



Office of the Commissioner of Official Languages

2020–21

Departmental Plan

The Honourable Dominic LeBlanc, P.C., Q.C., M.P.
President of the Queen's Privy Council for Canada

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From the Commissioner of Official Languages of Canada

I am pleased to present my office’s Departmental Plan for 2020–2021, which outlines the activities planned and results expected to support our mandate.

My office has worked diligently over the past year to develop a stakeholder plan and a management framework for the promotional activities that have guided our discussions and contributed to our efforts to work collectively and be more targeted in our interventions.

The activities outlined in this plan support the three major priorities I set out at the start of my mandate—monitoring the *Action Plan for Official Languages*, making sure that federal institutions meet their official languages obligations, and modernizing the *Official Languages Act*.

With a new government in office, I will continue to underscore the need to have a governance structure within the federal government that supports the Act in its entirety. I will also reinforce the recommendations in my position paper on the modernization of the Act, which are ways to make lasting and substantive progress with regard to official languages and official language minority communities across Canada.

My office will also remain vigilant and monitor the implementation of the *Action Plan for Official Languages* to ensure that funds are transferred and that the goals of the plan—including those related to education—are met.

In this fiscal year, we will also task selected federal institutions, many of which focus on science and the health and safety of Canadians, to conduct a self-assessment of their compliance with the Act using our online Official Languages Maturity Model. This exercise will help them achieve a deeper understanding of the areas they need to focus on to better meet their obligations under the Act.

Following an in-depth survey of public servants, my office has studied the question of linguistic insecurity within the federal public service and will provide information on this sensitive and important subject in 2020–2021.

My office is also examining section 91 (language requirements for staffing) complaints. The recurring complaints related to staffing actions continue to increase, which, in my opinion, means that it is a systemic problem that requires more analysis. I have therefore asked my staff to draft a report that analyzes the complaints we have received across government departments and makes recommendations for key decision-makers involved in staffing. Ultimately, a better



understanding of how to implement this part of the Act will better equip the public service to foster a workplace that respects both English and French and to provide the highest quality of service to Canadians in both official languages.

My primary responsibilities as Commissioner are to ensure that language rights are respected and protected and that linguistic duality is promoted in Canadian society. This is not something that is accomplished within the confines of my office, however. Linguistic duality must be a priority for the Government of Canada in order to have a lasting effect on the equal status of English and French and on the vitality of official language minority communities across Canada.

Raymond Théberge

Plans at a glance

In 2020–2021, the Office of the Commissioner of Official Languages (the Office of the Commissioner) will develop and implement an action plan to address the strategic priorities listed in its multi-year strategic plan that includes Vision 2025. This action plan will include the following.

Official languages will continue to be a major issue in the wake of the October 2019 federal election. Following the Prime Minister’s commitment to modernizing the *Official Languages Act* (the Act) within the first six months of his government’s new mandate, the Office of the Commissioner will call upon the Prime Minister and new key ministers to ensure that modernizing the Act is a priority for the government.

Monitoring the implementation of the *Action Plan for Official Languages 2018-2023: Investing in Our Future* is one of the Commissioner’s priorities. The Office of the Commissioner will therefore be keeping a close eye on the funding to support development in the areas of education, justice and immigration. It will also continue to closely monitor the implementation of the programs arising from the Action Plan to ensure that they meet the needs of official language minority communities.

The Office of the Commissioner will promote to the parliamentary standing committees on official languages the importance of raising public awareness of the various official languages issues, notably by organizing a technical briefing on modernizing the Act.

The Office of the Commissioner will continue to develop and implement strategies for engaging and intervening with federal institutions to encourage them to eliminate barriers to achieving the objectives of the Act.

The Commissioner will act as an appellant in two appeals before the Federal Court of Appeal to ensure that the courts continue to give language rights a broad and liberal interpretation and to make sure that the Act is implemented as intended.

As part of the operationalization of its Official Languages Maturity Model, the Office of the Commissioner will provide selected federal institutions with an organizational diagnostic tool that will help them make continuous progress in official languages.

Core responsibilities

Core responsibility 1: Protection of rights related to official languages

- The Office of the Commissioner intends to encourage federal institutions to eliminate barriers to achieving the objectives of the *Official Languages Act*.
- The Office of the Commissioner will intervene with federal institutions and its partners to ensure that the expected results set out in the *Action Plan for Official Languages 2018-2023: Investing in Our Future* are achieved.

Core responsibility 2: Advancement of English and French in Canadian society

- The Office of the Commissioner will provide ongoing leadership to ensure that the government truly modernizes the *Official Languages Act*.

In addition, the Office of the Commissioner is committed to fostering a culture of continuous improvement, cooperation and resource optimization within its organization.

For more information on the Office of the Commissioner’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Protection of rights related to official languages

Description

Take the appropriate steps, including complaints processing, audits and interventions, to ensure compliance with the *Official Languages Act* and language rights in Canada.

Planning highlights

The Office of the Commissioner will continue to encourage federal institutions to eliminate barriers to achieving the objectives of the *Official Languages Act* by developing and initiating implementation of strategies for intervening with a select group of federal institutions in an integrated manner within the organization.

Also, the Office of the Commissioner will continue to intervene with federal institutions and its partners to ensure that the expected results set out in the 2018–2023 Action Plan for Official Languages are achieved. Therefore, the Office of the Commissioner will develop, also in an integrated manner within the organization, strategies for engaging with federal institutions for the benefit of Canadians and official language minority communities.

The Commissioner will act as an appellant in two appeals before the Federal Court of Appeal to ensure that the courts continue to give language rights a broad and liberal interpretation and to make sure that the Act is implemented as intended. These cases will also clarify federal employees' language-of-work rights and federal institutions' obligation to enhance the vitality of the English and French linguistic minority communities in Canada and to support and assist their development.

The Office of the Commissioner will continue to use the Official Languages Maturity Model, which provides selected federal institutions with a diagnostic tool to help them make continuous progress in official languages.

Experimentation

The Office of the Commissioner is focusing efforts on reviewing its processes to create efficiencies, to streamline and to innovate, where possible. For example, the Investigations Directorate will continue to look for efficient ways to address recurring complaints by helping organizations address this challenge, by developing tools to provide better support for federal institutions and by continuing to build relationships with institutions that are working on

innovative ways to resolve recurring complaints, which could help the Office of the Commissioner improve its understanding of the environment and become more flexible.

Key risks

The Office of the Commissioner conducted its annual risk management process and identified risks relating both to its ability to meet its strategic and operational priorities and to its reputation in the conduct of its mandate. As part of the mitigation strategy, the Office of the Commissioner will develop an action plan for the investigations program in order to analyze the various stages of the investigation process so that it can better respond to recurring complaints while improving performance as much as possible. The Office of the Commissioner will also conduct an in-depth analysis of the its human resources in order to develop a strategic plan.

Planned results for the protection of rights related to official languages

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Rights related to official languages are protected.	Percentage of the Commissioner's recommendations made in response to deficiencies identified through audit and investigation reports that have been implemented ¹ .	60%	March 2021	Not available	80%	Not available
	Percentage of complaints and inquiries processed within the timelines set out by the service standards ² .	70%	March 2021	Not available	49% ³	Not available
Canadians benefit from the Commissioner's interventions before the courts.	Percentage of remedies involving the Commissioner that had a positive impact on the interpretation or the application of the <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	60%	March 2021	75%	66%	Not available

¹ This indicator was modified in 2018–2019.

² This indicator was modified in 2018–2019.

³ Reasons for the standard not being met included the steady increase in the number of complaints received over the past few years, efforts to reduce the number of non-standard files, and fluctuations in resources. Despite these issues, the Investigations Directorate completed 36% more investigations in 2018–2019 than in the previous year.

Financial, human resources and performance information for the Office of the Commissioner's Program Inventory is available in the GC [InfoBase](#).ⁱ

Planned budgetary financial resources for the protection of rights related to official languages

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
7,531,284	7,531,284	7,528,394	7,512,188

Financial, human resources and performance information for the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).ⁱⁱ

Planned human resources for the protection of rights related to official languages

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
65	65	65

Financial, human resources and performance information for the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).ⁱⁱⁱ

Advancement of English and French in Canadian society

Description

Raise awareness of issues related to the advancement of the equal status of English and French in federal institutions and Canadian society, while supporting the development and vitality of official language minority communities.

Planning highlights

To advance Canada's linguistic duality, the Office of the Commissioner will:

- develop an approach for implementing the 2018– Not available 2023 Action Plan for Official Languages that will include consultations with federal institutions and its partners and will help assess the achievement of the Action Plan's expected results;
- ensure that modernizing the Act is a priority for the government, endeavour to influence the government on necessary reforms to the Act and maintain a dialogue with various stakeholders to build consensus around the vision for a relevant, dynamic and strong Act;
- Not available tailor its promotional activities to changes in the environment of official languages;
- work to develop intervention and engagement strategies to reach various stakeholders, including federal institutions and official language minority communities, in order to foster better cooperation between those institutions and communities.

Experimentation

The Policy and Research Directorate is continually seeking ways to engage the Office of the Commissioner's various stakeholders. We are reviewing our ways of interacting with them so that we can provide them with better tools based on their role and scope in the advancement of English and French in Canadian society.

Key risks

The Office of the Commissioner conducted its annual risk management process and identified risks relating both to its ability to meet its strategic and operational priorities and to its reputation in the conduct of its mandate. As part of the mitigation strategy, the Office of the Commissioner will develop an internal and external communications plan so that it can better publicize its position on various official languages topics through its activities.

Planned results for the advancement of English and French in Canadian society

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Canadians know their language rights and those of official language minority communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues related to the <i>Official Languages Act</i> ⁴ .	350,000	March 2021	Not available	440,074 Details ⁵ – Online reports: 34,807 Office of the Commissioner's website: 398,136 Facebook: 4,349 Twitter: 6,340 YouTube: 2,142	Not available
	Percentage of public support for linguistic duality and bilingualism (measured every five years) ⁶ .	73%	March 2021	Not available	Not available	Not available
The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary deliberations making reference to the <i>Official Languages Act</i> and/or reports and recommendations of the Office of the Commissioner of Official Languages.	To be established by March 2020	March 2021	Not available	32	Not available
	Percentage of recommendations from the Annual Report and research reports prepared by the Office of the Commissioner of Official Languages that were implemented ⁷ .	60%	March 2021	Not available	N/A ⁸	Not available

⁴ This indicator was added in 2018–2019.

Financial, human resources and performance information for the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).^{iv}

Planned budgetary financial resources for the advancement of English and French in Canadian society

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
7,100,925	7,100,925	7,098,200	7,082,920

Financial, human resources and performance information for the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).^v

Planned human resources for the advancement of English and French in Canadian society

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
56	56	56

Financial, human resources and performance information for the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).^{vi}

⁵ Reports: Total number of unique page views for all reports published within the last two fiscal years as presented in Google Analytics

Website: Total number of unique page views on the website as provided by Google Analytics

Facebook: Number of likes on each Facebook page (English and French)

Twitter: Number of followers on each Twitter account (English and French)

YouTube: Total number of views for each YouTube account (English and French)

⁶ Results will be available in 2021.

⁷ This indicator was amended in 2018-2019.

⁸ No recommendations expired in 2018–2019. Therefore, no recommendation assessments were conducted.

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Because court remedies are set out in the Act, the Office of the Commissioner’s Legal Services are excluded from Internal Services and are an integral part of its Protection of Official Languages Rights program. Similarly, because of their specific mandate, the Office of the Commissioner’s Communications Services are not included in Internal Services, but rather are part of the Advancement of Official Languages program.

Planning highlights

The Office of the Commissioner intends to foster a culture of continuous improvement, cooperation and resource optimization.

In light of the Government of Canada’s shift toward services and toward digital management and delivery of services, information and data, information technology and cyber security in the digital era, the Office of the Commissioner will continue to leverage technologies to better support its priorities and mandate. To this end, it will optimize its investment in its Customer Relationship Management (CRM) system platform, which offers an organizational approach that improves customer service, reduces costs and increases efficiency and effectiveness. Given the massive digitization of organizations, the quantity of generated and useable data has become considerable. CRM will help the Office of the Commissioner improve its data analysis in order to identify opportunities for intervention, record client service issues, streamline processes, optimize resources and manage interventions. It will also help to integrate the Office of the

Commissioner’s overall mandate and objectives by bringing all functions and sectors together (relationships with institutions, events, correspondence, communications and service management).

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
6,885,746	6,885,746	6,883,103	6,868,286

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
44	44	44

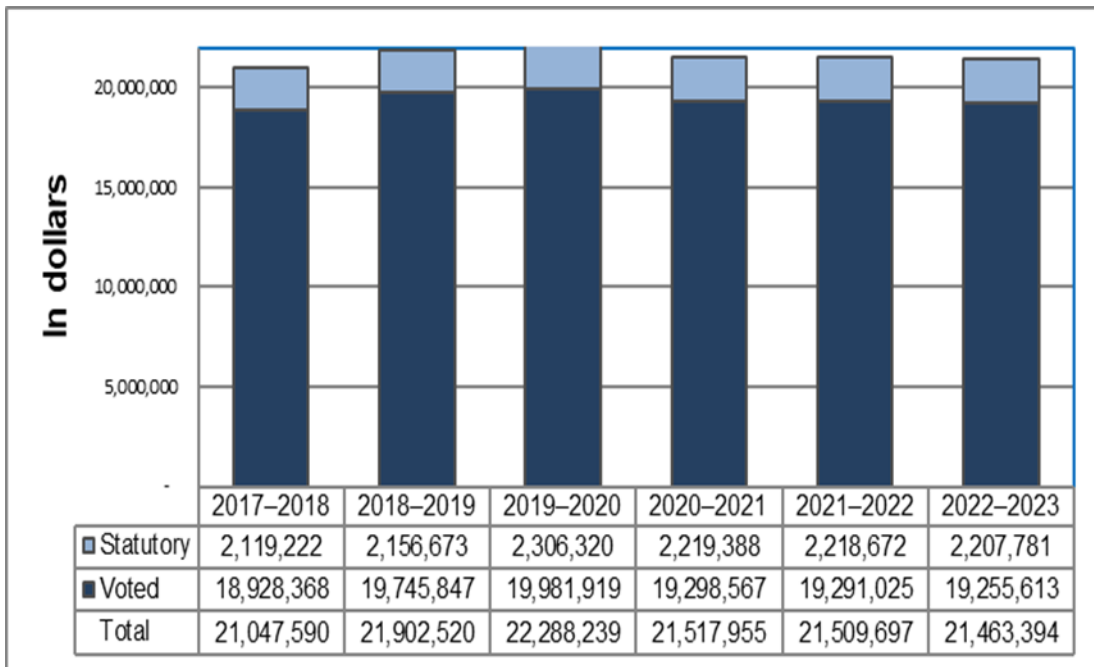
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the Office of the Commissioner’s core responsibilities and for Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Protection of rights related to official languages	7,468,645	7,935,758	7,759,086	7,531,284	7,531,284	7,528,394	7,512,188
Advancement of English and French in Canadian society	7,403,591	7,199,161	7,515,539	7,100,925	7,100,925	7,098,200	7,082,920
Subtotal	14,872,236	15,134,919	15,274,625	14,632,209	14,632,209	14,626,594	14,595,108
Internal Services	6,175,354	6,767,601	7,013,614	6,885,746	6,885,746	6,883,103	6,868,286
Total	21,047,590	21,902,520	22,288,239	21,517,955	21,517,955	21,509,697	21,463,394

The difference between the 2018–19 expenditures and the 2019–20 spending forecast is due mainly to investments in capital assets and the stabilization of the Office of the Commissioner’s workforce.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents for each of the Office of the Commissioner’s core responsibilities and for Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Protection of rights related to official languages	65	70	65	65	65	65
Advancement of English and French in Canadian society	53	56	57	56	56	56
Subtotal	118	126	122	121	121	121
Internal Services	41	42	46	44	44	44
Total	159	168	168	165	165	165

The Office of the Commissioner’s human resources are expected to remain constant. Minor fluctuations reflect normal staff turnover.

Estimates by vote

Information on the Office of the Commissioner’s organizational appropriations is available in the [2020–21 Main Estimates](#).^{vii}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Office of the Commissioner’s operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Office of the Commissioner’s website](#).

Condensed future-oriented statement of operations for the year ending
March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	25,743,852	24,945,017	798,835
Total revenues	-	-	-
Net cost of operations before government funding and transfers	25,743,852	24,945,017	798,835

The net cost of operations before government funding and transfers for the 2020–21 planned results is expected to decrease by \$798,835 compared to the net cost of operations before government funding and transfers for the 2019–20 forecast results.

This decrease is due mainly to the inclusion of the operating budget carry-forward and funding received to offset the cost of collective agreements in the 2019–20 forecast results.

Corporate information

Organizational profile

Commissioner of Official Languages: Raymond Théberge

Enabling Instrument: [Subsection 56\(1\)^{viii}](#) of the *Official Languages Act*

Year of Commencement: 1970

Other: The Commissioner of Official Languages is appointed by commission under the Great Seal, after approval by resolution of the House of Commons and the Senate. The Commissioner reports directly to Parliament.

Raison d'être, mandate and role: who we are and what we do

Information on the Office of the Commissioner's raison d'être, mandate and role is available on its [website](#).

Operating context

Information on operating context is available on [the Office of the Commissioner of Official Languages' website](#).

Reporting framework

The Office of the Commissioner’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

Departmental Results Framework	Core Responsibility: Protection of rights related to official languages		Core Responsibility: Advancement of English and French in Canadian society		Internal Services
	Rights related to official languages are protected.	Percentage of the Commissioner’s recommendations made in response to deficiencies identified through audit and investigation reports that have been implemented.	Canadians know their language rights and those of official language minority communities and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues relating to the <i>Official Languages Act</i> .	
		Percentage of complaints and inquiries processed within the timelines set out by the service standards.		Percentage of public support for linguistic duality and bilingualism.	
	Canadians benefit from the Commissioner’s interventions before the courts.	Percentage of remedies involving the Commissioner that had a positive impact on the interpretation or the application of the <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary deliberations making reference to the <i>Official Languages Act</i> and/or reports and recommendations of the Office of the Commissioner of Official Languages.	
Proportion of recommendations from the annual report and research reports prepared by the Office of the Commissioner that were implemented.					

Program Inventory	Protection of Official Languages Rights	Advancement of Official Languages
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Supporting information on the program inventory

Supporting information on planned expenditures, human resources and results related to the Office of the Commissioner’s Program Inventory is available in the GC [InfoBase](#).^{ix}

Supplementary information tables

The following supplementary information table is available on [the Office of the Commissioner’s website](#).

- ▶ [Departmental Sustainable Development Strategy](#)

Federal tax expenditures

The Office of the Commissioner’s departmental plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^x This report provides detailed background information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Mailing address

30 Victoria Street, 6th floor

Gatineau, Quebec K1A 0T8

Telephone: 819-420-4877 or 1-877-996-6368

Fax: 819-420-4873

Email: information@clo-ocol.gc.ca

Website: www.officiallanguages.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
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- ix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>