

# **Administrative Tribunals Support Service of Canada**

## **2022–23**

### Departmental Plan

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The Honourable David Lametti, P.C., Q.C., M.P.  
Minister of Justice and Attorney General of Canada

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## From the Chief Administrator

It is my pleasure to present the 2022-2023 Departmental Plan for the Administrative Tribunals Support Service of Canada (ATSSC).

As public servants across government begin to explore lessons learned from the ongoing COVID-19 pandemic, we at the ATSSC are looking at more efficient ways of organizing ourselves, and more effective ways of working while continuing to provide the advice, expertise, and support services that are highly valued by the 12 federal administrative tribunals we serve.



The 2022-2023 Departmental Plan will guide our efforts in making changes that will allow us to continue providing services and facilities to tribunals and their members by delivering business excellence through innovation at work, improving collaboration with tribunal leadership and one another, and supporting our people.

During the upcoming fiscal year, the ATSSC will focus on helping to create a modern federal tribunal sector that better enables unrepresented, underrepresented, and vulnerable parties to participate more fully and effectively in tribunal processes.

Going forward, the ATSSC will support innovative information technology solutions for a digital future through the implementation of its digital vision as well as a strategy to deliver digital technologies in a smart, safe, and secure manner.

In addition to prioritizing modern, innovative and efficient delivery of core services, the ATSSC will advance work on equity, diversity and inclusion within our organization. Through equitable recruitment and training activities as well as promoting cultural understanding, accommodation, and other workplace practices, we will continue to focus on building an inclusive, accessible and bilingual workplace.

Throughout the COVID-19 pandemic ATSSC employees have consistently shown how much they can accomplish working remotely and in flexible working arrangements. A significant priority for the ATSSC in 2022-23 will be to finalize and implement a long-term telework strategy as well as space optimization planning to help us reduce our real property footprint and greenhouse gas emissions, and to support our people during this time of transition.

As you will read in the ATSSC’s 2022-2023 Departmental Plan, we are ready to lead our organization into a post-pandemic future.

Orlando Da Silva, LSM

## Plans at a glance

In accordance with the *Administrative Tribunals Support Service of Canada Act*,<sup>i</sup> the ATSSC provides support services and facilities to 11<sup>1</sup> tribunals through registry, legal, mandate and member services, as well as internal services. In its eighth year of operations, the ATSSC continues to evolve and mature to best support its tribunals in receiving the specialized services they require. Through the COVID-19 pandemic, the organization became more efficient, collaborative, and tech-savvy, adopting virtual practices and enabling remote work. The rapid transition to virtual operations allowed the tribunals to continue to deliver on their mandates and the organization to continue to provide the tribunals with the support required ensuring business continuity during unprecedented times. As the organization looks forward to 2022-23, the ATSSC's operating models will continue to shift from how it did business before the pandemic. It will continue to harness technology smartly, safely, and securely and improve access to justice. Having proven in the last two years how much it can accomplish remotely, the ATSSC will adapt to any easing of workplace restrictions and will continue to use three strategic themes to guide and modernize its operations in the coming years.

### **Delivering business excellence through innovation at work**

The ATSSC will:

- Ensure that all Canadians are able to participate fully and effectively in the tribunal sector supported by the ATSSC;
- Make services easier to use and navigate, and more efficient by investing in digital technologies; and
- Prioritize continued workplace evolution.

### **Collaboration with tribunal leadership and one another**

The ATSSC will:

- Support tribunals as they adapt to fluctuating caseloads and legislative changes that impact their mandates;
- Continue to improve service delivery and broaden the range of services and capacity available to support the tribunals; and
- Engage in meaningful dialogue on diversity, equity, inclusion, accessibility, and racism to better support tribunals and their clients and to build a better ATSSC for our people.

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<sup>1</sup> Pursuant to the ATSSC's enabling legislation, the tribunals are: Canada Agricultural Review Tribunal; Canada Industrial Relations Board; Canadian Cultural Property Export Review Board; Canadian Human Rights Tribunal; Canadian International Trade Tribunal; Competition Tribunal; Federal Public Sector Labour Relations and Employment Board; Public Servants Disclosure Protection Tribunal; Specific Claims Tribunal; Social Security Tribunal; and Transportation Appeal Tribunal of Canada. Additionally, the ATSSC provides facilities and administrative support to the National Joint Council and supports the Environmental Protection Tribunal of Canada through a memorandum of understanding with Environment and Climate Change Canada.

## **Supporting our people**

The ATSSC will:

- Support its employees through any easing of workplace restrictions and to finalize and implement a long-term telework strategy; and
- Continue to develop an inclusive, diverse, and bilingual work environment that attracts and retains the specialized talent required to support the tribunals.

For more information on the ATSSC’s plans, see the “Core responsibility: planned results and resources, and key risk” section of this plan.



## Core responsibility: planned results and resources, and key risk

This section contains information on the department's planned results and resources for its core responsibility. It also contains information on its key risk related to achieving those results.

## Support services and facilities to federal administrative tribunals and its members

### Description

The Administrative Tribunals Support Service of Canada (ATSSC) is responsible for providing support services required by each tribunal by way of a single, integrated organization.

### Planning highlights

In 2022-23, the ATSSC will contribute its energy and expertise by enhancing access to justice to modernize the federal tribunal sector supported by the organization. The ATSSC will help to ensure that all Canadians, including those who are unrepresented, underrepresented, and most vulnerable, are able to participate fully and effectively in tribunal processes.

In direct support of its efforts to improve access to justice, the Federal Public Sector Labour Relations and Employment Board Secretariat will consider a navigator service in 2022-2023 to provide one-on-one tailored support to unrepresented parties in navigating the Board's processes. This builds directly on the successful results of a similar service already provided by the Social Security Tribunal Secretariat. The Social Security Tribunal Secretariat will also collaborate with a community justice organization that will develop Guided Pathways to assist Income Security – General Division appellants to complete the Notice of Appeal form to appeal a Canada Pension Plan - Disability reconsideration decision from the Minister of Employment and Social Development Canada.

Legal language and nuances can be great barriers to Canadians seeking justice through tribunals. The use of plain language makes justice more accessible and can play a role in building trust in quasi-judicial institutions. In 2022-23, the ATSSC will continue its efforts to undertake plain language reviews of existing correspondence and forms, develop and publish plain language communication products and tools and develop in-house expertise in plain language to ensure that information is available and communicated in a manner that is easy to read and understand.

Tribunal websites serve as a vital interface for the members of the public seeking information and access to justice. The ATSSC will assist the Canada Industrial Relations Board and the Canadian Human Rights Tribunal in redesigning and modernizing their websites, to provide full accessibility to all users, including those with disabilities and those who are unrepresented. Furthermore, the ATSSC will continue to support all tribunals with website support, including content updates, creation of new web forms, and publishing of legal decisions.

The ATSSC’s ongoing effort to provide electronic filing systems to tribunals is another way in which the organization strives to enhance access to justice. Electronic-filing systems enable Canadians to digitally submit documents, reducing administrative burden for the tribunals and improving processing times for Canadians. In 2022-23, the ATSSC will provide support for the implementation of electronic-filing systems for the Canada Agricultural Review Tribunal and the Canadian Cultural Property Export Review Board.

In 2022-23, the ATSSC will advance work required for the relocation of facilities, which provide space for in-person proceedings in Toronto and Montreal. The ATSSC will collaborate with Public Services and Procurement Canada to finalize the design and initiate the construction of a new Toronto office, with an anticipated occupancy of September 2023. The ATSSC will also continue to collaborate with Public Services and Procurement Canada and the Courts Administration Service to develop and review building design options for the crown-owned Montreal Justice Complex that is expected to be completed in 2026-27.

The COVID-19 pandemic caused serious disruptions to Canada’s judicial sector and has been a catalyst for creating a much different workplace for the ATSSC. The organization quickly adjusted to major changes brought on by the pandemic, stepping up the use of digital technologies to adopt virtual practices and enabling remote work, including virtual hearings. In 2022-23, the ATSSC will support a continued digital future through the implementation of its digital vision and strategy, harnessing technology smartly, safely, and securely, to improve operational efficiencies.

Case management systems improve and facilitate the efficient administration of case file records handled by ATSSC employees and tribunal members. The ATSSC has developed a core case management system for most of the tribunals it supports which continues to be tailored to meet the tribunals’ needs. In addition to the efficient administration of case files, some case management systems will be used to collect performance and reporting data and enable secure and rapid access to standardized real-time reports and analytics to support evidence-based decision-making. Implementing a business data analytics tool, tailored to specific operational needs including automated reporting and customized reports and dashboards will effectively support tribunals with caseload management and the ATSSC in resource planning.

In 2022-23, the ATSSC will begin to explore the adoption of artificial intelligence solutions to accelerate legal research and the translation of legal decisions. Leveraging artificial intelligence tools could support tribunals to carry out essential tasks in a more efficient manner by reducing the time spent on legal research and decision translation and reviews. The ATSSC will also undertake the digitization of some case files to modernize the record keeping practices of some tribunals, increasing operational efficiencies, supporting digital access to information and automated workflows, and enabling cost and time savings.

Having twelve federal administrative tribunals supported by a single, integrated organization creates opportunities for efficient organizational structures, improves service delivery by broadening the range of services and capacity available to some tribunals and increases knowledge transfer and career opportunities for staff. In 2022-23 the ATSSC will complete the consolidation of the secretariats to the Canada Agricultural Review Tribunal, Canadian Cultural Property External Review Board, Environmental Protection Tribunal of Canada, Specific Claims Tribunal, and Transportation Appeal Tribunal of Canada as one integrated secretariat and the secretariats of the Competition Tribunal and the Public Servants Disclosure Protection Tribunal as another.

In 2022-23, the ATSSC will continue to explore more effective and efficient ways of delivering the three core services provided to tribunals: Registry Services, Legal Services, and Mandate and Member Services. The ATSSC will catalogue and assess its service offerings in order to identify ways to better meet tribunal needs.

Finally, the ATSSC will continue to work collaboratively with tribunal leadership in a concerted effort to ensure that tribunals are prepared to deliver on new or modified mandates resulting from legislative changes, most notably the [Accessible Canada Act](#)<sup>ii</sup> and [Pay Equity Act](#).<sup>iii</sup> The ATSSC will be prepared to support tribunals through any new or additional legislative or regulatory changes related to the COVID-19 pandemic, with some tribunals anticipating a possible increase in cases in response to mandatory vaccination requirements and to integrity measures related to the Employment Insurance Emergency Response Benefit. The organization will also ensure that it is prepared to fully support the integration of any additional tribunals if requested to do so by the Government of Canada.

### **United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

While the ATSSC does not report directly on the United Nations' Sustainable Development Goals, the organization's mandate, supports Sustainability Development Goal 16 ([Peace, justice and strong institutions](#)<sup>iv</sup>). In providing support services and facilities to 12 federal administrative tribunals, the ATSSC is helping to build and maintain effective, accountable, and inclusive institutions.

In 2022-23, the ATSSC's planned activities related to supporting its tribunals enhance access to justice will further contribute to advancing Goal 16. The continued prioritization of the use of plain language, updates to existing tools and the development and implementation of new digital tools, aim to remove barriers for those who are unrepresented, underrepresented, and most vulnerable, ensuring that all Canadians who wish to participate in administrative tribunal proceedings can do so fully and effectively.

### **Key risk**

While the ATSSC has shown itself to be resilient, capable, and adaptable, there are still many uncertainties surrounding the COVID-19 pandemic, such as the easing of workplace restrictions and their impact on the ATSSC's people. The ATSSC will take the time to get things right in finalizing and implementing the ATSSC's long-term telework strategy, placing employee health, safety and well-being as top priorities. By fully supporting its people, the ATSSC mitigates the risk that it may not be able to maintain the necessary human resources capacity to support the delivery of the mandates of tribunals and the evolving needs of all program and internal service areas. While there are similarities in how the tribunals operate, their unique mandates require subject matter expertise in order to effectively deliver on their mandates. The ATSSC continues to make people a priority and develop and implement strategies, including a new recruitment strategy in 2022-23, to fill gaps in both capacity and expertise.

## Planned results for support services and facilities to federal administrative tribunals and its members<sup>†</sup>

The following table shows, for the ATSSC, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions	Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by chairpersons <sup>‡</sup>	85%	March 31, 2023	87.93% <sup>1</sup>	85.08% <sup>2</sup>	88.17% <sup>3</sup>
	Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats	85%	March 31, 2023	89.61%	91.57%	90.81%

† – Results achieved currently reflects the results of the 11 tribunals supported by the ATSSC as listed in the [Administrative Tribunals Support Service of Canada Act](#).<sup>v</sup>

‡ – Established timeframes are set for each individual tribunal as the timing for the receipt of preparatory information varies by tribunal. Timeframes are established by Chairpersons in collaboration with the relevant secretariat and, if applicable, in accordance with legislative or regulatory requirements.

1 – Percentage is based on the average results of 8 out of 11 tribunals. Of the three remaining tribunals, one had no cases to report and the other two tribunals had not finalized their methodologies by the end of the fiscal year.

2 – Percentage is based on the average results of 10 out of 11 tribunals. One tribunal had not finalized their methodology by the end of the fiscal year.

3 – Percentage is based on the average results of 9 out of 11 tribunals. Of the two remaining tribunals, one had no cases to report and the other had not finalized their methodology by the end of the fiscal year.

The financial, human resources and performance information for the ATSSC's program inventory is available on [GC InfoBase](#).<sup>vi</sup>

### Planned budgetary spending for support services and facilities to federal administrative tribunals and its members

The following table shows, for support services and facilities to federal administrative tribunals and its members, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$50,562, 411	\$50,562, 411	\$50,580,102	\$50,489,086

Financial, human resources and performance information for the ATSSC’s program inventory is available on [GC InfoBase](#).<sup>vii</sup>

### Planned human resources for support services and facilities to federal administrative tribunals and its members

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
521	521	521

Financial, human resources and performance information for the ATSSC’s program inventory is available on [GC InfoBase](#).<sup>viii</sup>

## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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

### Planning highlights

In 2022-23, the ATSSC will continue to advance effective and responsive internal services to support its tribunals in executing their mandates. The ATSSC will focus on its people, being innovative with information technology solutions, optimizing office space, and the efficient delivery of core services.

The ATSSC will continue to focus on building a workplace where people feel valued and respected and where they can grow and build their careers. Significant efforts have already been made in creating an equitable, diverse, inclusive, accessible and bilingual work environment, which will continue into the new fiscal year. The ATSSC will continue to offer mandatory training on unconscious bias and its impacts for all managers with staffing delegations and commit to making the training mandatory for any individuals involved in hiring processes. Moreover, the ATSSC remains committed, where possible, to establish representative selection boards for collective staffing processes and to provide updated staffing tools that will support managers in their efforts to attract and hire candidates from employment equity groups. Through continued collaboration with the ATSSC's Diversity Network, further efforts will be made to organize events and meaningful discussions related to diversity, equity and inclusion based on the direction established in a multi-year, principles-based, Diversity Action Plan.

Given the range of the specialized services provided to the tribunals, the ATSSC must continue to attract and retain qualified employees with the skills and specialized knowledge required. This will be especially important in the coming year as some tribunals are faced with the implementation of new legislation, and other may see an increase in cases as an impact of the COVID-19 pandemic. In 2022-2023, the ATSSC will introduce a recruitment strategy aimed at attracting and recruiting the best talent to support its mandate. The ATSSC will continue to

invest in the professional development of its employees. Through initiatives such as the Talent Management Program, promotion of networking and collaboration through Communities of Practice, and continued offering of part-time group language training, the ATSSC is not only helping its employees to grow but also to retain the specialized talent required to build a healthy and high performing organization. The ATSSC will also continue the standardization of job descriptions, enabling the sharing of staff across tribunal secretariats.

Another significant priority for the ATSSC in 2022-23 will be to finalize and implement its long-term telework strategy. The ATSSC recognizes that the COVID-19 pandemic has had a profound impact on the lives of its employees and that considerable efforts will be required to ensure that sufficient flexibilities and support are provided to address its impact on the well-being and occupational health and safety of its employees. The ATSSC workforce has proven how much it can accomplish remotely and in flexible working arrangements—including telework—showing the organization’s resilience and productivity in delivering services to tribunals.

As the ATSSC finalizes and implements its long-term telework strategy, office configuration planning will be important to create functional workspaces in the post-pandemic future of work. Optimization of workspace goes beyond grouping of certain secretariats and tribunals in one location, it also involves identifying the type of workspace that is ideal, based on each tribunal’s unique operational needs. In 2022-23, the ATSSC will implement some space optimization initiatives to explore reconfiguration opportunities to reduce the organization’s real property footprint and greenhouse gas emissions.

The ATSSC will also continue to improve the efficiency of the delivery of its core internal services. The organization will invest in business analytics for the collection and use of performance metrics in support of evidence-based decision making. It will continue to mature its financial management functions and will exploit opportunities for collaboration, such as in procurement efforts, to increase efficiency, reduce costs, and deliver faster services.



### Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$21,815,179	\$21,815,179	\$21,822,811	\$21,783,543

### Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
151	151	151



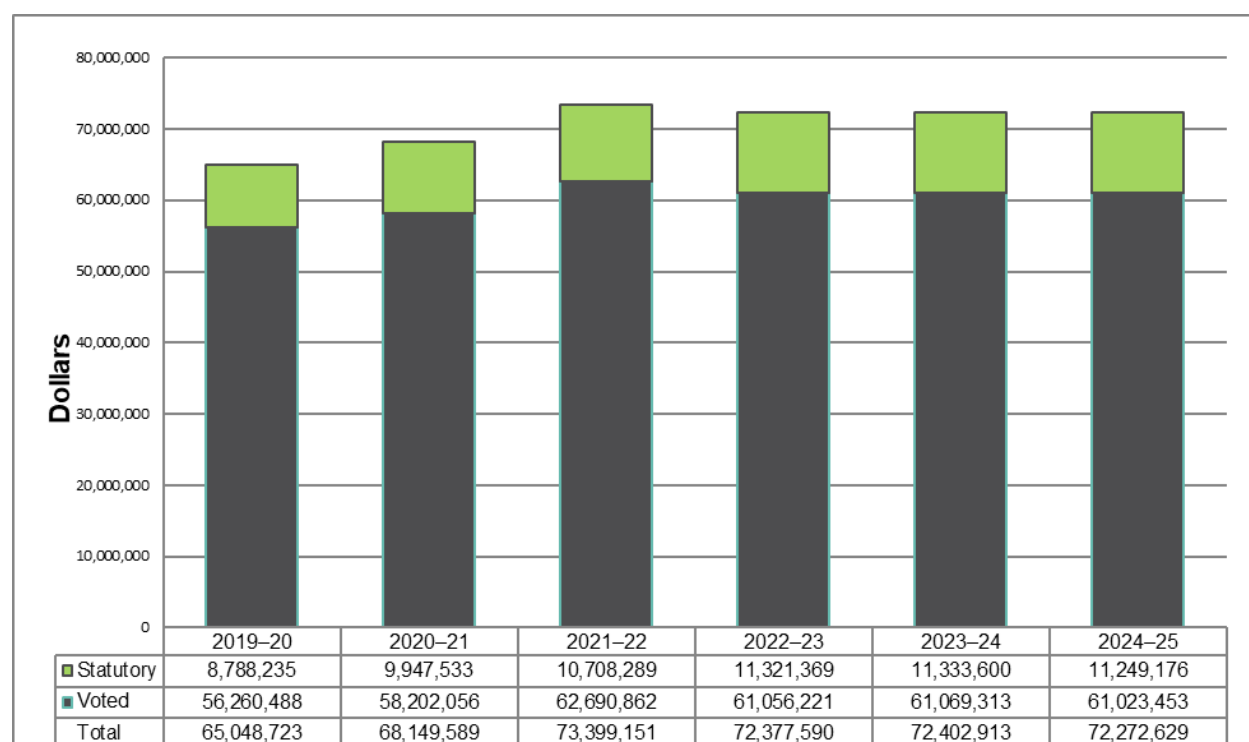
## Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

### Planned spending

#### Departmental spending 2019–20 to 2024–25

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



Spending is projected to increase from 2020–21 to 2021–22 (\$5.2 M) due to the resumption of in-person proceedings, including mediations and hearings, and related costs following the potential easing of COVID-19 public health restrictions and an increase in personnel expenditures related to the growth in salary rates resulting from the signing of collective agreements. The increase in projected spending is also due to the continued implementation of new legislative mandates for tribunals combined with an increase volume of cases in certain tribunals.

Spending is projected to remain stable from 2021–22 to 2022–23, and ongoing.

## Budgetary planning summary for core responsibility and internal services (dollars)

The following table shows information on spending for each of the ATSSC's core responsibility and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibility and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Support services and facilities to federal administrative tribunals and its members	\$45,771,866	\$47,263,720	\$50,781,408	\$50,562,411	\$50,562,411	\$50,580,102	\$50,489,086
<b>Subtotal</b>	<b>\$45,771,866</b>	<b>\$47,263,720</b>	<b>\$50,781,408</b>	<b>\$50,562,411</b>	<b>\$50,562,411</b>	<b>\$50,580,102</b>	<b>\$50,489,086</b>
Internal services	\$19,276,857	\$20,885,869	\$22,617,743	\$21,815,179	\$21,815,179	\$21,822,811	\$21,783,543
<b>Total</b>	<b>\$65,048,723</b>	<b>\$68,149,589</b>	<b>\$73,399,151</b>	<b>\$72,377,590</b>	<b>\$72,377,590</b>	<b>\$72,402,913</b>	<b>\$72,272,629</b>

The forecast methodology used to calculate planned spending for the Program and Internal Services is based on historical expenditure data (average of the actual expenditures over the last two fiscal years).

Spending is projected to remain stable from 2021-22 to 2022-23, and ongoing.

## 2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibility and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Support services and facilities to federal administrative tribunals and its members	\$84,774,376	\$34,211,965	\$50,562,411
<b>Subtotal</b>	<b>\$84,774,376</b>	<b>\$34,211,965</b>	<b>\$50,562,411</b>
Internal services	\$24,275,417	\$2,460,238	\$21,815,179
<b>Total</b>	<b>\$109,049,793</b>	<b>\$36,672,203</b>	<b>\$72,377,590</b>

The ATSSC is partially funded by vote-netted revenue (a cost recovery mechanism), for the operations of the Social Security Tribunal Secretariat. As the expenses of this secretariat increase, the revenues increase proportionately, thereby decreasing its net cost of operations. The planned revenues result from the authority to make recoverable expenditures on behalf of the Canada Pension Plan and the Employment Insurance Operating Account.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for the ATSSC's core responsibility and for its internal services for 2022–23 and the other relevant years.

### Human resources planning summary for core responsibility and internal services

Core responsibility and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Support services and facilities to federal administrative tribunals and its members	496	505	532	521	521	521
<b>Subtotal</b>	<b>496</b>	<b>505</b>	<b>532</b>	<b>521</b>	<b>521</b>	<b>521</b>
Internal services	153	134	144	151	151	151
<b>Total</b>	<b>649</b>	<b>639</b>	<b>676</b>	<b>672</b>	<b>672</b>	<b>672</b>

The decrease of actual full-time equivalents (FTEs) between 2019-20 and 2020-21 (10 FTEs) is mainly due to the fact that resource utilization in 2020-21 was affected by the transformation of operations brought about by COVID-19, causing delays in backfilling, planned staffing actions, and the appointments of tribunal members.

The forecasted increase of 37 FTEs between 2020-21 and 2021-22 is due to the resumption of staffing across the organisation, to address new tribunal mandates and an increase in case volumes.

The relatively stable number of planned FTEs between 2021-22 and subsequent years is the result of concerted effort to staff vacant positions.

## Estimates by vote

Information on the ATSSC's organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>ix</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the ATSSC's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on the [ATSSC's website](#).<sup>x</sup>

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	\$115,262,279	\$119,859,047	\$4,596,768
Total revenues	\$26,862,976	\$36,672,203	\$9,809,227
Net cost of operations before government funding and transfers	\$88,399,303	\$83,186,844	-\$5,212,459

The increase in the planned results versus the forecast results is due to the difficulty in completing projects in a timely manner due to delays resulting from the global pandemic. Also, in 2022-23 there is planned increase in staffing which will result in increasing the salary expenses.





## Corporate information

### Organizational profile

<b>Appropriate minister(s):</b>	The Honourable David Lametti, P.C., Q.C., M.P. Minister of Justice and Attorney General of Canada
<b>Institutional head:</b>	Orlando Da Silva, LSM, Chief Administrator
<b>Ministerial portfolio:</b>	Department of Justice
<b>Enabling instrument(s):</b>	<i>Administrative Tribunals Support Service of Canada Act</i> <sup>xi</sup>
<b>Year of incorporation</b> <b>/ commencement:</b>	2014

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

Information on the ATSSC's raison d'être, mandate and role is available on the [ATSSC's website](#).<sup>xii</sup>

### Operating context

Information on the operating context is available on the [ATSSC's website](#).<sup>xiii</sup>

### Reporting framework

The ATSSC's approved departmental results framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	<b>Core Responsibility:</b> Support services and facilities to federal administrative tribunals and its members.		Internal Services
	<b>Departmental Result:</b> Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions.	<b>Indicator:</b> Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by chairpersons.	
		<b>Indicator:</b> Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats.	
Program Inventory	Program 1.1: Registry Services		
	Program 1.2: Legal Services		
	Program 1.3: Mandate and Member Services		



## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the ATSSC's program inventory is available on [GC InfoBase](#).<sup>xiv</sup>

## Supplementary information tables

The following supplementary information tables are available on the [ATSSC's website](#)<sup>xv</sup>:

- ▶ [2020 to 2023 Short-form Departmental Sustainable Development Strategy](#)<sup>xvi</sup>
- ▶ [Gender-based analysis plus](#)<sup>xvii</sup>

## Federal tax expenditures

The ATSSC's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xviii</sup> This report provides detailed 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 plus.

## Organizational contact information

### Mailing address

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## 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

### **departmental result (résultat ministériel)**

A change that a department seeks to influence. 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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: **building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.**

**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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**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 *Administrative Tribunals Support Service of Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-1.5/>
- ii *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- iii *Pay Equity Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-4.2/>
- iv Goal 16 – Peace, justice and strong institutions, <https://www144.statcan.gc.ca/sdg-odd/goal-objectif16-eng.htm>
- v *Administrative Tribunals Support Service of Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-1.5/>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- x *Administrative Tribunals Support Service of Canada - Reports*, <https://www.canada.ca/en/administrative-tribunals-support-service/reports.html>
- xi *Administrative Tribunals Support Service of Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-1.5/>
- xii *Administrative Tribunals Support Service of Canada*, <https://www.canada.ca/en/administrative-tribunals-support-service.html>
- xiii *Administrative Tribunals Support Service of Canada - Reports*, <https://www.canada.ca/en/administrative-tribunals-support-service/reports.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv *Administrative Tribunals Support Service of Canada - Reports*, <https://www.canada.ca/en/administrative-tribunals-support-service/reports.html>
- xvi 2020 to 2023 Short-form Departmental Sustainable Development Strategy, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/dp-dsds-202021-en.html>
- xvii 2023-22 Gender-based analysis plus, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/dp-gba-2022-23.html>
- xviii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>