many in rural and remote Aboriginal communities. Through SchoolNet, the Commission can make information immediately accessible to students across the country.
- # In addition to its basic web site, the Commission has created special sites related to various events and issues. A web-based project called "Barrier-Free Employers" is a guide for employers seeking to accommodate people with disabilities in their workplaces. "Erasing the Hydra of Hate", a game dealing with hate propaganda and racism, is aimed at young people. The Commission has also developed a special site providing information on the 50<sup>th</sup> anniversary of the Universal Declaration
- # The Commission appeared before the Senate Committee considering S-5, a Bill to amend the *Canadian Human Rights Act*. The legislation was passed by the Senate in December 1997 and was subsequently approved by the House of Commons. It received Royal Assent on June 30, 1998. The Commission supported the proposed amendments, in particular the establishment of a permanent human rights tribunal and the creation of a positive duty on employers and service providers to accommodate special needs.
- # The Commission argued as an intervener before the Supreme Court of Canada in the *Vriend* case which had the effect of ensuring that the *Alberta Individual Rights Protection Act*, and by extension all provincial human rights codes, provide protection against discrimination on the ground of sexual orientation.
- # Many countries are creating national institutions to protect and promote the human rights of their citizens. The Commission has been asked to provide assistance to several of these institutions in the form of advice and training to help increase their capacity and strengthen their programs. In 1997-1998, through contribution agreements with the Canadian International Development Agency, the Commission provided expertise to the following organizations:
  - ▶ The Indonesian Human Rights Commission was given assistance on a range of management issues such as the creation of an automated complaints management system; the establishment of human rights documentation centres within the Indonesian Commission and two universities; and the organization of planning sessions involving non-governmental organizations, teachers, and the police to develop a human rights education program.
  - ▶ The National Human Rights Commission of India received assistance with the drafting of a curriculum for training human rights workers in India.

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- ▶ The Mexican Human Rights Commission was invited to participate in a two-week study tour for Mexican National and State Commission officers and NGO representatives to examine the Canadian approach to dealing with disability issues, including those involving HIV/AIDS.
  - ▶ The South Africa Human Rights Commission received assistance to develop its litigation unit, advance the rights of the disabled, draft equality legislation and improve the monitoring of socio-economic rights.

# The Commission distributed approximately 150,000 publications:

- ▶ Publications designed to inform and educate the public on human rights law, the Commission's activities and human rights issues in general were distributed to members of the public, schools, community organizations, employers, unions and conferences.
- ▶ A basic information sheet was published in more than 40 different languages, including seven Aboriginal (indigenous) languages to reach individuals and groups whose first language is neither French nor English. An effort was also made to reach ethnic and linguistic minorities through specialized media, including ethnic radio and television stations.
- ▶ Efforts continued to ensure that information was provided in formats accessible to people with disabilities. All publications were made available in braille, audio-cassette, large print and computer diskette. The Commission also worked closely with a group representing deaf Canadians to produce an informational video using sign language.

# The Commission produced a number of specialized publications, including:

- ▶ a poster and booklet published in partnership with the Canadian Dyslexia Association aimed at increasing awareness of this learning disability;
- ▶ a Stop the Hatred poster published in collaboration with community groups, educators and provincial commissions; and
- ▶ a model harassment policy for use by small and medium-sized businesses, which involved consultations with representatives of employers, unions and women's groups.

#### ***Service line 4: Corporate and Personnel Services***

# The Commission improved its priority-setting capability so as to better target particular human rights issues and ensure that they direct its work in all program areas: complaints, audits, promotion and policy:

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- ▶ It developed and agreed upon strategic priorities and developed work plans consistent with those priorities.
  - ▶ It launched a Vision-Mission-Values statement to help the Commission set its objectives and guide human resources management.
- # The nature of the Commission's mandate is such that it has frequent and regular contacts with the general public. The Commission ensured that all of its offices were equipped to serve the public in both official languages. The Commission also continued to be strongly committed to ensuring that work environments were conducive to the effective use of both official languages in designated bilingual regions. In 1997-1998, the composition of the Commission's workforce was 55.2% Anglophone and 44.7% Francophone.
- # The Commission established an Information Technology Strategic Committee composed of senior managers to address the Year 2000 issue. Corrective action were taken to ensure that the Commission's information technology tools and systems remain viable into the year 2000.

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## Section IV: Financial Performance

### Financial Summary Tables

#### Financial Table 1 - Summary of Voted Appropriations

##### Authorities for 1997-98 - Part II of the Estimates

##### Financial Requirements by Authority (thousands of dollars)

Vote		1997-98 Planned Spending	1997-98 Total Authorities	1997-98 Actual
	<b>Canadian Human Rights Commission</b>			
10	Program expenditures	12,598	13,466	13,206
(S)	Contribution to employee benefit plan	1,577	1,577	1,577
(S)	Spending of proceeds from the disposal of surplus Crown Assets	-	12	3
	<b>Total for the Commission</b>	<b>14,175</b>	<b>15,055</b>	<b>14,786</b>

Total Authorities are main estimates plus supplementary estimates plus other authorities.

**Explanation of the 1997-1998 Total Authorities:** The 1997-1998 total authorities represent an increase of \$880,000 or 6% over the 1997-1998 planned spending of \$14,175,000. The difference consists mainly of the funding received for the Bell Canada equal pay case and the 1996-1997 carry forward which mostly funded cash-outs to employees and the development of the conversion of the software program of the complaints management system to a Windows environment.

**Explanation of the 1997-1998 Actual:** The 1997-1998 actual represents 98% of the total authorities. The difference of \$269,000 between the actual and total authorities represents the lapse in operating costs that will be carried forward in 1998-99. This lapse consists of staffing delays and delays in some professional service contracts

## Financial Table 2 - Comparison of Total Planned Spending to Actual Spending

### Departmental Planned versus Actual Spending by Service Line (thousands of dollars)

Business Line			Subtotal: Statutory		Less:		Total	
The Protection of Equality Rights			Voted Grants & Contributions	Gross Voted Expenditures	Grants and Contributions	Revenue Credited to the Vote	Gross Expenditures	Total Net Expenditures
Service Line	FTEs	Operating Capital						
<b>Complaints</b>	76	5,859	-	-	5,859	-	5,859	5,859
<i>(total authorities)</i>	79	6,787	-	-	6,787	-	6,787	6,787
<b>(Actuals)</b>	<b>83</b>	<b>6,857</b>	-	-	<b>6,857</b>	-	<b>6,857</b>	<b>6,857</b>
<b>Employment Equity Audits</b>	23	1,874	-	-	1,874	-	1,874	1,874
<i>(total authorities)</i>	20	1,760	-	-	1,760	-	1,760	1,760
<b>(Actuals)</b>	<b>15</b>	<b>1,620</b>	-	-	<b>1,620</b>	-	<b>1,620</b>	<b>1,620</b>
<b>Human Rights Promotion</b>	50	3,966	-	-	3,966	-	3,966	3,966
<i>(total authorities)</i>	44	3,936	-	-	3,936	-	3,936	3,936
<b>(Actuals)</b>	<b>43</b>	<b>3,688</b>	-	-	<b>3,688</b>	-	<b>3,688</b>	<b>3,688</b>
<b>Corporate and Personnel Services</b>	32	2,476	-	-	2,476	-	2,476	2,476
<i>(total authorities)</i>	33	2,572	-	-	2,572	-	2,572	2,572
<b>(Actuals)</b>	<b>30</b>	<b>2,621</b>	-	-	<b>2,621</b>	-	<b>2,621</b>	<b>2,621</b>
<b>Total</b>	181	14,175	-	-	14,175	-	14,175	14,175
<i>(total authorities)</i>	176	15,055	-	-	15,055	-	15,055	15,055
<b>(Actuals)</b>	<b>171</b>	<b>14,786</b>	-	-	<b>14,786</b>	-	<b>14,786</b>	<b>14,786</b>
Other Revenues and Expenditures								
Revenue credited to the Consolidated Revenue Fund								-
<i>(total authorities)</i>								-
<b>(Actuals)</b>								-
Cost of services provided by other departments								1,708
<i>(total authorities)</i>								1,708
<b>(Actuals)</b>								<b>1,913</b>
Net Cost of the Program								15,883
<i>(total authorities)</i>								16,763
<b>(Actuals)</b>								<b>16,699</b>

**Note:** Numbers in italics denote Total Authorities for 1997-98 (main and supplementary estimates and other authorities).

**Bolded numbers** denote actual expenditures/revenues in 1997-98



### Financial Table 3 - Historical Comparison of Total Planned Spending to Actual Spending

#### Departmental Planned versus Actual Spending by Services Line (thousands of dollars)

<b>Business Line/Service Lines</b>	<b>Actual 1995-96</b>	<b>Actual 1996-97</b>	<b>Planned Spending 1997-98</b>	<b>Total Authorities 1997-98</b>	<b>Actual 1997-98</b>
<b>The Protection of Equality Rights</b>					
Complaints	11,482	6,658	5,859	6,787	6,857
Employment Equity Audits *	-	1,170	1,874	1,760	1,620
Human Rights Promotion	2,243	3,522	3,966	3,936	3,688
Corporate and Personnel Services	3,032	3,522	2,476	2,572	2,621
<b>Total</b>	<b>16,757</b>	<b>14,872</b>	<b>14,175</b>	<b>15,055</b>	<b>14,786</b>

Total Authorities are main estimates plus supplementary estimates plus other authorities.

Note: \* Employment Equity Audits were introduced at the Commission in 1996-97 following changes to the new *Employment Equity Act*. Under the *Act*, the Commission conducts audits of federal government departments and federally-regulated private companies to help identify obstacles to the employment of women, Aboriginal peoples, persons with disabilities, and members of visible minorities.

### Financial Table 4, 6 to 15

These tables are not applicable to the Canadian Human Rights Commission.

## Financial Table 5 - Resource requirements by Organization and Service

### Comparison of 1997-98 Planned Spending, and Total Authorities to Actual Expenditures by Organization and Service Line (thousands of dollars)

Organization	Service Lines				TOTALS
	Complaints	Employment Equity Audits	Human Rights Promotion	Corporate and Personnel Services	
Executive Offices	446	300	394	-	1,140
<i>(total authorities)</i>	<i>492</i>	<i>248</i>	<i>458</i>	<i>64</i>	<i>1,262</i>
<b>(Actuals)</b>	<b>538</b>	<b>128</b>	<b>480</b>	<b>62</b>	<b>1,208</b>
Legal Services	1,559	-	-	-	1,559
<i>(total authorities)</i>	<i>1,827</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>1,827</i>
<b>(Actuals)</b>	<b>1,791</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,791</b>
Anti-Discrimination Programs	3,854	-	-	-	3,854
<i>(total authorities)</i>	<i>4,077</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>4,077</i>
<b>(Actuals)</b>	<b>3,970</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,970</b>
Employment Equity	-	1,574	-	-	1,574
<i>(total authorities)</i>	<i>-</i>	<i>1,512</i>	<i>-</i>	<i>-</i>	<i>1,512</i>
<b>(Actuals)</b>	<b>-</b>	<b>1,458</b>	<b>-</b>	<b>-</b>	<b>1,458</b>
Human Rights Promotion	-	-	1,442	-	1,442
<i>(total authorities)</i>	<i>-</i>	<i>-</i>	<i>1,598</i>	<i>-</i>	<i>1,598</i>
<b>(Actuals)</b>	<b>-</b>	<b>-</b>	<b>1,570</b>	<b>-</b>	<b>1,570</b>
Regional Offices	-	-	1,297	-	1,297
<i>(total authorities)</i>	<i>391</i>	<i>-</i>	<i>1,171</i>	<i>-</i>	<i>1,562</i>
<b>(Actuals)</b>	<b>388</b>	<b>-</b>	<b>1,163</b>	<b>-</b>	<b>1,551</b>
Policy and Liaison	-	-	833	-	833
<i>(total authorities)</i>	<i>-</i>	<i>-</i>	<i>709</i>	<i>-</i>	<i>709</i>
<b>(Actuals)</b>	<b>170</b>	<b>34</b>	<b>475</b>	<b>-</b>	<b>679</b>
Corporate and Personnel Services	-	-	-	2,476	2,476
<i>(total authorities)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>2,508</i>	<i>2,508</i>
<b>(Actuals)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,559</b>	<b>2,559</b>
Totals	5,859	1,874	3,966	2,476	14,175
<i>(total authorities)</i>	<i>6,787</i>	<i>1,760</i>	<i>3,936</i>	<i>2,572</i>	<i>15,055</i>
<b>(Actuals)</b>	<b>6,857</b>	<b>1,620</b>	<b>3,688</b>	<b>2,621</b>	<b>14,786</b>
% of TOTAL	46%	11%	25%	18%	100%

**Note:** Numbers in italics denote Total Authorities for 1997-98 (main and supplementary estimates and other authorities).

Bolded numbers denote actual expenditures/revenues in 1997-98

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## Section V: Other Information

### Contacts for Further Information & Departmental Web Sites

Joanne Baptiste - Director Corporate and Personnel Services Branch (943-9033)

Michèle A. Bousquet - Manager Strategic Planning and Review (943-9047)

Web Site at: <http://www.chrc.ca>

### Legislation Administered and Associated Regulations

#### Statutes Administered by the Canadian Human Rights Commission

<i>Canadian Human Rights Act</i>	R.S., 1985, C. H-6 as amended
<i>Employment Equity Act</i>	1995, C.44

### Statutory Annual Reports & Other Departmental Reports

Annual Report to Parliament due on or before March 31st. The report is available on the Internet: Web Site at: <http://www.chrc.ca> and as a sound recording, in large print, in braille and on computer diskette to ensure it is accessible to people who are visually impaired.