



**Department of Justice Canada
Legal Services Client Feedback Survey:**

Survey Results – Cycle IV (2020-2022)

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Management Sector

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DEFINITIONS AND SYMBOLS

For ease of reference, please refer to the following to aid in the navigation of this report:

Definitions:

Legal Service Type: There are four legal service types offered by the Department of Justice Canada:

1. Legal Advisory Services;
2. Litigation Services;
3. Legislative Drafting Services; and
4. Regulatory Drafting Services.

Element: The term “element” refers to the individual questions of the Client Feedback Survey (CFS) questionnaire.

Service Dimension: A service dimension is a client satisfaction criterion and is a collection of elements that share a similar focus. There are four service dimensions:

1. Accessibility/responsiveness of legal services;
2. Legal risk management;
3. Timeliness of legal services; and
4. Usefulness of legal services.

Satisfaction Rating/Rating: The average (mean) rating calculated for a given element.

Composite Rating: A composite rating indicates the average (mean) rating for a particular element, or group of elements, categorized by service type and/or service dimension.

Symbols:

* High margins of error can result from an insufficient number of responses and/or high variability between users’ responses. For this report, ratings with margins of error exceeding 0.4 are considered to be less reliable and to have limited potential for analysis. An asterisk indicates margins of error that fit this description. For more information on margins of error and the methodology, please refer to Annex A of this report.

† Denotes a statistically significant difference in ratings between categories. A statistically significant difference indicates that the difference observed between two ratings is unlikely to have occurred by chance alone.

n/a Indicates that the element was not included as part of the survey at the time.

Interpreting Results:

The Department has identified a performance target of 8.0 on a 10-point scale for each of the satisfaction elements for which client feedback was sought. Throughout the report, a colour-coding scheme for the presentation of results has been adopted (see colour-coding scheme on the right).

<u>Colour-Coding of Results</u>
Strong – surpassed target (mean ratings of 8.4 to 10)
Positive – met target (mean ratings of 8.0 to 8.3)
Moderate – slightly below target (mean ratings of 7.3 to 7.9)
Opportunities for Improvement – target not met (mean ratings of 6.5 to 7.2)
Attention Required – significantly below target (mean ratings less than 6.5)

EXECUTIVE SUMMARY

This report presents the results of the Cycle IV Department of Justice Canada Legal Services Client Feedback Survey (CFS), featuring data collected during the period from October 2020 to May 2022. Previous deployments of the CFS include Cycle I (2006-2009), Cycle II (2009-2012) and Cycle III (2016-2019). Cycle IV of the survey took place during the COVID-19 pandemic, whereby legal services were administered under extraordinary conditions and service delivery was directly affected (e.g. disruption of in-person services and rapid/increased reliance on virtual communications). It is not possible at this time to determine the impact, if any, that the implementation of these new working conditions may have had on client satisfaction.

For Cycle IV, invitations to participate in the CFS were intended for employees at the EX-minus-1 level and above in the National Capital Region (NCR) and the EX-minus-2 level and above in the regions.¹ From across 43 client departments and agencies there were 4,598 service users who reported having received Justice Canada legal services in the 12 months prior to the survey.² Only service users were asked to provide feedback on the quality of legal services received.

Overall Quality of Legal Services

Clients were asked to rate their satisfaction of the overall quality of the legal services received from the Department. As indicated in the following table, overall quality ratings across all four service types were “strong”, suggesting that the users of Justice Canada legal services were satisfied with the services provided by the Department in the 12 months prior to the survey. In addition, the overall quality rating for Regulatory Drafting Services was found to have improved by a statistically significant difference from the previous CFS cycle rating.

<i>Satisfaction Ratings for Overall Quality of Legal Services by Legal Service Type</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Legal Advisory Services	8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Litigation Services	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Legislative Drafting Services	8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Regulatory Drafting Services †	8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)

The CFS includes general questions that are not specific to the legal service type(s) selected, which are referred to as Overall Considerations. As depicted in the table below, satisfaction ratings were “strong” for all elements within this category despite the Department having had to adapt to new service protocols due to the COVID-19 pandemic.

¹ In total, 37,046 potential users of the Department’s legal services were invited to participate in the survey.

² Cycle III (previous survey): From across 41 client organizations, 53,230 potential users of Department of Justice Canada legal services at the EX-minus-2 level and above in the National Capital Region as well as at the EX-minus-3 level and above in the regions, received an invitation to participate in the CFS. Of this total, 5,545 respondents reported having used Justice Canada legal services in the 12 months preceding the survey.

<i>Satisfaction Ratings for Overall Considerations</i>	Cycle IV (2020-2022)
Official Languages: Overall level of satisfaction with the accessibility of legal services in the official language of your choice	9.5 (±0.0)
Courteousness/Respectfulness: Overall level of satisfaction with the courteousness/respectfulness of legal service providers	9.5 (±0.0)
Service Provider: Overall level of satisfaction with the ease with which the correct service provider to meet your needs was identified	9.0 (±0.0)
Satisfaction with access mode: Email	9.0 (±0.0)
Satisfaction with access mode: Telephone	9.0 (±0.0)
Satisfaction with access mode: In person	8.9 (±0.1)

Client Satisfaction with Service Dimensions

The table below provides the composite ratings for each of the four service dimensions of client satisfaction. When broken down by legal service type, all composite ratings for each service dimension either met or exceeded the departmental target.

<i>Composite Ratings by Service Dimension and Service Type</i>	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
Accessibility/Responsiveness of Legal Services³	8.1 (±0.1)	8.1 (±0.1)	8.4 (±0.2)	8.3 (±0.2)
Legal Risk Management	8.7 (±0.0)	8.6 (±0.1)	8.7 (±0.2)	8.7 (±0.1)
Timeliness of Legal Services	8.4 (±0.1)	8.5 (±0.1)	8.7 (±0.2)	8.4 (±0.1)
Usefulness of Legal Services	8.7 (±0.0)	8.6 (±0.1)	8.7 (±0.2)	8.7 (±0.1)

Annex B provides satisfaction ratings for individual elements by legal service type as well as service dimension.

Conclusion

Cycle IV survey results for the Department were largely favourable, featuring “strong” ratings for the overall quality of Legal Advisory Services, Litigation Services, Legislative Drafting Services and Regulatory Drafting Services provided. Furthermore, the Department exceeded the departmental target of 8.0 for satisfaction ratings across all elements for the first time since the inception of the CFS.

³ Does not include Overall Considerations elements as these questions were asked independently of service type(s) used. As a result, the Accessibility/Responsiveness Service Dimension, when assessed by Service Type, only features one element: *regularly provided ongoing feedback informing you of the status of your request(s) for services.*

SECTION 1 – OVERVIEW OF THE SURVEY

Introduction

The Department of Justice Canada is committed to providing high-quality legal services to support the federal government and its departments and agencies. As one of many ongoing initiatives to support this commitment to service quality, the Department has implemented the CFS as a standardized approach to obtaining client feedback on its legal services. The Corporate Planning, Reporting and Risk Division, within the Finance and Planning Branch of the Management Sector, conducts a cyclical CFS on the legal services provided by the Department.⁴

Context

The CFS is intended to help the Department incorporate client feedback into decision-making regarding the delivery of legal services. It is also used to identify areas where service improvements may be needed and to jointly monitor with clients, progress in meeting client needs and expectations over time. For Cycle IV of the CFS, progress on action plans has been regularly monitored and reported to the Department's Performance Measurement and Evaluation Committee.

In April 2011, Standardized Legal Service Agreements began to incorporate the Department's Service Standards for the Provision of Legal Services in Government.⁵ The CFS is aligned with the Department's Service Standards, allowing the Department to obtain feedback on performance against these standards. As part of the CFS, standards are assessed by legal service type provided (i.e. Legal Advisory, Litigation, Legislative Drafting, and Regulatory Drafting Services), with the aim of enabling the Department to better ascertain and address any potential issues and areas of improvement.

The Department's Service Standards for legal services are an essential component of the Memoranda of Understanding between the Department and its client departments and agencies. The Service Standards, in combination with the results of the CFS, provide senior managers with ongoing and reliable information on client perceptions of legal services delivery relative to service commitments.

The CFS is a key element of the Department's Results Framework, which is prescribed by the Treasury Board's Policy on Results. Specifically, the survey is a key source of evidence used to demonstrate the Department's achievements regarding the delivery of high-quality legal services to government, which constitutes approximately 45% of overall departmental spending.⁶

New features for Cycle IV

Prior to the commencement of CFS Cycle IV, the survey underwent a comprehensive review, with new features added as a result. Notably, questions with low response rates during Cycle III were removed and the survey population was narrowed. Specifically, a new target population was established to include employees at the EX-minus-1 and above levels in the NCR (previously EX-minus-2 and above) and employees at the EX-minus-2 and above levels in the regions (previously EX-

⁴ For details on the methodology used in the approach and execution of the survey, please refer to the Annex A of this report.

⁵ See Annex H.

⁶ [2021-22 Department Results Report](#).

minus-3 and above). As a result, a more concentrated group of potential service users was surveyed as part of Cycle IV.

Since Cycle III, legal service users have had the option to provide feedback by way of open-ended comment boxes. The comment analysis process for the current cycle incorporates the use of text-analysis, an in-house initiative carried out in collaboration with Justice Canada's Business Analytics Centre (BAC). This allows for a more comprehensive analysis of the comments received from legal service users by categorizing comments as either positive, neutral or negative.

The results of the survey, including these new features, are presented in the following sections and annexes of this report. Of note, composite ratings⁷ from previous cycles may not be fully comparable at all levels to those of the current cycle due to the restriction of the target population and minor changes in the grouping of elements.

⁷ A composite rating indicates the mean (average) rating of a group of elements. Composite ratings depict the mean result of an individual element, or group of elements, across one or more service types. See Annex C for a list of composite results by service type and service dimension.

SECTION 2 – SURVEY RESULTS

2.1 Survey Response

From October 2020 through May 2022, client departments and agencies from the Indigenous Rights and Relations Portfolio, the Business and Regulatory Law Portfolio, the Central Agencies Portfolio⁸, the Public Safety, Defence and Immigration Portfolio, and the Tax Law Services Portfolio were surveyed as part of the fourth CFS cycle.⁹ Across all 43 departments and agencies surveyed, 4,598 respondents reported having used Justice Canada legal services in the 12 months prior to the survey.¹⁰

Exhibit 1 below identifies the reported number of legal service users by legal service type. Of the 4,598 service users, 4,072 reported using Legal Advisory Services, 1,510 reported using Litigation Services, 199 reported using Legislative Drafting Services and 502 reported using Regulatory Drafting Services.

Exhibit 1: Number of Service Users by Legal Service Type

All Service Users	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
4,598	4,072 (88.6%)	1,510 (32.8%)	199 (4.3%)	502 (10.9%)

N.B. Percentages do not add to 100% as service users could report use of more than one type of legal service.

2.2 Understanding Performance Results

In the subsections that follow, client satisfaction ratings are presented on the overall results and assessed against client knowledge of the Department’s Service Standards for the Provision of Legal Services. Results are then organized by legal service type (i.e., Legal Advisory, Litigation, Legislative Drafting, and Regulatory Drafting Services)¹¹, and include a comparison of Cycle III and IV satisfaction ratings by service dimension, an assessment of Cycle IV satisfaction and importance ratings, and include select client comments that were received during Cycle IV.

2.3 Overall Results

Client feedback ratings on the overall quality of Legal Advisory Services (8.6), Litigation Services (8.5), Legislative Drafting Services (8.6) and Regulatory Drafting Services (8.6) were “strong”, demonstrating high levels of satisfaction among the Department’s clients on the legal services received.

⁸ The Privy Council Office, considered independent of any portfolio, was surveyed along with departments and agencies from the Central Agencies Portfolio.

⁹ See Annex E for a complete breakdown of respondents by department/agency.

¹⁰ See Annex F for a profile of CFS Cycle IV service users.

¹¹ See Annex G for the distribution of service users by service provider and type.

In addition, the overall quality rating has improved by a statistically significant difference¹² for Regulatory Drafting Services since Cycle III of the CFS. Annex B provides a detailed comparison of ratings across all four survey cycles conducted to date.

<i>Exhibit 2: Satisfaction Ratings for Overall Quality of Legal Services by Legal Service Type</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Legal Advisory Services	8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Litigation Services	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Legislative Drafting Services	8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Regulatory Drafting Services †	8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)

Composite ratings for each of the service dimensions surpassed the departmental target of 8.0, with all four dimensions having received a “strong” result (Exhibit 3).¹³

<i>Exhibit 3: Composite Ratings by Service Dimension</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Accessibility/Responsiveness of Legal Services ¹⁴	9.0 (±0.0)	8.7 (±0.0)
Legal Risk Management	8.7 (±0.0)	8.5 (±0.0)
Timeliness of Legal Services	8.5 (±0.0)	8.2 (±0.0)
Usefulness of Legal Services	8.7 (±0.0)	8.4 (±0.0)

2.4 Knowledge of Service Standards

The Department incorporates Service Standards for the Provision of Legal Services in its legal service agreements with client departments and agencies. To assess the degree to which users of legal services are familiar with the Service Standards, users were asked to rate their knowledge of the Service Standards. Of the 4,598 service users, 36.4% rated their knowledge of the Service Standards as “very good” or “good”, while 51.2% rated their knowledge of the Standards as “fair” or “poor”. The remaining 12.4% of service users were “unable to assess” their knowledge of the Standards (Exhibit 4).¹⁵

¹² A statistically significant difference indicates that the differences observed between specific results are very unlikely to have occurred by chance alone. In this study, statistically significant differences were detected by way of classical independent two samples t-tests. For further details, please refer to the Annex A of this report.

¹³ See Annex C for a breakdown of service dimension composite ratings by service type. Of note, no tests to determine whether statistically significant differences were observed between Cycle IV and III groups were performed due to unequal elements.

¹⁴ Includes Overall Considerations elements.

¹⁵ For the previous survey (Cycle III), there were 5,545 service users: 33% rated their knowledge of the Service Standards as “good” or “very good” while 55% rated their knowledge of the Standards as “fair” or “poor”. The remaining 12% of service users were “unable to assess” their knowledge of the Standards.

Exhibit 4: Knowledge of Service Standards (All legal services combined)*

Very Good	Good	Fair	Poor	Unable to Assess
876 (19.1%)	798 (17.4%)	1,036 (22.6%)	1,318 (28.7%)	570 (12.4%)

*Total may not equal 100% due to rounding.

Service user knowledge of the Department’s Service Standards has consistently been found to coincide with service user ratings of satisfaction. For Cycle IV, service users who rated their knowledge of the Service Standards as “very good” or “good” provided more favourable ratings than those who rated their knowledge as “fair” or “poor” across all survey elements. Of note, differences between these two groups of service users were found to be statistically significant for the overall quality ratings of Legal Advisory and Litigation Services (Exhibit 5).

<i>Exhibit 5: Overall Quality of Legal Services by Knowledge of Service Standards</i>	Very Good or Good Knowledge	Fair or Poor Knowledge
Legal Advisory Services †	8.9 (±0.1)	8.4 (±0.1)
Litigation Services †	8.9 (±0.1)	8.2 (±0.1)
Legislative Drafting Services	8.9 (±0.3)	8.6 (±0.3)
Regulatory Drafting Services	8.8 (±0.2)	8.6 (±0.2)

2.5 Legal Advisory Services

Legal Advisory Services, as defined in the survey, includes providing legal opinions and risk analyses; identifying appropriate dispute prevention and resolution processes; preparing and reviewing legal documents, signalling legal trends and developments; legal support (legal drafting and legal advice) related to treaty negotiations; and, providing legal training and seminars to departmental or agency officers and employees. The majority (90.7%) of service users reported having received Legal Advisory Services from the Legal Service Unit dedicated to their department or agency (Annex G). In terms of the frequency that legal advisory service users received legal advice from the Department of Justice, 2.3% reported receiving advice daily or almost daily, 9.7% reported receiving advice one to two times per week, 25.4% reported receiving advice one to two times per month, and 62.6% reported receiving advice less than once per month.

Overall quality of Legal Advisory Services received a “strong” satisfaction rating of 8.6. In addition, client feedback regarding Legal Advisory Services was “strong” for the majority (13/15) of the elements reported, with most individual ratings having exceeded the departmental target of 8.0 (Annex B).

2.5.1 Accessibility/Responsiveness of Legal Advisory Services

When broken down by service type, the service dimension of accessibility/responsiveness consists of a single element. For Legal Advisory Services, this element improved by a statistically significant difference from the previous survey cycle rating to exceed the departmental target (Exhibit 6).

<i>Exhibit 6: Individual Element of Accessibility/Responsiveness for Legal Advisory Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.1 (±0.1)	7.8 (±0.1)

2.5.2 Legal Risk Management of Legal Advisory Services

Across all three elements of legal risk management for Legal Advisory Services, ratings continued to remain “strong” and above the departmental target for the current cycle (Exhibit 7). In addition, all ratings improved by a statistically significant difference compared to the previous cycle ratings.

<i>Exhibit 7: Individual Elements of Legal Risk Management for Legal Advisory Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Advised you of issues/developments which may impact your department/agency †	8.7 (±0.0)	8.5 (±0.0)
Worked with you to identify legal risks †	8.8 (±0.0)	8.6 (±0.0)
Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.0)

2.5.3 Timeliness of Legal Advisory Services

All three elements of timeliness for Legal Advisory Services exceeded the departmental target (Exhibit 8). In addition, two of these elements have improved by a statistically significant difference when compared to the previous cycle ratings.

<i>Exhibit 8: Individual Elements of Timeliness for Legal Advisory Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Responded in a timely manner to requests for legal services	8.2 (±0.1)	8.1 (±0.1)
Negotiated mutually acceptable deadlines †	8.5 (±0.1)	8.0 (±0.1)
Met mutually acceptable deadlines †	8.6 (±0.1)	8.3 (±0.1)

2.5.4 Usefulness of Legal Advisory Services

As shown in Exhibit 9, Legal Advisory Services received “strong” ratings for all elements within the usefulness service dimension, with all comparable elements having improved by a statistically significant difference since the previous CFS. Of note, there was a large increase in satisfaction for the Service Standard element: *identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means*.

<i>Exhibit 9: Individual Elements of Usefulness for Legal Advisory Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Fully understood the nature of the problem/ issue for which you received assistance †	8.8 (±0.0)	8.6 (±0.0)
Involved you in the development of legal strategy and positions †	8.6 (±0.1)	8.3 (±0.1)
Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.7 (±0.1)	8.2 (±0.1)
Provided clear and practical guidance on resolving the legal issue(s) †	8.5 (±0.1)	8.3 (±0.0)
Provided consistent legal advice †	8.7 (±0.0)	8.5 (±0.0)
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means †	8.9 (±0.1)	8.0 (±0.1)
Provided effective support for treaty negotiation	9.6 (±0.3)	n/a

2.5.5 Service Standards - Importance

Questions regarding the importance of each of Justice Canada’s Service Standards for the Provision of Legal Services offer additional insight into client satisfaction ratings. These questions help gauge the relative value of each of the Service Standards from the client’s perspective.

The extent of the disparity between the rated importance of a Service Standard and a client’s rated satisfaction with the Department’s performance towards that Service Standard may identify a potential opportunity for improvement. Exhibit 10 below (Annex D for more detail) presents both importance and satisfaction ratings by Service Standard in order of largest to smallest disparity. Importance ratings ranged from 9.2 to 9.4 and satisfaction ratings ranged from 8.1 to 8.9. As observed, two elements featured disparities of 1.0 or greater.

For Legal Advisory Services, the largest disparity, of magnitude 1.2, was observed for the element *responded in a timely manner to requests for legal services*, of the timelines service dimension.

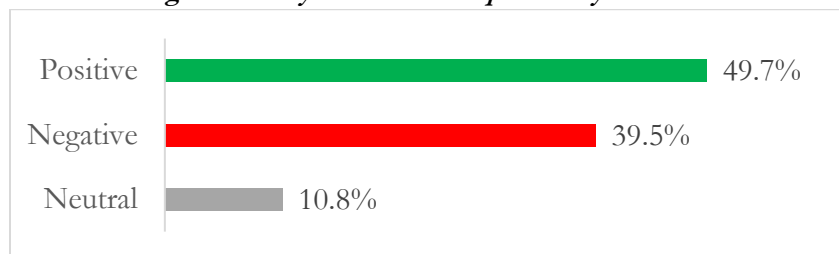
Exhibit 10: Legal Advisory Services - Satisfaction and Importance Ratings



2.5.6 Comments on Legal Advisory Services Provided

As illustrated in the following exhibit, half of the 696 comments received regarding Legal Advisory Services were positive. Representative comments for this service type, presented in the language received, are featured below.

Exhibit 11: Legal Advisory Services – Responses by Sentiment Score



“The degree of flexibility that has been demonstrated over the past year, particularly through such unprecedented times and shifting priorities, has been exceptional and sincerely appreciated. Most notably, our service provider has been instrumental on so many facets and consistently goes beyond in terms of their availability and the quality of services/advice rendered. Thank you.”

“I have always found legal advisory services to be extremely valuable and of high quality. The only complaint I have is with respect to the capacity of legal advisory servicers. Legal

services simply does not have the resources necessary to be active in anything other than very high priority files. As such, legal advice regarding lower priority files is typically not sought, which creates risk.”

“Le bilinguisme, le charme et la démarche de haut niveau rend les discussions difficiles agréables, je voudrais féliciter mon représentant.”

“Great service and generally satisfied. Felt that the capacity of the LSU assigned to my department was limited due to workload and other competing priorities, more so than any specific fault of the person.”

“Excellent client service mentality, very dedicated to providing helpful and enabling legal services while providing frank and neutral advice on legal risks. As we work in a very technical area, a legal team with an IT background or skillset would allow our legal team to better understand the problems and operational scenarios that we require legal guidance on. That said, our LSU has invested heavily and understands our technical operating context very well relative to others with similar backgrounds or expertise owing to the time they have invested in understanding our operations and legal context.”

2.6 Litigation Services

Litigation Services are defined in the survey as services before all court levels and before administrative and inquiry bodies, domestically and internationally, including: representing the federal government in the resolution of litigious or potentially litigious matters taking into account opportunities for utilizing appropriate dispute prevention and resolution methods that promote early settlement; gathering and challenging evidence in accordance with applicable rules of evidence; and, developing legal positions and making submissions in order to preserve the interests of departments or agencies and those of the federal government as a whole. The majority (72.3%) of service users reported having received Litigation Services from the Legal Service Unit dedicated to their department or agency, and one-quarter (24.5%) reported having received Litigation Services from the National Litigation Sector (Annex G). In examining the frequency of their interactions with JUS litigation service providers, 5.4% of service users reported interactions as daily or almost daily, 15.8% reported interactions of one to two times per week, 33.6% reported interactions of one to two times per month, and 45.2% reported interactions of less than once per month.

The survey results indicated that clients were satisfied with the overall quality of the Litigation Services they received (8.5). All elements for this service type exceeded the departmental target of 8.0, with the majority (13/15) of elements featuring “strong” ratings (Annex B).

2.6.1 Accessibility/Responsiveness of Litigation Services

The rating for the accessibility/responsiveness element of Litigation Services exceeded the departmental target with a “positive” rating (Exhibit 12). In addition, satisfaction for this element has improved by a statistically significant difference since the previous cycle.

<i>Exhibit 12: Individual Element of Accessibility/Responsiveness for Litigation Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.1 (±0.1)	8.0 (±0.0)

2.6.2 Legal Risk Management of Litigation Services

Feedback on the legal risk management service dimension was “strong” across all three elements (Exhibit 13). In addition, ratings for all three elements have improved by a statistically significant difference since the previous cycle.

<i>Exhibit 13: Individual Elements of Legal Risk Management for Litigation Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Advised you of issues/developments which may impact your department/agency †	8.6 (±0.1)	8.4 (±0.1)
Worked with you to identify legal risks †	8.6 (±0.1)	8.4 (±0.1)
Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.1)

2.6.3 Timeliness of Litigation Services

Feedback for two of the three timeliness elements received “strong” satisfaction ratings and improved by a statistically significant difference compared to the ratings of the previous cycle (Exhibit 14). The rating for the third element, *responded in a timely manner to requests for legal services*, has remained “positive” since the previous cycle.

<i>Exhibit 14: Individual Elements of Timeliness for Litigation Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Responded in a timely manner to requests for legal services	8.3 (±0.1)	8.3 (±0.1)
Negotiated mutually acceptable deadlines †	8.5 (±0.1)	8.2 (±0.1)
Met mutually acceptable deadlines †	8.7 (±0.1)	8.4 (±0.1)

2.6.4 Usefulness of Litigation Services

As depicted in Exhibit 15, client satisfaction ratings on the usefulness of Litigation Services were “strong” across all elements. In addition, all of the elements that make up this service dimension, save for *fully prepared you to give testimony in a proceeding*, improved by a statistically significant difference since the previous survey. Of note, there was a large increase in satisfaction for the Service Standard element: *identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means*.

Exhibit 15: Individual Elements of Usefulness for Litigation Services

	Cycle IV (2020-2022)	Cycle III (2016-2019)
Fully understood the nature of the problem/issue for which you received assistance †	8.7 (±0.1)	8.5 (±0.1)
Involved you in the development of legal strategy and positions †	8.5 (±0.1)	8.2 (±0.1)
Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.5 (±0.1)	8.1 (±0.1)
Provided clear and practical guidance on resolving the legal issue(s) †	8.4 (±0.1)	8.3 (±0.1)
Provided consistent legal advice †	8.7 (±0.1)	8.5 (±0.1)
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means †	8.8 (±0.1)	7.8 (±0.1)
Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	8.7 (±0.2)

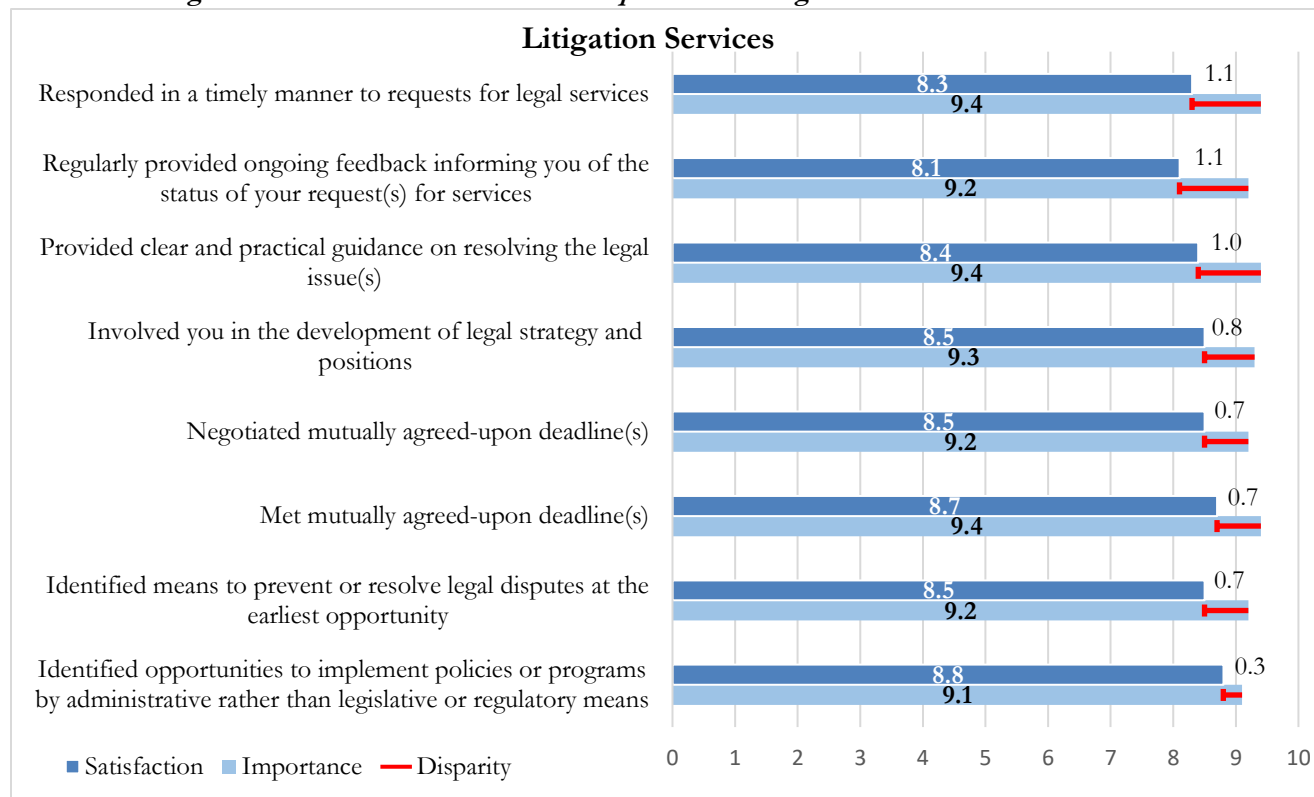
2.6.5 Service Standards - Importance

As mentioned, the extent of the disparity between the rated importance of a Service Standard and a client’s satisfaction with the Department’s performance regarding that Service Standard may identify a potential opportunity for improvement.

Exhibit 16 below (see Annex D for more detail) presents both importance and satisfaction ratings by element in order of largest to smallest disparity to provide the reader a visual representation of the disparities that were found. For Litigation Services, importance ratings ranged from 9.1 to 9.4 and satisfaction ratings ranged from 8.1 to 8.8.

For Litigation Services, the largest disparity, of magnitude 1.1, was observed for two elements: *responded in a timely manner to requests for legal services* and *regularly provided ongoing feedback informing you of the status of your request(s) for services*.

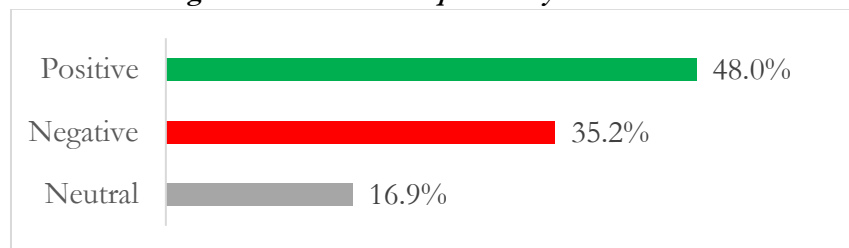
Exhibit 16: Litigation Services - Satisfaction and Importance Ratings



2.6.6 Comments on Litigation Services Provided

As illustrated in the following exhibit, roughly half of the 219 comments received regarding Litigation Services were positive. Representative comments for this service type, presented in the language received, are included below.

Exhibit 17: Litigation Services – Responses by Sentiment Score



“Our dealings with the litigation sector have been consistently positive. The lawyers are knowledgeable, good at understanding our programs and issues, are timely with responses, give good advice, and have done well in court.”

“It’s my sense that there is a significant shortage of litigators and that those available are extremely overtasked, which are the reasons why support to my project have at times fallen short of requirements. The services provided have in general been outstanding, but

not timely. I suggest the best way to recruit and retain top talent, not burn them out, and allow them to deliver timely support services to their clients, is to have more of them.”

“My case was extremely challenging given the covid times that we live in. Yet the litigator was able to resolve my case at the federal court and the follow up issues that came out of the court's decision. In addition, they volunteered to speak about the case at a virtual learning event I coordinated. The service was excellent.”

“Highly profession and competent people. I may not always be happy about the timelines, but that is likely due to workload. However, the quality of services is always excellent.”

“Les services reçus du services de contentieux au cours de la dernière année ont été encore une fois des plus professionnels. La rapidité, la précision et les explications aux réponses fournies à nos demandes ont été fort appréciées. Nous nous sentons entre très bonnes mains. Merci.”

2.7 Legislative Drafting Services

Legislative Drafting Services are defined in the survey as drafting bills and motions to amend bills before Parliament, all in accordance with Cabinet instructions and applicable directives, established drafting conventions and the requirements of Canada’s bilingual and bijural legal system, as well as certifying that federal government bills are not inconsistent with the *Canadian Charter of Rights and Freedoms* and the *Canadian Bill of Rights*. The majority (86.9%) of service users reported having received Legislative Drafting Services from the Legislative Services Branch (Annex G). On average, 55.2% of legislative drafting projects lasted zero to six months; 24.4% lasted six to twelve months and 20.3% lasted greater than a year. For the majority of drafting projects, service users reported that policy development had been completed to a great extent (61.1%) prior to requesting legislative drafting services (26.1% reported a moderate extent, 10.0% reported a lesser extent and 2.8% reported not at all). Most legislative drafting service users reported being actively involved in only one legislative drafting project within the 12 months prior to being surveyed, with about one-third (33.9%) being involved in two or more legislative drafting projects.

The survey results indicated that clients of Legislative Drafting Services were satisfied with the overall quality (8.6) of services they received. All 12 elements specific to Legislative Drafting Services exceeded the departmental target of 8.0 with “strong” ratings (Annex B).

2.7.1 Accessibility/Responsiveness of Legislative Drafting Services

The rating for the accessibility/responsiveness element of Legislative Drafting Services was “strong”.

<i>Exhibit 18: Individual Element of Accessibility/Responsiveness for Legislative Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.4 (±0.2)	8.3 (±0.2)

2.7.2 Legal Risk Management of Legislative Drafting Services

All three legal risk management elements continued to feature “strong” ratings.

<i>Exhibit 19: Individual Elements of Legal Risk Management for Legislative Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Advised you of issues/developments which may impact your department/agency	8.6 (±0.2)	8.5 (±0.2)
Worked with you to identify legal risks	8.7 (±0.2)	8.5 (±0.2)
Reflected your policy intent in the review and development of legal options to mitigate identified legal risks	8.7 (±0.2)	8.6 (±0.2)

2.7.3 Timeliness of Legislative Drafting Services

Feedback for all three timeliness elements received “strong” satisfaction ratings (Exhibit 20). In addition, one of the three elements have improved by a statistically significant difference since the previous cycle.

<i>Exhibit 20: Individual Elements of Timeliness for Legislative Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Responded in a timely manner to requests for legal services	8.5 (±0.2)	8.4 (±0.2)
Negotiated mutually acceptable deadlines	8.5 (±0.3)	8.2 (±0.2)
Met mutually acceptable deadlines †	8.8 (±0.2)	8.5 (±0.2)

2.7.4 Usefulness of Legislative Drafting Services

As depicted in Exhibit 21, client satisfaction ratings on the usefulness of Legislative Drafting Services were “strong” for all four elements.

<i>Exhibit 21: Individual Elements of Usefulness for Legislative Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Fully understood the nature of the problem/ issue for which you received assistance	8.7 (±0.2)	8.5 (±0.2)
Proposed appropriate solutions for legal and drafting issues raised	8.6 (±0.2)	8.4 (±0.2)
Developed legislative drafting options appropriate to your policy and program objectives	8.7 (±0.2)	8.4 (±0.2)
Provided consistent legal advice	8.5 (±0.3)	8.5 (±0.2)

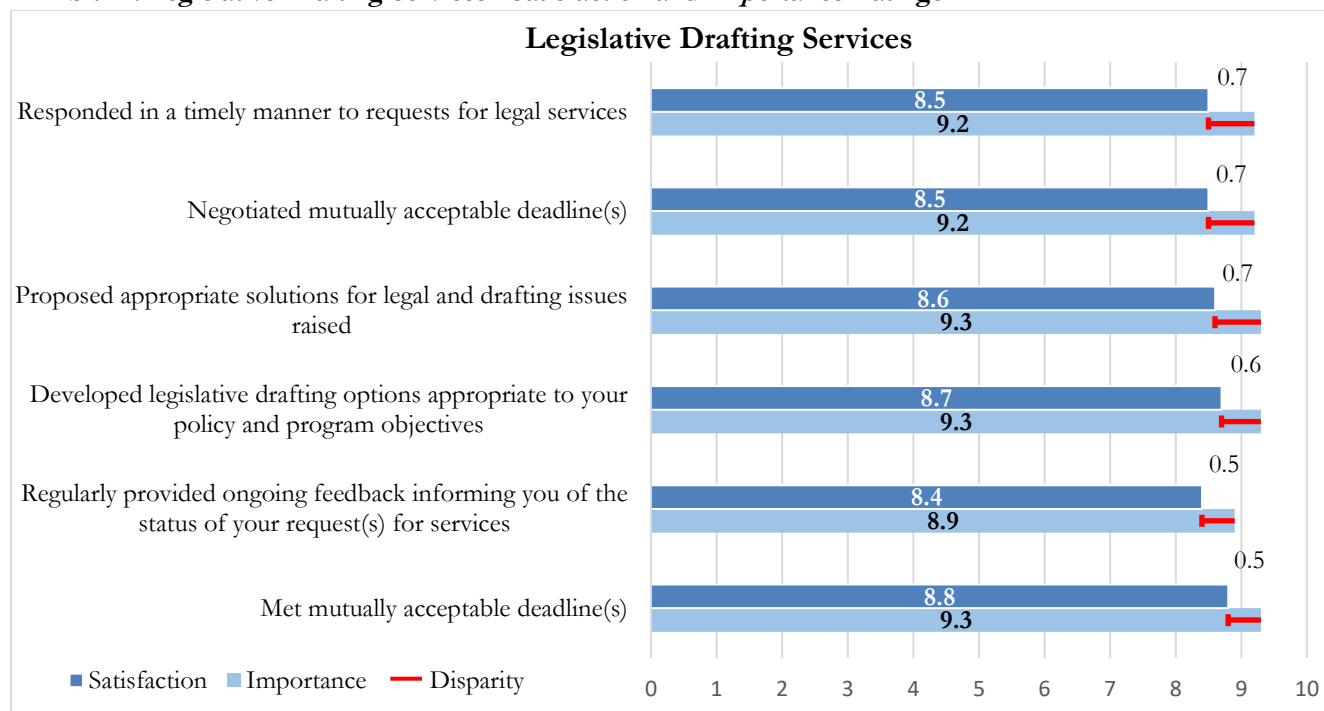
2.7.5 Service Standards - Importance

The extent of the disparity between the rated importance of a Service Standard and a client’s satisfaction with the Department’s performance regarding that Service Standard may identify a potential opportunity for improvement.

Exhibit 22 (see Annex D for more detail) presents both importance and satisfaction ratings by element in order of largest to smallest disparity. For Legislative Drafting Services, importance ratings ranged from 8.9 to 9.3 and satisfaction ratings ranged from 8.4 to 8.8.

For this service type, the largest disparity, of magnitude 0.7, was observed for three elements.

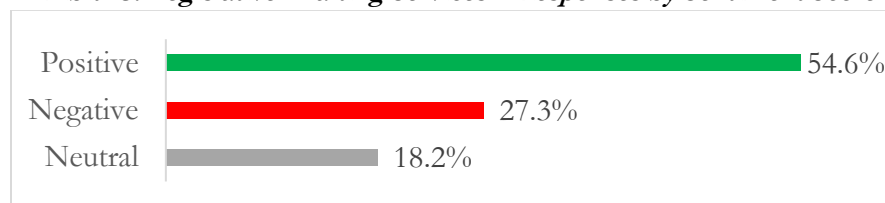
Exhibit 22: Legislative Drafting Services - Satisfaction and Importance Ratings



2.7.6 Comments on Legislative Drafting Services Provided

As illustrated in the following exhibit, just over half of the 22 comments received regarding Legislative Drafting Services were positive. Representative comments for this service type, presented in the language received, are included below.

Exhibit 23: Legislative Drafting Services – Responses by Sentiment Score



“En premier lieu, je suis très satisfait des services que nous recevons de notre conseiller juridique. Par ailleurs, je suis très impressionné par la compétence des conseillers et des rédacteurs juridiques. Merci pour l'appui et le travail acharné qui a mené à mon avis à des propositions de modifications de la loi solides.”

“Several changes in drafting counsel assigned to our file, during a period due to a pause at the start of pandemic, resulted in some different advice during drafting.”

“The drafters I worked with were extremely diligent, found solutions to problems, and met almost all of our extremely pressing timelines. They maintained their professionalism and delivered on results. They provided services that exactly matched our needs, which were at times unrealistic.”

“The only challenge is that there are not enough drafters to meet the ambitious government agenda.”

“I would like to sincerely thank the entire legislative drafting services team for their excellent and unwavering service. I have had the pleasure of working with many drafting teams over a number of years, both directly and indirectly, and without exception, it has always been a positive and productive experience, even when the requirements are difficult. In addition to the quality of the advice and drafting, I have always appreciated each team's patience, openness and highly professional manner in the drafting room. Thank you, and I hope you get a rest.”

2.8 Regulatory Drafting Services

Regulatory Drafting services is defined in the survey as drafting and examination of regulations and statutory instruments in accordance with applicable laws and established drafting conventions as well as providing regulatory policy advice, legal opinions and risk analysis on regulatory proposals within the context of a regulatory drafting file. The majority (65.3%) of service users reported having received Regulatory Drafting Services from the Legal Service Unit dedicated to their department or agency, and nearly one-quarter (23.9%) reported having received services from the Headquarters Regulations Section of the Legislative Services Branch (Annex G). Most service users (56.2%) reported being actively involved in more than one regulatory drafting project within the 12 months prior to being surveyed. For the majority of drafting projects, service users reported that policy development had been completed to a great extent (58.4%) prior to requesting regulatory drafting services (28.8% reported a moderate extent, 8.9% reported a lesser extent and 3.9% reported not at all).

The survey results indicated that clients of Regulatory Drafting Services were satisfied with the overall quality (8.6) of services they received. All elements exceeded the departmental target of 8.0 and the majority (10/12) featured “strong” ratings (Annex B).

2.8.1 Accessibility/Responsiveness of Regulatory Drafting Services

The satisfaction rating for the accessibility/responsiveness element of Regulatory Drafting Services increased by a statistically significant difference from “moderate” to “positive” since the previous survey cycle (Exhibit 24).

<i>Exhibit 24: Individual Element of Accessibility/Responsiveness for Regulatory Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.3 (±0.2)	7.7 (±0.2)

2.8.2 Legal Risk Management of Regulatory Drafting Services

Feedback on all three legal risk management elements were “strong” and have improved by a statistically significant difference since the previous cycle.

<i>Exhibit 25: Individual Elements of Legal Risk Management for Regulatory Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Advised you of issues/developments which may impact your department/agency †	8.7 (±0.1)	8.4 (±0.1)
Worked with you to identify legal risks †	8.7 (±0.1)	8.3 (±0.1)
Reflected your policy intent in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.1)

2.8.3 Timeliness of Regulatory Drafting Services

Ratings for two of the three timeliness elements were “strong” (Exhibit 26). In addition, all three elements have improved by a statistically significant difference since the previous cycle.

<i>Exhibit 26: Individual Elements of Timeliness for Regulatory Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Responded in a timely manner to requests for legal services †	8.3 (±0.2)	7.8 (±0.2)
Negotiated mutually acceptable deadlines †	8.5 (±0.2)	7.7 (±0.2)
Met mutually acceptable deadlines †	8.6 (±0.2)	8.0 (±0.2)

2.8.4 Usefulness of Regulatory Drafting Services

As depicted in Exhibit 27, client satisfaction ratings on the usefulness of Regulatory Drafting Services were “strong”. In addition, ratings have improved by a statistically significant difference compared to the previous cycle.

<i>Exhibit 27: Individual Elements of Usefulness for Regulatory Drafting Services</i>	Cycle IV (2020-2022)	Cycle III (2016-2019)
Fully understood the nature of the problem/ issue for which you received assistance †	8.7 (±0.1)	8.4 (±0.1)
Proposed appropriate solutions for legal and drafting issues raised †	8.7 (±0.1)	8.2 (±0.1)
Developed regulatory drafting options appropriate to your policy and program objectives †	8.7 (±0.1)	8.2 (±0.2)
Provided consistent legal advice †	8.7 (±0.1)	8.3 (±0.1)

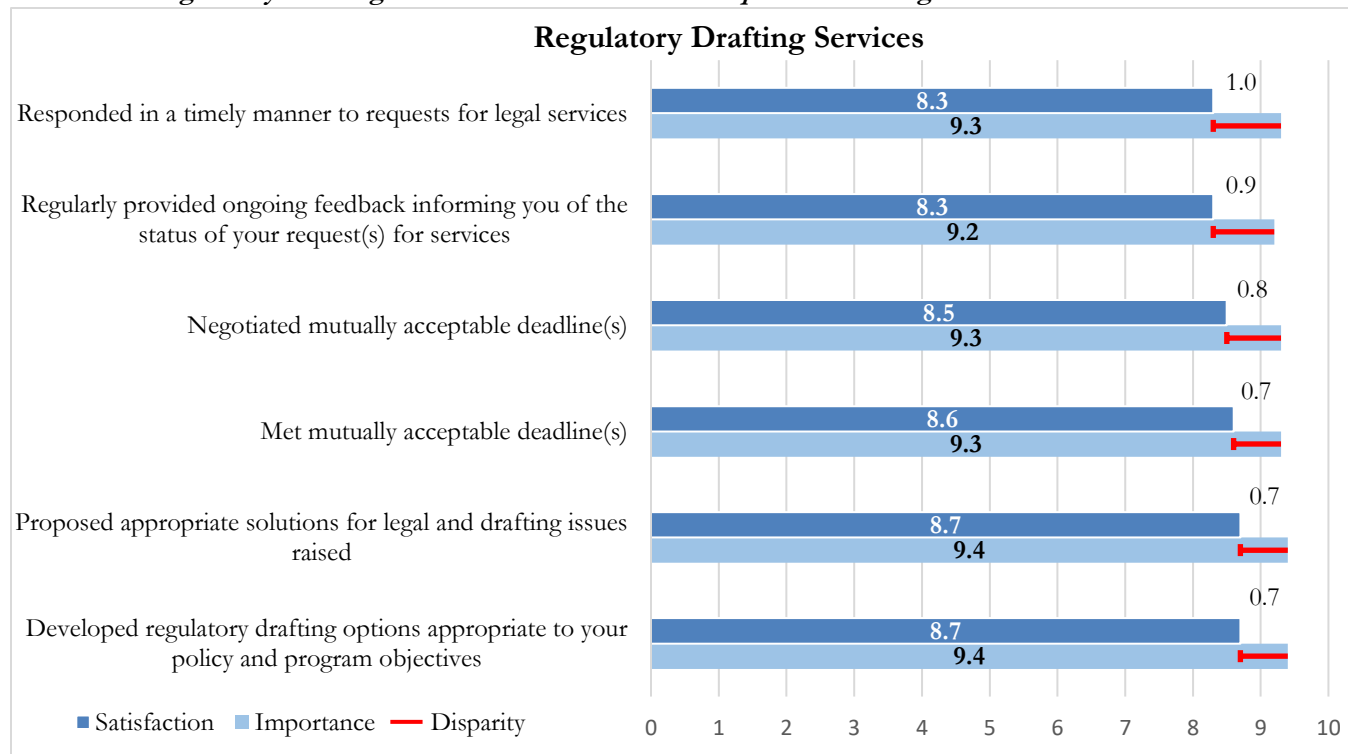
2.8.5 Service Standards - Importance

The extent of the disparity between the rated importance of a Service Standard and a client’s satisfaction with the Department’s performance regarding that Service Standard may identify a potential opportunity for improvement.

Exhibit 28 below (see Annex D for more detail) presents both importance and satisfaction ratings by element in order of largest to smallest disparity. For Regulatory Drafting Services, importance ratings ranged from 9.2 to 9.4 and satisfaction ratings ranged from 8.3 to 8.7.

As observed, the largest disparity, of magnitude 1.0, was found for the element: *responded in a timely manner to requests for legal services*.

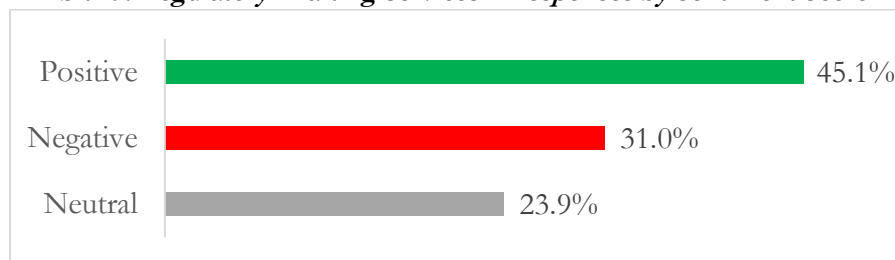
Exhibit 28: Regulatory Drafting Services - Satisfaction and Importance Ratings



2.8.6 Comments on Regulatory Drafting Services Provided

As illustrated in the following exhibit, nearly half of the 71 comments received regarding Regulatory Drafting Services were positive. Representative comments for this service type, presented in the language received, are included below.

Exhibit 29: Regulatory Drafting Services – Responses by Sentiment Score



“Both the English and French jurilinguists were excellent, and made every effort to understand the policy intent and propose language that would reflect this intent. They

were highly pleasant, professional and efficient as they supported our department to draft ministerial orders in support of the pandemic. Thank you.”

“My experience with the drafting unit has overall been excellent. Helpful advice and most often solution-oriented. Sometimes the time to get files drafted has been long and I suspect it simply has to do with capacity given high volume regulatory agenda. Would very much like to see increased capacity.”

“Our regulatory drafters were extremely knowledgeable, nimble, and responsive to our needs and accelerated timelines. They took time to explain potential problems and identify suitable paths forward. The only small negative was that we had some shuffling of drafters on occasions, which temporarily slowed some work and somewhat disrupted the continuity of commentary.”

“Très bon service, mais ils ont manifestement besoin de ressource.”

“Our drafters were excellent, very professional and dedicated to their work. They worked very hard to understand the technical complexities of the regulation we were developing. They listened carefully, asked questions and were open to trying new things. They provided predictable and reasonable timelines and were willing to work with us to find the most effective and efficient ways of making progress. We were very fortunate to have them.”

CONCLUSION

Cycle IV CFS results indicate that, overall, service users were satisfied with the services provided by the Department. The aggregate satisfaction ratings for all individual elements across all service types exceeded the departmental target of 8.0 for the first time in the history of the survey.

Legal Advisory Services elements received satisfaction ratings that were mostly “strong” (two were “positive”). In addition, most ratings (12/15) were found to have improved by a statistically significant difference since the previous cycle ratings.

Litigation Services also received “strong” satisfaction ratings across the majority of elements (two were “positive”). Of note, most elements (12/15) under this service type have improved by a statistically significant difference when compared to the previous cycle ratings.

Legislative Drafting Services featured “strong” ratings across all elements, and one element was found to have improved by a statistically significant difference since the previous cycle.

Regulatory Drafting Services featured “strong” ratings across the majority of elements (two were “positive”), with all ratings having improved by a statistically significant difference compared to the previous cycle ratings.

Overall Considerations elements, which were questions asked at the end of the survey regardless of the service type selected, remained “strong”. Furthermore, five out of six of these elements featured ratings that have improved by a statistically significant difference from the previous cycle ratings.

The fifth survey cycle of the CFS is scheduled to commence in 2023.

ANNEX A – METHODOLOGY

Background

The Department launched the first cycle of the CFS in 2006, which concluded in 2009. Subsequent CFS cycles include Cycle II (2009-12), Cycle III (2016-2019) and Cycle IV (2020-22). Cycle IV of the CFS was launched in October 2020 with the Tax Law Services Portfolio. Next, the survey was conducted across the Indigenous Rights and Relations Portfolio in February 2021, the Central Agencies Portfolio in June 2021, the Business and Regulatory Law Portfolio in November 2021, and finally, the Public Safety, Defence and Immigration Portfolio in May 2022.

Following the conclusion of each survey cycle, an extensive review takes place in an effort to fine-tune the CFS administration process and make improvements where possible. With the guidance of the Statistical Consultation Group at Statistics Canada, the Department has developed the CFS questionnaire and methodology for collecting client feedback on the degree to which the delivery of legal services is meeting the needs and expectations of client departments. Over the years, Statistics Canada has played an important role by reviewing and challenging the proposed approach throughout the survey design and implementation stages, vetting the analyses of survey data and the presentation of findings contained in CFS reports.

Survey Administration

For this cycle, invitations to participate in the CFS were intended for employees at the EX-minus-1 level and above in the National Capital Region (NCR) and the EX-minus-2 level and above in the regions. From across 43 client departments and agencies, 4,598 service users reported having received Justice Canada legal services in the 12 months prior to the survey.

Interpreting Results

The survey collected feedback from clients, in the form of satisfaction ratings, using a 10-point Likert scale¹⁶ with two anchors: not at all satisfied (1) and completely satisfied (10). Feedback was sought along three key dimensions of service quality as per the Department's Service Standards (see Annex H): accessibility/responsiveness, timeliness, and usefulness (the latter includes legal risk management, which is presented separately in this report). Each service dimension is composed of a number of individual elements pertaining to client satisfaction, many of which relate directly to the Department's Service Standards for legal services. Furthermore, service users were asked to rate their level of satisfaction with the overall quality of legal services¹⁷ and overall considerations elements. Specifically for Service Standard elements, in addition to surveying client satisfaction, the questionnaire asked service users to rate the importance of these elements, again using a 10-point scale. Finally, service users were asked to rate their knowledge of Justice Canada's Service Standards.

¹⁶ There is debate in the academic and professional literature regarding the relative merits of using 3, 4, 5, 7 and 10-point scales to measure attitudes and perceptions. After reviewing the literature and undertaking consultations with a variety of groups, the Department, with guidance from Statistics Canada, adopted a 10-point scale. Pre-testing of the questionnaire determined that respondents were able to interpret and understand the scale. Additionally, the 10-point scale allows the Department to track even small changes in client perceptions over time.

¹⁷ This element represents a global appreciation of the services by the respondent, not a composite rating.

It should also be noted that the use of a weighting strategy, adopted for the first cycle of the CFS, was discontinued at the recommendation of Statistics Canada prior to the start of the second cycle. Consequently, any references to previous survey results for elements of satisfaction now refer to comparable unweighted data. Due to this change in methodology, some results may differ from previously circulated values featured in the Cycle I results report.

Margins of error are presented in this report in the form of *rating* (\pm *margin of error*). The magnitude of the margin of error is generally affected by the extent of variability in respondent feedback, the overall size of the respondent group and the confidence level chosen by the survey team. This range of values is called the confidence interval and for the purpose of the CFS, a 95% confidence interval¹⁸ is used. As an example, in this report, overall quality of Litigation Services results are presented as 8.5 (\pm 0.1), which implies that the 95% confidence interval for the mean rating of the overall quality of Litigation Services obtained from this survey is from 8.4 to 8.6.

The CFS used a targeted census approach¹⁹ in which invitations to participate in the survey were sent to all potential users of legal services at the EX-minus-1 level and above in the NCR and the EX-minus-2 level and above in the regions. This approach was chosen because departmental rosters are limited in identifying actual users of legal services and potential sources of error associated with sampling can be avoided. With a census approach, margins of error account for variability related to non-response to the invitation to complete the questionnaire. That is, the respondents to the CFS were treated like a random sample from all potential legal services users, assuming that the respondents were representative of the population of interest. Had all potential users responded to the survey, there would have been no variability and the margins of error would have all been zero, as all ratings/perceptions would have been accounted for. The Finite Population Correction (FPC) Factor²⁰ was also applied as part of the calculation of margins of error in order to take into account the number of potential users and number of survey respondents. In the absence of the FPC, the margins of error would be overstated when survey respondents comprised more than 5.0% of the potential users.

In order to compare ratings between current and past surveys as well as various categories of service users, two independent sample t-tests were undertaken. All t-tests conducted were based on the null hypothesis of equality of two mean ratings against the alternative hypothesis of mean ratings not being equal. In other words, by identifying which of the two hypotheses one fails to reject, one is able to determine whether the difference between the two mean ratings is statistically significant or not.

¹⁸ If the CFS was administered repeatedly on the Cycle IV client population and the same way of estimation was used, then 95% of the resulting confidence intervals would have contained the client population perception or rating for the element(s) under consideration.

¹⁹ A census approach refers to collecting and recording information from all members of a given population, as compared to a sampling approach, which seeks to collect information only from a subset of a given population.

²⁰ In November 2018, the method for calculating the Finite Population Correction Factor was updated on the advice of the Statistical Consultation Group at Statistics Canada.

ANNEX B – COMPARISON OF CURRENT AND PAST SURVEY RESULTS

Aggregate results, across all satisfaction elements assessed as part Cycle IV of the CFS, exceeded the departmental target of 8.0. For **Legal Advisory Services**, most ratings were “strong”, with 12 (out of 15) elements having improved by a statistically significant difference since the previous CFS. For **Litigation Services**, most ratings were “strong” and nearly all ratings have improved since the previous CFS, with 12 (out of 15) elements having improved by a statistically significant difference. For **Legislative Drafting Services**, all ratings were “strong” and the majority have improved (one by a statistically significant difference) since the previous cycle. For **Regulatory Drafting Services** most ratings were “strong” and all ratings have improved since the previous CFS by a statistically significant difference. For elements that fall within the category of **Overall Considerations**, results have continued to remain “strong”, with five of the six ratings having improved by a statistically significant difference.

		Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Legal Advisory Services					
Overall quality of Legal Advisory Services		8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Accessibility / Responsiveness	Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.1 (±0.1)	7.8 (±0.1)	7.2 (±0.1)	7.5 (±0.1)
	Advised you of issues/developments which may impact your department/agency †	8.7 (±0.0)	8.5 (±0.0)	8.2 (±0.0)	8.4 (±0.1)
Legal Risk	Worked with you to identify legal risks †	8.8 (±0.0)	8.6 (±0.0)	8.3 (±0.0)	8.3 (±0.1)
	Reflected your policy intent in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.0)	7.9 (±0.1)	n/a
Timeliness	Responded in a timely manner to requests for legal services	8.2 (±0.1)	8.1 (±0.1)	7.7 (±0.0)	7.8 (±0.1)
	Negotiated mutually acceptable deadlines †	8.5 (±0.1)	8.0 (±0.1)	7.7 (±0.1)	7.9 (±0.1)
	Met mutually acceptable deadlines †	8.6 (±0.1)	8.3 (±0.1)	7.9 (±0.1)	8.0 (±0.1)
Usefulness	Fully understood the nature of the problem/issue for which you received assistance †	8.8 (±0.0)	8.6 (±0.0)	8.3 (±0.0)	8.5 (±0.0)
	Involved you in the development of legal strategy and positions †	8.6 (±0.1)	8.3 (±0.1)	7.7 (±0.1)	7.8 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.7 (±0.1)	8.2 (±0.1)	7.9 (±0.1)	8.1 (±0.1)
	Provided clear and practical guidance on resolving the legal issue(s) †	8.5 (±0.1)	8.3 (±0.0)	8.1 (±0.0)	8.1 (±0.1)
	Provided consistent legal advice †	8.7 (±0.0)	8.5 (±0.0)	8.2 (±0.0)	n/a
	Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means †	8.9 (±0.1)	8.0 (±0.1)	n/a	n/a

		Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
	Provided effective support for treaty negotiation	9.6 (±0.3)	n/a	n/a	n/a
Litigation Services					
Overall quality of Litigation Services		8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
<i>Accessibility / Responsiveness</i>	Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.1 (±0.1)	8.0 (±0.1)	7.7 (±0.1)	7.7 (±0.2)
	Advised you of issues/developments which may impact your department/agency †	8.6 (±0.1)	8.4 (±0.1)	8.2 (±0.1)	8.4 (±0.1)
<i>Legal Risk</i>	Worked with you to identify legal risks †	8.6 (±0.1)	8.4 (±0.1)	8.1 (±0.1)	8.2 (±0.1)
	Reflected your policy intent in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.1)	7.9 (±0.1)	n/a
	Responded in a timely manner to requests for legal services	8.3 (±0.1)	8.3 (±0.1)	8.1 (±0.1)	8.4 (±0.1)
<i>Timeliness</i>	Negotiated mutually acceptable deadlines †	8.5 (±0.1)	8.2 (±0.1)	7.8 (±0.1)	8.3 (±0.1)
	Met mutually acceptable deadlines †	8.7 (±0.1)	8.4 (±0.1)	8.0 (±0.1)	8.3 (±0.1)
	Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	8.7 (±0.2)	n/a	n/a
<i>Usefulness</i>	Fully understood the nature of the problem/issue for which you received assistance †	8.7 (±0.1)	8.5 (±0.1)	8.3 (±0.1)	8.5 (±0.1)
	Involved you in the development of legal strategy and positions †	8.5 (±0.1)	8.2 (±0.1)	7.9 (±0.1)	8.0 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.5 (±0.1)	8.1 (±0.1)	7.9 (±0.1)	8.4 (±0.1)
	Provided clear and practical guidance on resolving the legal issue(s) †	8.4 (±0.1)	8.3 (±0.1)	8.1 (±0.1)	8.3 (±0.1)
	Provided consistent legal advice †	8.7 (±0.1)	8.5 (±0.1)	8.3 (±0.1)	n/a
	Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means †	8.8 (±0.1)	7.8 (±0.1)	n/a	n/a

		Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Legislative Drafting Services					
Overall quality of Legislative Drafting Services		8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
<i>Accessibility / Responsiveness</i>	Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.4 (±0.2)	8.3 (±0.2)	7.6 (±0.2)	7.7 (±0.1)
	Advised you of issues/developments which may impact your department/agency	8.6 (±0.2)	8.5 (±0.2)	8.2 (±0.1)	8.3 (±0.1)
<i>Legal Risk</i>	Worked with you to identify legal risks	8.7 (±0.2)	8.5 (±0.2)	8.1 (±0.1)	8.2 (±0.1)
	Reflected your policy intent in the review and development of legal options to mitigate identified legal risks	8.7 (±0.2)	8.6 (±0.2)	8.0 (±0.2)	n/a
	Responded in a timely manner to requests for legal services	8.5 (±0.2)	8.4 (±0.2)	8.2 (±0.2)	7.8 (±0.1)
<i>Timeliness</i>	Negotiated mutually acceptable deadlines	8.5 (±0.3)	8.2 (±0.2)	8.0 (±0.2)	7.8 (±0.1)
	Met mutually acceptable deadlines †	8.8 (±0.2)	8.5 (±0.2)	8.1 (±0.2)	7.9 (±0.1)
	Fully understood the nature of the problem/issue(s) for which you received assistance	8.7 (±0.2)	8.5 (±0.2)	8.3 (±0.1)	8.3 (±0.1)
<i>Usefulness</i>	Proposed appropriate solutions for legal and drafting issues raised	8.6 (±0.2)	8.4 (±0.2)	8.2 (±0.2)	8.1 (±0.1)
	Developed legislative drafting options appropriate to your policy and program objectives	8.7 (±0.2)	8.4 (±0.2)	8.3 (±0.2)	8.2 (±0.1)
	Provided consistent legal advice	8.5 (±0.3)	8.5 (±0.2)	8.3 (±0.2)	8.0 (±0.1)
	Regulatory Drafting Services				
Overall quality of Regulatory Drafting Services †		8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)
<i>Accessibility / Responsiveness</i>	Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.3 (±0.2)	7.7 (±0.2)	7.7 (±0.2)	7.1 (±0.4)

		Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
<i>Legal Risk</i>	Advised you of issues/developments which may impact your department/agency †	8.7 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.0 (±0.3)
	Worked with you to identify legal risks †	8.7 (±0.1)	8.3 (±0.1)	8.2 (±0.1)	7.9 (±0.3)
	Reflected your policy intent in the review and development of legal options to mitigate identified legal risks †	8.7 (±0.1)	8.4 (±0.1)	8.0 (±0.2)	n/a
<i>Timeliness</i>	Responded in a timely manner to requests for legal services †	8.3 (±0.2)	7.8 (±0.2)	8.0 (±0.1)	7.5 (±0.3)
	Negotiated mutually acceptable deadlines †	8.5 (±0.2)	7.7 (±0.2)	7.8 (±0.1)	7.4 (±0.4)
	Met mutually acceptable deadlines †	8.6 (±0.2)	8.0 (±0.2)	8.0 (±0.2)	7.5 (±0.3)
<i>Usefulness</i>	Fully understood the nature of the problem/issue(s) for which you received assistance †	8.7 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	7.9 (±0.3)
	Proposed appropriate solutions for legal and drafting issues raised †	8.7 (±0.1)	8.2 (±0.1)	8.3 (±0.1)	7.7 (±0.3)
	Developed regulatory drafting options appropriate to your policy and program objectives †	8.7 (±0.1)	8.2 (±0.2)	8.3 (±0.1)	7.8 (±0.3)
	Provided consistent legal advice †	8.7 (±0.1)	8.3 (±0.1)	8.3 (±0.1)	7.6 (±0.3)
Overall Considerations²¹					
Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice †		9.5 (±0.0)	9.4 (±0.0)	9.3 (±0.0)	9.4 (±0.0)
Courteousness/Respectfulness: Please rate your overall level of satisfaction with the courteousness/respectfulness of legal service providers †		9.5 (±0.0)	9.3 (±0.0)	9.1 (±0.0)	9.2 (±0.0)
Service Provider: Please rate your level of satisfaction with the ease with which the correct service provider to meet your needs was identified †		9.0 (±0.0)	8.9 (±0.0)	8.6 (±0.0)	n/a
Satisfaction with access mode: Email †		9.0 (±0.0)	8.9 (±0.0)	8.7 (±0.0)	n/a
Satisfaction with access mode: Telephone †		9.0 (±0.0)	8.9 (±0.0)	8.7 (±0.0)	n/a
Satisfaction with access mode: In person		8.9 (±0.1)	8.9 (±0.1)	8.7 (±0.0)	n/a

²¹ All elements that fall within the category of Overall Considerations relate to all service types used by a user.

ANNEX C – COMPOSITE RATINGS BY SERVICE DIMENSION AND SERVICE TYPE

The table below provides the composite ratings for each of the four overall dimensions of client satisfaction by service type.

<i>Composite Ratings by Client Satisfaction Dimension and Service Type</i>	Cycle IV (2020-22)	Cycle III (2016-19)
Accessibility/Responsiveness Service Dimension	9.0 (±0.0)	8.7 (±0.0)
Legal Advisory Services	8.1 (±0.1)	7.9 (±0.1)
Litigation Services	8.1 (±0.1)	8.0 (±0.1)
Legislative Drafting Services	8.4 (±0.2)	8.4 (±0.2)
Regulatory Drafting Services	8.3 (±0.2)	7.8 (±0.2)
Overall Considerations	9.2 (±0.0)	9.0 (±0.0)
Legal Risk Management Service Dimension	8.7 (±0.0)	8.5 (±0.0)
Legal Advisory Services	8.7 (±0.0)	8.5 (±0.0)
Litigation Services	8.6 (±0.1)	8.4 (±0.1)
Legislative Drafting Services	8.7 (±0.2)	8.6 (±0.2)
Regulatory Drafting Services	8.7 (±0.1)	8.4 (±0.1)
Timeliness Service Dimension	8.5 (±0.0)	8.2 (±0.0)
Legal Advisory Services	8.4 (±0.1)	8.2 (±0.0)
Litigation Services	8.5 (±0.1)	8.3 (±0.1)
Legislative Drafting Services	8.7 (±0.2)	8.4 (±0.2)
Regulatory Drafting Services	8.4 (±0.1)	7.9 (±0.2)
Usefulness Service Dimension	8.7 (±0.0)	8.4 (±0.0)
Legal Advisory Services	8.7 (±0.0)	8.4 (±0.0)
Litigation Services	8.6 (±0.1)	8.3 (±0.1)
Legislative Drafting Services	8.7 (±0.2)	8.4 (±0.2)
Regulatory Drafting Services	8.7 (±0.1)	8.3 (±0.1)

ANNEX D – RESULTS BY IMPORTANCE OF SERVICE STANDARDS

As observed in the table below, service users rated all of the Service Standards elements, for each legal service type, as being of high importance. In addition, all corresponding satisfaction ratings exceeded the departmental target. The scale of importance is comparable to that of satisfaction, where “high” equals “strong”.

The disparity between importance and satisfaction ratings can help to identify potential opportunities for improvement. A disparity of magnitude 1.0 or greater was found for two elements of **Legal Advisory Services**, three elements of **Litigation Services** and one element of **Regulatory Drafting Services**. **Legislative Drafting Services** did not feature any elements with a disparity of 1.0 or greater. The element with the largest disparity between satisfaction and importance ratings for all four service types was *responded in a timely manner to requests for legal services*.

	Satisfaction Rating	Importance Rating	Disparity ²²
Legal Advisory Services			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.1 (±0.1)	9.2 (±0.0)	1.1
Responded in a timely manner to requests for legal services	8.2 (±0.1)	9.4 (±0.0)	1.2
Negotiated mutually acceptable deadlines	8.5 (±0.1)	9.3 (±0.0)	0.8
Met mutually acceptable deadlines	8.6 (±0.1)	9.4 (±0.0)	0.8
Involved you in the development of legal strategy and positions	8.6 (±0.1)	9.2 (±0.0)	0.6
Identified means to prevent or resolve legal disputes at the earliest opportunity	8.7 (±0.1)	9.3 (±0.0)	0.6
Provided clear and practical guidance on resolving the legal issue(s)	8.5 (±0.1)	9.4 (±0.0)	0.9
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.9 (±0.1)	9.2 (±0.0)	0.3
Litigation Services			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.1 (±0.1)	9.2 (±0.0)	1.1
Responded in a timely manner to requests for legal services	8.3 (±0.1)	9.4 (±0.0)	1.1
Negotiated mutually agreed-upon deadline(s)	8.5 (±0.1)	9.2 (±0.1)	0.7
Met mutually agreed-upon deadline(s)	8.7 (±0.1)	9.4 (±0.0)	0.7
Involved you in the development of legal strategy and positions	8.5 (±0.1)	9.3 (±0.1)	0.8
Identified means to prevent or resolve legal disputes at the earliest opportunity	8.5 (±0.1)	9.2 (±0.1)	0.7
Provided clear and practical guidance on resolving the legal issue(s)	8.4 (±0.1)	9.4 (±0.0)	1.0

²² The difference between importance and satisfaction ratings was calculated using rounded figures.

	Satisfaction Rating	Importance Rating	Disparity²²
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.8 (±0.1)	9.1 (±0.1)	0.3
Legislative Drafting Services			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.4 (±0.2)	8.9 (±0.2)	0.5
Responded in a timely manner to requests for legal services	8.5 (±0.2)	9.2 (±0.1)	0.7
Negotiated mutually acceptable deadline(s)	8.5 (±0.3)	9.2 (±0.1)	0.7
Met mutually acceptable deadline(s)	8.8 (±0.2)	9.3 (±0.1)	0.5
Proposed appropriate solutions for legal and drafting issues raised	8.6 (±0.2)	9.3 (±0.1)	0.7
Developed legislative drafting options appropriate to your policy and program objectives	8.7 (±0.2)	9.3 (±0.1)	0.6
Regulatory Drafting Services			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.3 (±0.2)	9.2 (±0.1)	0.9
Responded in a timely manner to requests for legal services	8.3 (±0.2)	9.3 (±0.1)	1.0
Negotiated mutually acceptable deadline(s)	8.5 (±0.2)	9.3 (±0.1)	0.8
Met mutually acceptable deadline(s)	8.6 (±0.2)	9.3 (±0.1)	0.7
Proposed appropriate solutions for legal and drafting issues raised	8.7 (±0.1)	9.4 (±0.1)	0.7
Developed regulatory drafting options appropriate to your policy and program objectives	8.7 (±0.1)	9.4 (±0.1)	0.7

ANNEX E – RESPONSE RATES AND SERVICE USERS BY DEPARTMENT/AGENCY

As indicated below, 37,046 potential service users received invitations to participate in the survey from across 43 departments. Of this population, the overall response rate was 33.2% and the service user rate was 12.4%. Of note, there was one organization (Employment and Social Development Canada) that elected to only have their EX population surveyed.

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Indigenous Rights and Relations Portfolio	1,425	445	229	219	84	4	20
Crown-Indigenous Relations and Northern Affairs Canada	484	170	108	105	28	3	9
Indigenous Services Canada	941	275	121	114	56	1	11
Business and Regulatory Law Portfolio	20,373	6,544	2,453	2,274	633	101	317
Agriculture and Agri-Food Canada	564	184	64	61	10	4	5
Atlantic Canada Opportunities Agency	318	95	36	35	6	0	1
Canada Economic Development for Quebec Regions	168	57	50	50	7	0	4
Canadian Food Inspection Agency	793	275	154	142	40	6	16
Canadian Heritage	224	87	46	45	10	4	3
Canadian Space Agency	349	101	51	49	3	1	6
Competition Bureau	141	34	26	22	16	0	2
Employment and Social Development Canada (EX only)	681	106	61	53	27	5	6
Environment and Climate Change Canada	1,706	555	199	184	42	9	53
Fisheries and Oceans Canada	1,984	551	207	191	54	2	21
Global Affairs Canada	1,632	349	181	173	32	5	23
Health Canada	1,229	504	227	205	68	7	41
Impact Assessment Agency of Canada	140	72	55	53	9	1	7
Infrastructure Canada	233	69	46	44	9	1	4
Innovation, Science and Economic Development Canada	1,364	416	157	148	37	16	27

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Library and Archives Canada	68	24	13	11	5	1	0
Natural Resources Canada	1,089	314	104	97	17	8	13
Parks Canada	597	236	125	118	35	9	11
Public Health Agency of Canada	452	157	55	52	14	0	4
Public Services and Procurement Canada	2,569	851	275	254	89	3	17
Shared Services Canada	1,813	712	74	68	17	0	3
Statistics Canada	659	240	25	23	10	1	1
Transport Canada	1,114	404	180	163	55	18	45
Veterans Affairs Canada	486	151	42	33	21	0	4
Central Agencies Portfolio	1,622	644	344	329	53	43	48
Finance Canada	274	112	80	75	10	26	23
Financial Consumer Agency of Canada	28	20	15	14	1	0	3
Financial Transactions and Reports Analysis Centre of Canada	58	38	38	37	8	3	4
Office of the Superintendent of Financial Institutions	669	283	80	79	6	2	7
Public Service Commission	72	35	27	24	13	1	2
Treasury Board Secretariat	521	156	104	100	15	11	9
Privy Council Office	208	73	43	42	4	7	7
Public Safety, Defence and Immigration Portfolio	9,315	2,637	847	724	357	35	94
Canada Border Services Agency	1,007	240	84	72	36	8	14
Communications Security Establishment Canada	294	24	24	23	6	1	1
Canadian Security Intelligence Service	375	47	46	39	14	1	4
Correctional Service of Canada	1,550	601	191	143	119	3	13
Department of National Defence and the Canadian Forces	3,837	1,138	221	198	52	4	30

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Immigration, Refugees and Citizenship Canada	714	190	94	73	41	6	13
Parole Board of Canada	55	24	17	15	10	0	2
Public Safety Canada	223	49	30	30	8	4	6
Royal Canadian Mounted Police	1,260	324	140	131	71	8	11
Tax Law Services Portfolio (Canada Revenue Agency)	4,103	1,958	682	484	379	9	15
Total	37,046	12,301	4,598	4,072	1,510	199	501

*The term “respondent” encompasses all potential users or survey questionnaire recipients who completed the survey. There were 7,703 respondents who indicated they had not used legal services in the 12 months prior to the survey. These 7,703 respondents were directed to a ‘thank you for participating’ webpage and were unable to provide any further input/subsequent data.

**The term “service user” refers to those respondents who indicated having used the Department’s legal services in the 12 months prior to the survey and completed the questionnaire.

ANNEX F – PROFILE OF SERVICE USERS

The table below provides a breakdown of the service users by EX and Non-EX classification, work location, and type of service received.

	Count	Percentage
Classification		
• EX	1,793	39.0%
• Non-EX	2,750	59.8%
• Unspecified	55	1.2%
Total	4,598	100%
Work location		
• National Capital Region	2,628	57.2%
• Regions	1,968	42.8%
• Outside of Canada	2	0.0%
Total	4,598	100%
Type of Service Received*		
• Legal Advisory Services	4,072	88.6%
• Litigation Services	1,510	32.8%
• Legislative Drafting Services	199	4.3%
• Regulatory Drafting Services	502	10.9%

*Percentages do not add to 100% as service users could have received more than one type of legal service.

ANNEX G – DISTRIBUTION OF SERVICE USERS BY SERVICE PROVIDER AND TYPE

The table below shows the distribution of service users based on service provider and service type.

Service Provider	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
National Litigation Sector (including regional offices across the country)	91 (2.2%)	370 (24.5%)	n/a	n/a
Legal Service Unit (LSU) dedicated to your department/agency	3,694 (90.7%)	1,091 (72.3%)	n/a	328 (65.3%)
Finance Canada – Tax Counsel Division	n/a	n/a	xx	xx
Legislative Services Branch (specializing in the drafting of Bills)	n/a	n/a	173 (86.9%)	n/a
Legislative Services Branch (specialized in regulatory drafting) - Headquarters Regulations Section	n/a	n/a	n/a	120 (23.9%)
Legislative Services Branch (specialized in regulatory drafting) - Health Canada Regulations Section	n/a	n/a	n/a	13 (2.6%)
Legislative Services Branch (specialized in regulatory drafting) - Transport Canada Regulations Section	n/a	n/a	n/a	14 (2.8%)
Legislative Services Branch (specializing in Legislative and/or Regulatory drafting)	40 (1.0%)	n/a	n/a	n/a
Trade Law Bureau – JTL legal opinions	29 (0.7%)	n/a	n/a	n/a
Trade Law Bureau – JTL advice during treaty negotiations	10 (0.2%)	n/a	n/a	n/a
Centre of Expertise – Centre for Information and Privacy Law	x	n/a	n/a	n/a
Centre of Expertise – Access to Justice in Official Languages	x	n/a	n/a	n/a
Centre of Expertise – Procurement Law	35 (0.9%)	n/a	n/a	n/a
Centre of Expertise – Centre for Labour and Employment Law	64 (1.6%)	n/a	n/a	n/a
Other	104 (2.6%)	49 (3.2%)	20 (10.1%)	20 (4.0%)
Total	4,072 (100%)	1,510 (100%)	199 (100%)	502 (100%)

x - indicates 1 to 4 respondents.

xx - indicates 5 to 9 respondents.

n/a - the service provider does not provide this particular service type.

ANNEX H – SERVICE STANDARDS FOR THE PROVISION OF LEGAL SERVICES IN GOVERNMENT

The Department of Justice Canada is committed to delivering high-quality Legal Advisory, Litigation, and Legislative and Regulatory Drafting Services in accordance with the following set of common Service Standards focusing on responsiveness, timeliness and usefulness.

Timeliness of Services

- We respond in a timely manner to requests for legal services.
- We negotiate and meet mutually acceptable deadlines.

Responsiveness of Services

- We provide legal services in either official language in accordance with applicable policies on language of work.
- We treat you with courtesy and respect at all times.
- We provide regular and informative progress reports or ongoing feedback in respect of your request for service.

Usefulness of Services

- We provide clear and practical guidance on resolving legal issues.
- In the provision of legislative services, we develop legislative and regulatory drafting options appropriate to your policy and program objectives and propose appropriate solutions for legal and drafting issues raised.
- In the provision of Legal Advisory and Litigation Services, we involve you in the development of legal strategy and positions.
- We identify means to prevent and resolve legal disputes at the earliest opportunity.
- We identify opportunities to implement policies and programs by administrative rather than legislative or regulatory means.

The Service Standards are included in Memoranda of Understanding with client departments and agencies and are also available on the Department's website.²³

²³ [Service Standards for the Provision of Legal Services in Government](#)