



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

Survey Results – Cycle III (2016-2019)

Prepared by the Corporate Planning, Reporting and Risk Division,
Management Sector

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EXECUTIVE SUMMARY

This report presents the aggregated results of the Department of Justice Canada Legal Services Client Feedback Survey (CFS) Cycle III conducted between November 2016 and June 2019. The two previous cycles of the CFS, were completed in 2012 and 2009. For this cycle, forty-one (41) client departments and agencies were surveyed. They are arranged, for administration purposes, by portfolio and are: the Aboriginal Affairs Portfolio, the Business and Regulatory Law Portfolio, the Central Agencies Portfolio, the Public Safety, Defence and Immigration Portfolio, and the Tax Law Services Portfolio. The Department also obtained survey feedback specific to the National Litigation Sector for litigation services as well as Public Law and Legislative Services Sector for legislative and regulatory drafting services.

Results for Overall Quality

Clients were asked to rate their satisfaction of the overall quality of the four legal services offered by the Department. The four service types are Legal Advisory, Litigation, Legislative Drafting, and Regulatory Drafting Services. The Department had a set target of 8.0 on a 10-point scale and exceeded the target across all of the four service types. The Department exceeded this target for the majority of individual service elements¹ as well. These survey results indicate that Justice Canada service users are satisfied overall with the services provided by the Department in the previous 12 months for which they completed their survey.

The results on the overall quality of legal services are "strong" across all four service types.

Cycle III (2016-2019) Overall Quality of Services

Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
8.5 (±0.0)	8.4 (±0.1)	8.6 (±0.1)	8.4 (±0.1)

Annex B, as well as Annexes D through G, provide a detailed comparison of ratings across the three cycles that have been administered to date for Justice Canada client organizations.

Ratings by Four Dimensions of Client Satisfaction

The following table provides the composite ratings² for each of the four dimensions of client satisfaction. These figures are presented aggregately (composite ratings across all four types of legal services). Annexes C through G provide a full breakdown of individual elements by legal service type (i.e. legal advisory, litigation, legislative drafting, and regulatory drafting).

¹ The term "element" refers to the individual questions within the survey.

² 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. Composite ratings are not used for individual elements of a specific service type.

<i>Composite Ratings by Service Dimension</i>	Composite Rating
Accessibility/Responsiveness of Legal Services	8.7
Legal Risk Management	8.5
Timeliness of Legal Services	8.2
Usefulness of Legal Services	8.4

The composite ratings show that all service dimensions scored above target with “strong” results for accessibility/responsiveness, legal risk management and usefulness, and “positive” results for timeliness. When examining the service elements from this survey cycle to the last, all scored higher except for one.

When breaking down results by service type, Regulatory Drafting services scored slightly below target for two elements under accessibility/responsiveness and two elements under timeliness; Legal Advisory services scored slightly below target for one element with respect to accessibility/responsiveness; and, Litigation Services scored slightly below target for one element with regard to usefulness.

Survey Response Rates

A total of 53,230 potential users of Justice Canada legal services across 41 departments and agencies were invited to participate in the CFS. Of this total, 17,729 responded to the questionnaire, and 5,545 individuals at the EX-minus-2 level and above in the National Capital Region and the EX-minus-3 level and above in the Regions, reported having used Justice Canada legal services in the twelve months preceding the survey. Legal Advisory services was responded to the most at 88% of respondents, followed by Litigation services at 30%, Regulatory Drafting services at 10%, and Legislative Drafting services at 6%.

Conclusion

The Cycle III survey results for Justice Canada are largely positive, with a “strong” rating for the overall quality of legal services and a score slightly above Cycle II results. Although some individual elements scored slightly below target in a few instances, the majority of individual satisfaction elements have exceeded the departmental target of 8.0 and most results on individual elements scored higher than Cycle II.

SECTION 1 – OVERVIEW OF THE SURVEY INITIATIVE

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 a series of ongoing initiatives to support this commitment to service quality, the Department has implemented the Legal Services Client Feedback Survey (CFS) as a standardized approach to obtaining client feedback on its legal services.

The Corporate Planning, Reporting and Risk Division (CPRR) of the Department of Justice Canada conducts a cyclical CFS (client departments and agencies are surveyed every two to three years) on the legal services provided by the Department.³ CPRR works closely with the Statistical Consultation Group of Statistics Canada to ensure that sound methodological principles are adhered to and that the findings contained in each report are accurate.

Context

The CFS aims to help legal services' Portfolios, Sectors, Legal Services Unit managers and legal services providers incorporate client perceptions into 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. Given the Department's vision of promoting client-centric strategic partnerships by assisting clients in finding solutions to legal issues and empowering decision-making that furthers both legal and policy objectives, the CFS results presented in this report are complementary in nature.

While the CFS results presented in this report are largely aligned with the findings of senior executive consultations undertaken as part of the Justice Vision initiative, the following report focuses on CFS results, as per previous cycles of the survey. Findings from research conducted across Justice and client departments as part of the Vision initiative indicated a widespread desire to go beyond a transactional relationship to one where we work to understand the client's context, mitigate and manage risk, and work together in the development of solutions. Enhancing relationships with client departments to focus on more "strategic partnerships" were seen as more adaptive, and adding a depth of service and learning opportunities to both parties, which are not captured by CFS questions. Justice will continue to explore and analyse both findings from the CFS & Vision initiative to understand client feedback to the Department.

Standardized Legal Service Agreements incorporate the Department's Service Standards for the Provision of Legal Services in Government. The CFS is aligned to the Department's Service Standards and allows the Department to obtain feedback on performance against those standards.

The Department's Service Standards are an essential component of the performance arrangements that are addressed in the Memoranda of Understanding between Justice Canada and its client

³ For details on the methodology used in the approach and execution of the survey, please refer to Annex A at the end of this report.

departments and agencies. The Standards, in combination with the survey, provide senior managers with ongoing and reliable information on client perceptions of the provision of legal services relative to service commitments based on the previous 12-month window from the date of the survey.

The CFS is a key element of the Department's Results Framework, which is prescribed by the Treasury Board (TB) *Policy on Results*. Specifically, the CFS is one source of evidence used annually in the Departmental Results Report to demonstrate the Department's achievements regarding the delivery of high-quality legal services to government, which constitutes a considerable amount of overall departmental spending.⁴

New features included in the Legal Services Client Feedback Survey

The CFS has now concluded its third cycle, with the first cycle having taken place from 2006 to 2009, and the second occurring from 2009 to 2012. After the second cycle was completed, the survey underwent an extensive review, with new features being added as a result. These new features include the ability of respondents to provide feedback on a second legal services provider for each of the legal services categories; to provide open-ended feedback using comment boxes; and to assign a level of importance to Justice Canada Service Standards. The results of these new features are presented throughout the following sections and annexes.

Service Type, Dimension and Element Defined

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

Service Type: there are four service types offered by the Department of Justice Canada: legal advisory services, litigation services, legislative drafting services, and regulatory drafting services.

Service Dimension: refers to the following four service dimensions: accessibility/responsiveness, legal risk management, timeliness and usefulness.

Service Element: individual questions that make up the questionnaire.

⁴ 2018-19 Departmental Results Report.

SECTION 2 – PERFORMANCE AGAINST SERVICE STANDARDS

2.1 Survey Response

During the period of November 2016 through June 2019, client departments and agencies from the Aboriginal Affairs Portfolio, the Business and Regulatory Law Portfolio, the Central Agencies Portfolio, the Public Safety, Defence and Immigration Portfolio, and the Tax Law Services Portfolio were surveyed. Across all five portfolios, 53,230 potential users of Justice Canada legal services at the EX-minus-2 level and above in the National Capital Region (NCR) and the EX-minus-3 level and above in the Regions were invited to participate in the survey. In total, 17,729 respondents⁵ completed the questionnaire. Of these, 5,545 individuals⁶ reported having used Justice Canada legal services in the twelve months preceding the survey.

Of the service users, 4,899 (88%) reported using Legal Advisory Services, 1,681 (30%) reported using Litigation Services, 347 (6%) reported using Legislative Drafting Services and 540 (10%) reported using Regulatory Drafting Services (Exhibit 1).

*Exhibit 1: Number of Service Users by Service Type**

All Service Users	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
5,545 (100%)	4,899 (88%)	1,681 (30%)	347 (6%)	540 (10%)

*Percentages add to more than 100% as service users could report use of more than one type of legal service.

2.2 Understanding Performance 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).

In the subsections that follow, Justice Canada client satisfaction ratings are presented on the overall quality of legal services by service type, the Department's performance on individual elements and their aggregation by service dimension, and client knowledge of the Department's Service Standards for the Provision of Legal Services in Government. Finally, ratings on the importance of Service Standards, as well as selected illustrative comments on the legal services received, are also presented.

<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)

⁵ The term "respondent" encompasses all participants who completed the survey (this includes 12,184 individuals that accessed the survey and indicated that they had not used legal services), while the term "service user" refers to those respondents who indicated having used Department of Justice Canada legal services in the past twelve months.

⁶ Unless otherwise noted, all reported results are based on the feedback from the 5,545 service users.

2.3 Overall Quality of Legal Services

As illustrated in Exhibit 2 below, client feedback on the overall quality⁷ of Legal Advisory Services (8.5), Litigation Services (8.4), Legislative Drafting Services (8.6) and Regulatory Drafting Services (8.4) was “strong”. Together, these results demonstrate the Department’s commitment to delivering high-quality legal services to its clients. The Annexes of this report provide a detailed comparison of ratings that have been administered to date for Justice Canada client organizations.

Exhibit 2: Overall Quality of Services

Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
8.5 (±0.0)	8.4 (±0.1)	8.6 (±0.1)	8.4 (±0.1)

2.4(i) Accessibility/Responsiveness Service Dimension

Client feedback pertaining to accessibility/responsiveness of Justice Canada legal services was “strong” overall, surpassing the departmental target of 8.0 with a rating of 8.7 (Annex C).⁸ As presented below, notwithstanding the first element with a survey result of 7.8, the balance of client feedback suggests that the Department is performing at a high level across the other elements of accessibility/responsiveness (Exhibit 3).

Exhibit 3: Composite Ratings for Individual Elements of Accessibility/Responsiveness

	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Regularly provided ongoing feedback informing you of the status of your request(s) for services †	7.8 (±0.1)	7.3 (±0.1)	7.5 (±0.1)
Addressed your expectations for being kept informed of the status of your request(s) for services	8.1 (±0.0)	n/a	n/a
Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice †	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 †	9.3 (±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 †	8.9 (±0.0)	8.6 (±0.0)	n/a
Access Modes	Email †	8.9 (±0.0)	8.7 (±0.0)
	Telephone †	8.9 (±0.0)	8.7 (±0.0)
	In-Person †	8.9 (±0.0)	8.7 (±0.0)

†Denotes a statistically significant difference between the Cycle III and Cycle II responses.

⁷ Overall quality refers to a global assessment asked of service users and is an individual question, not a calculated composite measure.

⁸ Note that Service Dimension composite ratings are not comparable by cycle as the individual elements that make up each service dimension differ between cycles.

All elements of the accessibility/responsiveness service dimension were found to have exceeded the ratings observed in Cycle II, with the majority of elements receiving “strong” ratings. In addition, seven of the eight elements examined at a composite level were found to have improved by a statistically significant difference.⁹ To view a breakdown of these composite ratings by service type, please refer to Annexes D through G.

2.4(ii) Legal Risk Management Service Dimension

As indicated below, results surpassed the departmental target of 8.0 on all three composite elements that fall under legal risk management (Exhibit 4). As presented in Annex C, feedback from respondents against the elements of this dimension was “strong” overall, receiving a composite rating of 8.5 out of 10.

<i>Exhibit 4: Composite Ratings for Individual Elements of Legal Risk</i>	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Advised you of issues/developments which may impact your department/agency †	8.5 (±0.0)	8.2 (±0.0)	8.4 (±0.0)
Worked with you to identify legal risks †	8.5 (±0.0)	8.3 (±0.0)	8.2 (±0.1)
Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.4 (±0.0)	8.0 (±0.0)	n/a

When broken down by service type, results for all three elements of legal risk management exceeded the departmental target for all four service types, and a majority have improved by a statistically significant margin (Annexes D through G).

2.4(iii) Timeliness Service Dimension

As presented below (Exhibit 5), feedback for all three timeliness elements examined at a composite level either met or exceeded the departmental target of 8.0. As presented in Annex C, feedback on the timeliness of legal services was “positive” overall, receiving a rating of 8.2 out of 10.

<i>Exhibit 5: Composite Ratings for Individual Elements of Timeliness</i>	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Responded in a timely manner to requests for legal services †	8.1 (±0.0)	7.8 (±0.0)	7.9 (±0.1)
Negotiated mutually acceptable deadlines †	8.0 (±0.1)	7.8 (±0.1)	7.9 (±0.1)
Met mutually acceptable deadlines †	8.3 (±0.1)	7.9 (±0.1)	8.0 (±0.1)

†Denotes a statistically significant difference between the Cycle III and Cycle II responses.

Composite ratings for individual elements of timeliness have all improved by a statistically significant margin since Cycle II.

⁹ 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. Please refer to Annex A for further information regarding the methodology.

2.4(iv) Usefulness Service Dimension

As depicted in the exhibit below, composite ratings for individual elements of the usefulness of legal services ranged from “positive” to “strong” (Exhibit 6). Client satisfaction on the usefulness of legal services was “strong” overall, receiving a rating of 8.4 out of 10 (Annex C).

<i>Exhibit 6: Composite Ratings for Individual Elements of Usefulness</i>	Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	n/a	n/a
Fully understood the nature of the problem/issue for which you received assistance †	8.6 (±0.0)	8.3 (±0.0)	8.5 (±0.0)
Involved you in the development of legal strategy and positions †	8.2 (±0.0)	7.8 (±0.1)	7.8 (±0.1)
Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.2 (±0.1)	7.9 (±0.1)	8.1 (±0.1)
Identified opportunities to use dispute resolution practices, where appropriate †	8.4 (±0.1)	7.7 (±0.1)	8.0 (±0.1)
Provided clear and practical guidance on resolving the legal issue(s) †	8.3 (±0.0)	8.1 (±0.0)	8.1 (±0.1)
Provided consistent legal advice †	8.5 (±0.0)	8.3 (±0.0)	n/a
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.0 (±0.1)	n/a	n/a
Proposed appropriate solutions for legal and drafting issues raised	8.3 (±0.1)	8.2 (±0.1)	8.0 (±0.1)
Developed drafting options appropriate to your policy and program objectives	8.3 (±0.1)	8.3 (±0.1)	8.1 (±0.1)

†Denotes a statistically significant difference between the Cycle III and Cycle II responses.

Across all elements of the usefulness service dimension, composite ratings have either increased or remained the same between surveys, with the majority having increased by a statistically significant margin. In addition, all elements either met or exceeded the departmental target of 8.0.

2.5 Importance of Service Standards

Questions about the importance of each of the Department of Justice Canada’s Service Standards for the Provision of Legal Services were added to the third cycle of the survey in order to provide additional insight into client satisfaction ratings. These questions help to gauge the relative value of each of the Service Standards from the client’s perspective. As shown in the following charts (Exhibits 7 through 10) and Annex H, every Service Standard received a high rating of importance (8.5 and above) across all service types. The Service Standards identified as most important by Legal Advisory and Litigation service users were: *responded in a timely manner to requests for legal services*, and *provided clear and practical guidance on resolving the legal issue(s)*, with importance ratings of 9.4 (Legal Advisory) and 9.3 (Litigation) for each of these elements. For both Legislative Drafting and Regulatory Drafting service users, the Service Standard that was ranked most important was: *proposed appropriate solutions for legal and drafting issues raised*, with importance ratings of 9.3 and 9.2, respectively. Of note, the Legislative Drafting Services element: *responded in a timely manner to requests for legal services*, also received a rating of

9.3, and the Regulatory Drafting Services element: *met mutually acceptable deadline(s)*, also received a rating of 9.2.

The extent of the disparity, or gap, between the rated importance of a Service Standard and a client’s satisfaction with the Department’s performance regarding that same standard may identify a potential opportunity for improvement. To improve legal services to clients, the Department may wish to focus its efforts on Service Standards featuring greatest disparity between importance and satisfaction ratings. The average disparity between importance and satisfaction ratings across all Service Standards was 1.0. The following sub-sections present both importance and satisfaction ratings by Service Standard to give the reader a visual representation of the disparities that were found. These disparities are displayed in order of largest to smallest disparity observed.

i. Legal Advisory Services

In examining importance and satisfaction ratings for Legal Advisory Services, the largest disparity observed was for the Service Standard: *responded in a timely manner to requests for legal services*. As observed in the chart below, this Service Standard featured a disparity of 1.3 between satisfaction and importance ratings (Exhibit 7).

Exhibit 7: Legal Advisory Services - Importance and Satisfaction Ratings

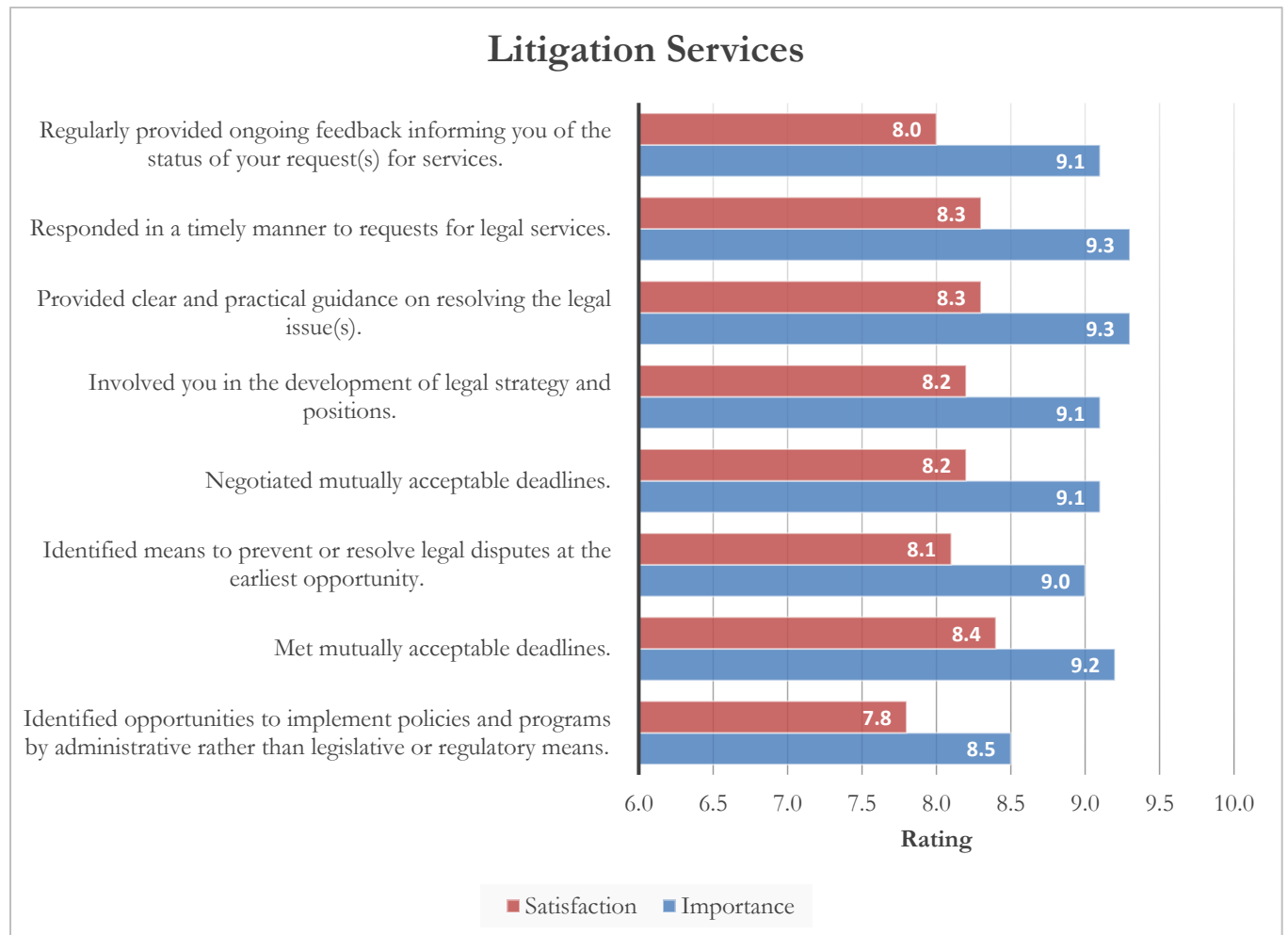


There were five (out of eight) Service Standards for Legal Advisory Services that featured a large disparity of greater than or equal to 1.0. Also of note, the Service Standard *identified opportunities to implement policies and programs by administrative rather than legislative or regulatory means* received the lowest rating of importance for Legal Advisory Services.

ii. Litigation Services

In examining the results for Litigation Services, the largest disparity between importance and satisfaction ratings was found for the Service Standard: *regularly provided ongoing feedback informing you of the status of your request(s) for services* with a disparity of 1.1 (Exhibit 8). Importance ratings for Litigation Services were fairly similar to the ratings observed for Legal Advisory Services. In addition, only one Service Standard assessed for Litigation Services had a rating for importance lower than 9.0.

Exhibit 8: Litigation Services – Importance and Satisfaction Ratings

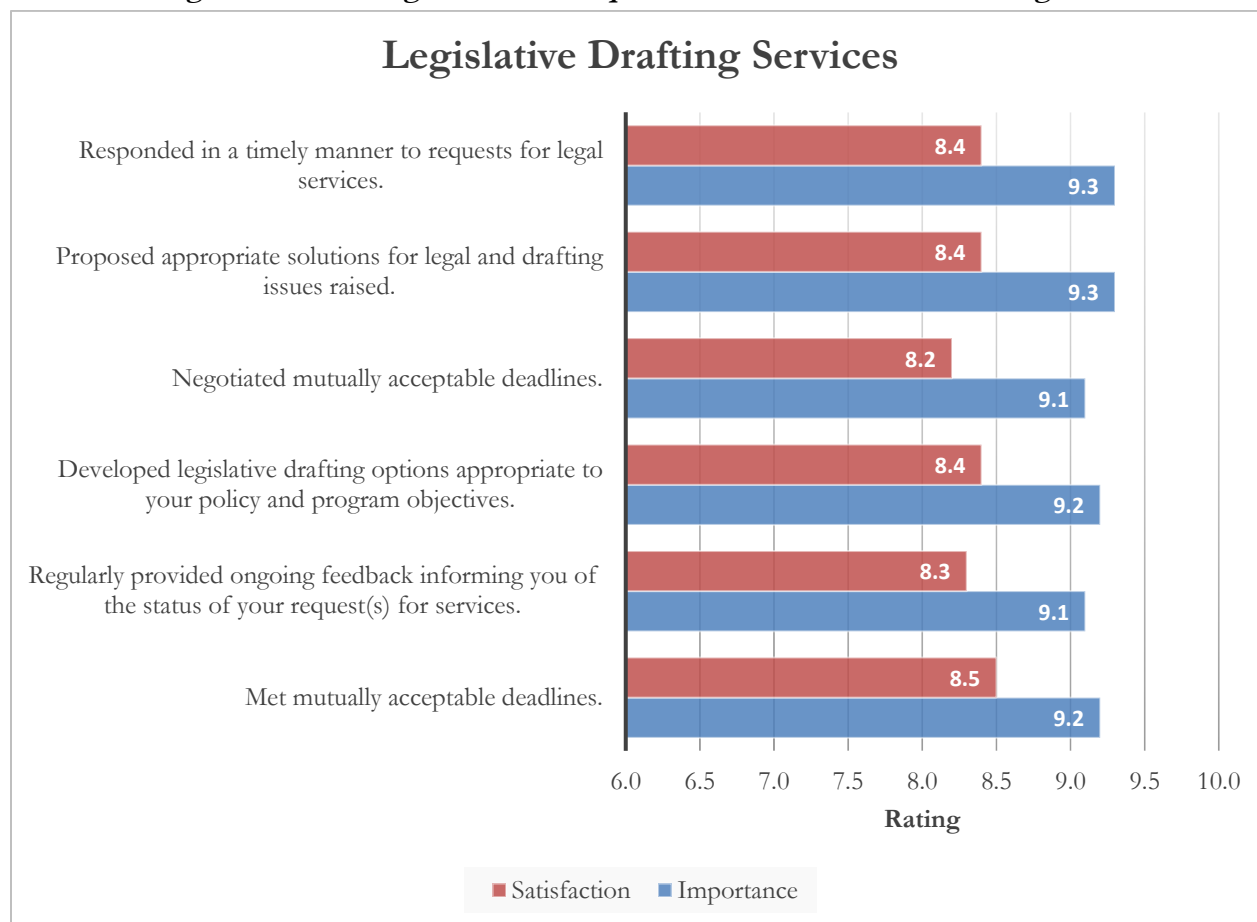


As was the case with Legal Advisory service users, Litigation service users rated the Service Standard *identified opportunities to implement policies and programs by administrative rather than legislative or regulatory means* as least important.

iii. Legislative Drafting Services

For Legislative Drafting Services, the disparities observed between importance and satisfaction ratings across all Service Standards were less than 1.0 (Exhibit 9). Importance ratings for each Service Standard were found to be quite high between 9.1 and 9.3. Notably, all of the Service Standards for this service type received satisfaction ratings that exceeded the departmental target of 8.0.

Exhibit 9: Legislative Drafting Services – Importance and Satisfaction Ratings

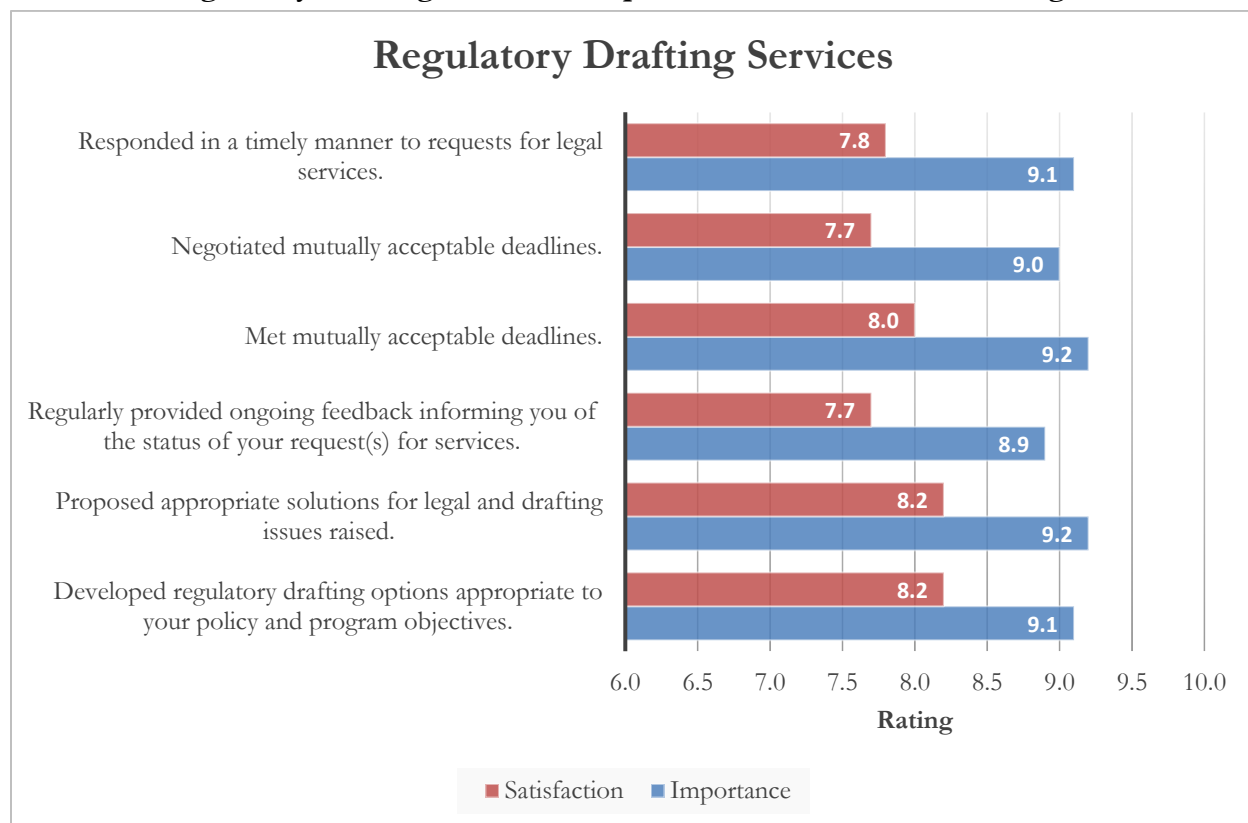


iv. Regulatory Drafting Services

As observed in Exhibit 10, for Regulatory Drafting Services, large disparities (over 1.0) were observed between ratings of satisfaction and importance for most Service Standards that were surveyed. The largest disparities observed were for the Service Standards: *responded in a timely manner to requests for legal services* and *negotiated mutually acceptable deadlines*, with a disparities of 1.3 between ratings. Three of the

Service Standards for this service type received satisfaction ratings lower than that of the departmental target and also featured high disparities.

Exhibit 10: Regulatory Drafting Services – Importance and Satisfaction Ratings



2.6 Knowledge of the Service Standards for Legal Services

In April 2009, Standardized Legal Service Agreements with client departments and agencies began to incorporate the Service Standards for the Provision of Legal Services in Government. To gain a sense of 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 5,545 service users, 1,833 (33%) rated their knowledge of the Service Standards as “good” or “very good” while 3,030 (55%) rated their knowledge of the Standards as “fair” or “poor”. The remaining 682 (12%) service users were “unable to assess” or did not rate their knowledge of the Standards (Exhibit 11a).

Exhibit 11a: Knowledge of Service Standards

Very Good	Good	Fair	Poor	Unable to Assess/ Not Stated
977 (18%)	856 (15%)	1,151 (21%)	1,879 (34%)	682 (12%)

In turn, service user knowledge of Justice Canada Service Standards was found to coincide with service user ratings of satisfaction. As illustrated below, across Justice Canada client organizations, service

users who rated their knowledge of the Service Standards as “good” or “very good” provided more positive satisfaction ratings than those who rated their knowledge as “poor” or “fair”. Of note, differences between these two knowledge groups were found to be statistically significant for the overall quality ratings of Legal Advisory and Litigation Services (Exhibit 11b).

Exhibit 11b: Overall Quality of Legal Services by Knowledge of Service Standards

	Good or Very Good	Poor or Fair
Legal Advisory Services †	8.9 (±0.1)	8.4 (±0.1)
Litigation Services †	8.8 (±0.1)	8.2 (±0.1)
Legislative Drafting Services	8.7 (±0.2)	8.5 (±0.2)
Regulatory Drafting Services	8.6 (±0.2)	8.3 (±0.2)

†Denotes a statistically significant difference in satisfaction ratings between categories of respondents.

2.7 Comments on Legal Services Provided

New to the survey for this cycle is the ability for legal service users to provide feedback by way of open-ended comment boxes.¹⁰ Of the 5,545 service users, 1,357 (24%) provided comments on the services that they had received. Although there were comments received that expressed dissatisfaction with the legal services received, many of the comments were positive and reflected the “strong” overall ratings observed across service dimensions, with clients indicating that these services were important and helpful. Selected illustrative comments¹¹ (presented in the language received)¹² are as follows:

“Nous recevons un excellent service de la part de l'unité des services juridiques dédié à notre groupe. Ce service est offert en français et tous les textes rédigés sont précis, clairs et répondent aux demandes du client et des parties aux tables de négociation. Le travail effectué respecte les échéances souvent très courtes. La relation de travail est courtoise, professionnelle et basée sur un respect mutuel des expertises des différents intervenants.”

“The service we receive on an ongoing basis is always excellent and very professional. As we have a very effective legal team of people as well as the leader of this team as in depth knowledge of our legislation and operation, we are very pleased with the ongoing support we have from them.”

“The value provided to our work cannot be understated. We are truly fortunate to have this service available in support of our work.”

¹⁰ Comment boxes were restricted to a limit of 150 words. Respondents were asked: Do you have any additional comments regarding the services you received?

¹¹ Comments displayed in this document were extracted from service users across all five portfolios (one comment per portfolio per heading). These comments are intended to provide representative feedback obtained as there were numerous comments received. For the full list of comments received, please refer to the accompanying document “Comments from Department of Justice Canada Clients - CFS Cycle III”.

¹² Of note, 808 of the 5,545 (15%) service users responded in French.

“I have had the opportunity to work with different lawyers during the last 11 years and they have all been very professional and always keen to help. I am currently working regularly with litigation lawyers on two court cases and their services are excellent. Current advisory services from our lawyers are outstanding.”

“Excellent people with great knowledge commitment and work ethic. Very understaffed and over worked - that is a real issue that needs to be resolved.”

The following presents selected comments categorized by service dimension across all service types.

i. Accessibility/Responsiveness Service Dimension

Legal service providers were mostly commended across all elements that fall under this service dimension, predominantly for the courtesy, respect and professionalism that clients had experienced. Comments varied regarding the extent of regular and ongoing feedback, and some concerns were raised over delayed progress reports and staff availability. A few comments spoke to the provision of legal services in either official language, and legal services providers were generally accessed with ease.

“There is a wealth of corporate knowledge available to our department that JUS advisory lawyers have built up over the years. Most are very responsive to urgent issues and very willing to provide real-time oral advice. We are working on better coordination of planning priorities so routine transactions requiring legal advisory support can have realistic timelines that we can use with our communication with First Nation clients... Similarly, we ask that when court appearances and other JUS tasks impact availability of the assigned legal counsel to our deliverables these are flagged to us as soon as possible, with coverage solutions.”

“I do not often need legal input, but when I do I find the DLSU personnel assigned to our work unit are exceptionally positive and helpful. Their care in making me understand how to use the legal advice I receive is often just as important as understanding the advice itself as I normally am seeking their input into an advisory process. Their open attitude and willingness to listen is amazing considering how many demands there are on their time and I am sure that it encourages people in my organization to seek legal advice and input more proactively than we would if we were facing grumpy, over worked legal advisors. This is a difficult factor to quantify but an advisor who no one wants to approach, isn't able to provide a particularly useful service.”

“We are very satisfied with the work done. On the other hand, we are constantly inquiring about the status of our file as long periods of time pass where nothing seems to progress...possibly caused by the lawyers' workload.”

“ Working on the complex regulatory issues over the past two years, I have been constantly impressed by the detail and speed of our counsel at LSU. They negotiate timelines in an open and transparent manner that allows policy teams to balance demands on their time. When urgent issues are flagged, they adjust quickly and are always available. I've never felt like urgent issues were held up waiting for legal advice. Most importantly, LSU staff have regularly taken

the extra time needed to explain complex legal/regulatory issues to policy staff, flag risks, and support the development of mitigation strategies. While the number of comments in draft policy documents or communications can be a short-term frustration, the end result is a policy group better informed of their legal environment. ”

“Justice personnel act professionally at all times, respectful of clients' many competing pressures, while dealing with a very heavy workload themselves. Personnel are courteous and friendly and truly have a positive impact in their interactions with clients. Hats off to a very dedicated group of personnel - job well done!”

ii. Legal Risk Management Service Dimension

For the most part, the services received were portrayed as being appreciated towards minimizing risk and contributing to effective decisions. However, there was some concern about Justice Canada legal staff being too risk averse or the need to have more client consultation.

“Justice has always been very helpful and participated in difficult conversations and discussions with client departments to resolve disputes and difference in opinions in resolving high legal risk submissions.”

“J’ai toujours eu une grande facilité à obtenir avis et conseils en droit du travail. Les avis qui m’ont été fournis offrent une valeur ajoutée et nous permettent de bien aviser les gestionnaires-clients et d’ajouter des informations pertinentes au sujet des risques associés aux diverses décisions.”

“In several circumstances I feel that Justice would not move forward unless they felt there was no chance of losing. There may be times that we as the Government of Canada needs to be more aggressive.”

“Justice was very good at letting us know what the legal risk was but offered very little advice on ways to mitigate the risk. Simply said, there was a lot of “you can’t do that” and very little “here’s another way to achieve the intent”.”

“Advice and recommendations received were well researched and sound. Timelines were reasonable and the advice received was very helpful in minimizing risks and contributing to effective decisions.”

iii. Timeliness Service Dimension

Feedback regarding the timeliness of legal services was fairly mixed. There were a number of comments indicating an appreciation for work being completed in a timely manner; however, there were also many comments indicating dissatisfaction. Specifically, a number of service users voiced their concern over a shortage of legal staff, as well as the heavy workloads and competing priorities of legal service providers, as having impacted the timely delivery of legal services. A sample of comments are below:

“The Legal Service Unit legal advisors my team and I work with provide fantastic service; often on very short timelines. They have been very helpful in untangling a number of complex policy-legal issues my team has had to grapple with. Their advice has been strengthened by several long serving members who provide invaluable corporate memory, which has served us very well on a number of our key files.”

“Our counsel are very good but are overtasked and there are not enough of them to deliver timely support. Advice is good but often requires us to wait too long. Counsel are very dedicated.”

“Legal services in themselves are excellent when they are provided. However delays in obtaining responses to key issues have often taken significant time. This is by no means the fault of the lawyers involved in these issues as they are making every effort to resolve these issues on a timely basis but are being pulled in various directions as a result of increasing workload and conflicting priorities.”

“Overall I and my staff are happy with the quality of advice received. However, our major concern is the timeliness of the advice. Many of our legal advice requests pertain to private sector agreements and often the delay in receiving advice is a source of friction with the clients because we cannot predict when we will receive a response. Also generally we are not afforded a timeline as to when we may receive a response. I understand that the Justice employees assigned to our department carry a heavy workload so perhaps additional resources should be made available.”

“In some cases it seems as though too much workload and not enough litigation JUS staff which often means getting things done only at very end of deadlines which puts resourcing pressures/problems on clients end hard to manage.”

iv. Usefulness Service Dimension

For elements pertaining to the usefulness of legal services, comments were largely positive. Many comments praised service providers as being knowledgeable and understanding, with gratitude for the guidance and solutions provided. Overall, the services received by service users were depicted as having been very useful, despite some comments of perceived inconsistent advice from the Department.

“JUS within my department has provided exceptional service to me over several years. I had almost daily need for advice from JUS. This could be any hour of the day or night, 7 days a week, and questions, were intensely time sensitive. JUS was always there with fast, intelligent, helpful advice. They were also very easy to work with and made it a pleasure - even during periods of extreme stress and pressure JUS in my department has been extremely supportive and helpful in briefing me, preparing me for discovery and supporting me during these periods. My support from the LSU during this process has been terrific. The work of the LSU in my department is invaluable.”

“I consistently receive excellent service from Legal Services. The lawyers I deal with are quick to understand the situations/questions that I present, and to provide me with the information or opinions that I need in a timely fashion, or to work with me to develop a solution that meets my timeline.”

“In the case at hand, Litigation Services had one client but had to seek input from various departments. Most of the communications from/to Litigation Services were done through the Legal Services of the respective departments involved, so maybe this meant that communications on progress of the case were not as regular as expected. Still, Litigation Services did a really good job overall. The main litigator and his team from Litigation Services were able to quickly understand the technical issues related to the case, and to identify and provide directions on the most salient arguments to make to the court, which helped us when developing input for and comments on factums, and which eventually ensured that the Government prevailed.”

« Les stratégies légales doivent être mieux développées avec les clients et être plus proactive qu'elles le sont actuellement. L'aversion au risque paralyse parfois le système et crée des précédents avec lesquels les gouvernements actuels et futurs devront composer. Les stratégies de communications doivent aussi être plus avant-gardistes afin de communiquer en langage clair les raisons pour certains litiges et les fondements mêmes de ceux-ci. Les stratégies légales et la mise en œuvre de celles-ci doivent être faites par des avocats compétents en la matière et non par les analystes de programmes et de politiques responsable de la gestion courante des opérations. »

“Comments were generally practical and straight forward. Consistency has been an issue, in particular with past advice: we will evolve an organizational position based on a body of legal opinions, only to find that some have fallen out of favour. Counsel worked hard to master extremely complex subjects of a technical nature, and generally succeeded to a reasonable degree. Counsel asks the right questions and gives appropriate level of caution. Counsel operates at a pace appropriate for the operational nature of the business, and is willing to provide general views in a fluid context, rather than insist on formal legal opinions.”

CONCLUSION

The Cycle III survey results indicate that Justice Canada legal service users were largely satisfied over the cycle period of 2016-2019 with the services provided by the Department. The Department will use the results of the survey as an opportunity to further engage Justice Canada employees in high-quality service delivery. Each portfolio shares and discusses the results with staff to increase employee confidence in management, identify opportunities to recognize success and areas for continuous improvement, and to maintain the credibility of the survey process for managers and staff. As the survey results were on the whole positive, a central focus for the Department will be to maintain its successful service practices and continue to ensure excellence in the delivery of its legal services.

In addition, the CFS is positioned to provide a strong evidence base to measure the progress of the Justice Vision and its focus on a model of legal service delivery that is client-centric and positions the Department of Justice to form strategic partnerships with client departments to achieve the government's goals. As the Vision matures, the CFS will also evolve to ensure it is complementary to providing feedback that supports the development of client-centric strategic partnerships. In serving as a performance measurement tool that contributes to understanding the client experience, continuous improvement, and a culture of collaboration, the CFS will enable the Department of Justice to advance Vision initiatives and priorities.

The next survey cycle is scheduled to commence in 2020-21. After the conclusion of any cycle of the CFS, the Department enters into a redesign phase in preparation to the next cycle. The Department will continue to improve administration of the survey while also exploring more comprehensive improvement measures for Cycle V.

ANNEXES

Definitions:

Service Type: there are four service types offered by the Department of Justice Canada: legal advisory services, litigation services, legislative drafting services, and regulatory drafting services.

Service Dimension: refers to the following four service dimensions: accessibility/responsiveness of, legal risk management, timeliness and usefulness.

Service Element: individual questions that make up the questionnaire.

Notes:

† Denotes a statistically significant difference between categories.

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

ANNEX A – METHODOLOGY

Introduction

With the support of Statistics Canada, Justice Canada developed a standardized 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 and users of legal services. Statistics Canada 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 reviewing and commenting upon the presentation of findings contained in this report.

Survey Administration

The Department launched this cycle of the survey in November 2016 with the Aboriginal Affairs Portfolio (AAP). Next, the survey was conducted with the Central Agencies Portfolio (CAP) in September 2017, the Tax Law Services Portfolio (TLS) in February 2018 and then the Public Safety, Defence and Immigration Portfolio (PSDI) in October 2018. The survey of the Business and Regulatory Law Portfolio (BRLP) concluded in June 2019. In addition, the Department obtains feedback specific to the National Litigation Sector as well as Public Law and Legislative Services Sector.

Potential legal service users received invitations to complete a standardized questionnaire designed to collect data pertaining to the Legal Advisory, Litigation, Legislative Drafting, and Regulatory Drafting Services provided by the Department in the 12 months prior to having received the survey. In an effort to extend the response from clients to potential lower level users of legal services, and subsequently gain a more accurate portrayal of client perceptions of legal services, invitations to complete the questionnaire for this cycle have been extended down one full level to now include employees at EX-minus-2 level and above in the NCR and EX-minus-3 level and above in the Regions.

The Department uses a census approach¹³ for the CFS and administers the survey via a web-based questionnaire. In total, 53,230 invitations to complete the questionnaire were sent to potential users of legal services across all five Portfolios. Of this population, 17,729 respondents completed the questionnaire. In turn, 5,545 respondents reported having used departmental legal services in the twelve months preceding the administration of the survey. Unless otherwise noted, all of the results presented in this report are based on the feedback from these (or a subset of these) 5,545 legal services users.

¹³ 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.

Interpreting Results

The survey collected feedback from clients using a 10-point Likert scale¹⁴ with two anchors: not at all satisfied (1) and completely satisfied (10). Feedback was sought along three key dimensions of service quality as dictated by Justice Canada's Service Standards (see Annex L): accessibility/responsiveness, usefulness (this includes legal risk management, which is evaluated separately in this report), and timeliness. Each service dimension is composed of a number of individual elements/questions pertaining to client satisfaction, many of which relate directly to the Department's Service Standards for legal services. Further to this, respondents were asked to rate their level of *satisfaction* with the overall quality of legal services.¹⁵ In addition the questionnaire asked respondents to rate the *importance* of these particular elements, again using a 10-point scale.

Margins of Error

In reviewing the results presented throughout this report, it is important to remember that survey results represent estimates of client perceptions of service delivery by the Department. As such, there is an important construct to bear in mind, namely the calculated margin of error. Margin of error traditionally reflects the sample-to-sample variability in the use of a sampling methodology. 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. For the purposes of the CFS, a 95% confidence level was adopted.¹⁶

The CFS used a census approach in which invitations to participate in the survey were sent to all potential users of legal services. Margins of error account for variability related to non-response to the invitation to complete the questionnaire – that is, the respondents to the CFS are treated like a random sample from all potential users of legal services, assuming that the respondents are representative of the population of interest, which is all potential users of the legal services. Had all service users responded to the survey, there would have been no variability and the margins of error would have all been zero, as all opinions would have been accounted for. The Finite Population Correction Factor¹⁷ has been applied as part of the calculation of margins of error in order to take the size of the total number of potential users into account; otherwise, the margins of error would be overstated.

¹⁴ There is a great deal of 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 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 will permit the Department to track even small changes in client perceptions over time.

¹⁵ This element designates a global appreciation of the services by the respondent, not a composite rating.

¹⁶ For the purposes of this report, caution is recommended in interpreting any results that have a calculated margin of error greater than 0.4. Note that large margins of error may also represent wide variation in the opinions of respondents, indicating a large disparity between the satisfied and the unsatisfied groups.

¹⁷ As of November 2018, the method for calculating the Finite Population Correction Factor has been updated at the advice of the Statistical Consultation Group at Statistics Canada. As such, margins of error found in this report are not comparable to the margins of error presented in previous reports.

ANNEX B – CLIENT FEEDBACK: COMPOSITE RATINGS BY CYCLE

The table below depicts the client feedback collected by survey cycle from respondents that reported having used Justice Canada legal services within the previous 12 months of being surveyed. Cycle III (2016-19) ratings feature data collected from 5,545 Justice Canada legal service users across 41 federal departments/agencies. Cycle II (2009-12) data were collected from 4,786 service users, and Cycle I (2006-09) data were collected from 3,562 service users.

When examined aggregately (regardless of service type), nearly all individual ratings from Cycle III exceeded the ratings of the previous survey cycle (one element remained the same). In addition, most ratings were found to have improved by a statistically significant difference from Cycle II ratings. For Cycle III, only one element was found below the departmental target of 8.0, which represents a vast improvement compared to seven elements in Cycle II.

		Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
		Rating	Rating	Rating
Overall quality of Legal Services †		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 †	7.8 (±0.1)	7.3 (±0.1)	7.5 (±0.1)
	Addressed your expectations for being kept informed of the status of your request(s) for services	8.1 (±0.0)	n/a	n/a
	Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice †	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 †	9.3 (±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 †	8.9 (±0.0)	8.6 (±0.0)	n/a
	Satisfaction with access mode: Email †	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: Telephone †	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: In person †	8.9 (±0.0)	8.7 (±0.0)	n/a
Legal Risk	Advised you of issues/developments which may impact your department/agency †	8.5 (±0.0)	8.2 (±0.0)	8.4 (±0.0)
	Worked with you to identify legal risks †	8.5 (±0.0)	8.3 (±0.0)	8.2 (±0.1)
	Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.4 (±0.0)	8.0 (±0.0)	n/a

<i>Timeliness</i>	Responded in a timely manner to requests for legal services †	8.1 (±0.0)	7.8 (±0.0)	7.9 (±0.1)
	Negotiated mutually acceptable deadlines †	8.0 (±0.1)	7.8 (±0.1)	7.9 (±0.1)
	Met mutually acceptable deadlines †	8.3 (±0.1)	7.9 (±0.1)	8.0 (±0.1)
<i>Usefulness</i>	Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	n/a	n/a
	Fully understood the nature of the problem/issue for which you received assistance †	8.6 (±0.0)	8.3 (±0.0)	8.5 (±0.0)
	Involved you in the development of legal strategy and positions †	8.2 (±0.0)	7.8 (±0.1)	7.8 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.2 (±0.1)	7.9 (±0.1)	8.1 (±0.1)
	Identified opportunities to use dispute resolution practices, where appropriate †	8.4 (±0.1)	7.7 (±0.1)	8.0 (±0.1)
	Provided clear and practical guidance on resolving the legal issue(s) †	8.3 (±0.0)	8.1 (±0.0)	8.1 (±0.1)
	Provided consistent legal advice †	8.5 (±0.0)	8.3 (±0.0)	n/a
	Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.0 (±0.1)	n/a	n/a
	Proposed appropriate solutions for legal and drafting issues raised	8.3 (±0.1)	8.2 (±0.1)	8.0 (±0.1)
	Developed drafting options appropriate to your policy and program objectives	8.3 (±0.1)	8.3 (±0.1)	8.1 (±0.1)

ANNEX C – COMPOSITE RATINGS BY SERVICE DIMENSION AND 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 III (2016-2019) Composite Rating*
Accessibility/Responsiveness Service Dimension	8.7 (±0.0)
Legal Advisory Services	7.9 (±0.1)
Litigation Services	8.0 (±0.1)
Legislative Drafting Services	8.4 (±0.2)
Regulatory Drafting Services	7.8 (±0.2)
Overall Considerations	9.0 (±0.0)
Legal Risk Management Service Dimension	8.5 (±0.0)
Legal Advisory Services	8.5 (±0.0)
Litigation Services	8.4 (±0.1)
Legislative Drafting Services	8.6 (±0.2)
Regulatory Drafting Services	8.4 (±0.1)
Timeliness Service Dimension	8.2 (±0.0)
Legal Advisory Services	8.2 (±0.0)
Litigation Services	8.3 (±0.1)
Legislative Drafting Services	8.4 (±0.2)
Regulatory Drafting Services	7.9 (±0.2)
Usefulness Service Dimension	8.4 (±0.0)
Legal Advisory Services	8.4 (±0.0)
Litigation Services	8.3 (±0.1)
Legislative Drafting Services	8.4 (±0.2)
Regulatory Drafting Services	8.3 (±0.1)

*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. Composite ratings are not used for individual elements of a specific service type.

ANNEX D – CLIENT FEEDBACK: LEGAL ADVISORY SERVICES

Legal Advisory Services is defined in the survey as general legal support and legal advice on a wide range of policies programs and activities, and in various areas of law. In examining the frequency that legal advisory service users received legal advice from JUS, two percent reported receiving advice daily or almost daily, 11% reported receiving advice one to two times per week, 26% reported receiving advice one to two times per month, and 61% reported receiving advice less than once per month.

The table below presents an overview of the Cycle III client feedback provided by the 4,899 service users who identified that they had received legal advisory services in the twelve months preceding the administration of the Survey. Presented for comparison purposes are the Cycle II and Cycle I results for legal advisory services. As observed, all comparable elements have improved by a statistically significant difference from Cycle II to Cycle III. In addition, there was only one element that did not meet the departmental target of 8.0.

		Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
		Rating	Rating	Rating
Overall quality of Legal Advisory Services †		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 †	7.8 (±0.1)	7.2 (±0.1)	7.5 (±0.1)
	Addressed your expectations for being kept informed of the status of your request(s) for services	8.1 (±0.1)	n/a	n/a
	Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice †	9.4 (±0.0)	9.3 (±0.0)	9.5 (±0.0)
	Courteousness/Respectfulness: Please rate your overall level of satisfaction with the courteousness/respectfulness of legal service providers †	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 †	8.9 (±0.0)	8.6 (±0.0)	n/a
	Satisfaction with access mode: Email †	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: Telephone †	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: In person †	8.9 (±0.0)	8.7 (±0.0)	n/a
Legal Risk	Advised you of issues/developments which may impact your department/agency †	8.5 (±0.0)	8.2 (±0.0)	8.4 (±0.1)
	Worked with you to identify legal risks †	8.6 (±0.0)	8.3 (±0.0)	8.3 (±0.1)
	Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.4 (±0.0)	7.9 (±0.1)	n/a

<i>Timeliness</i>	Responded in a timely manner to requests for legal services †	8.1 (±0.1)	7.7 (±0.0)	7.8 (±0.1)
	Negotiated mutually acceptable deadlines †	8.0 (±0.1)	7.7 (±0.1)	7.9 (±0.1)
	Met mutually acceptable deadlines †	8.3 (±0.1)	7.9 (±0.1)	8.0 (±0.1)
<i>Usefulness</i>	Fully understood the nature of the problem/issue for which you received assistance †	8.6 (±0.0)	8.3 (±0.0)	8.5 (±0.0)
	Involved you in the development of legal strategy and positions †	8.3 (±0.1)	7.7 (±0.1)	7.8 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.2 (±0.1)	7.9 (±0.1)	8.1 (±0.1)
	Identified opportunities to use dispute resolution practices, where appropriate †	8.4 (±0.1)	7.7 (±0.1)	8.0 (±0.1)
	Provided clear and practical guidance on resolving the legal issue(s) †	8.3 (±0.0)	8.1 (±0.0)	8.1 (±0.1)
	Provided consistent legal advice †	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	8.0 (±0.1)	n/a	n/a

ANNEX E – CLIENT FEEDBACK: LITIGATION SERVICES

Litigation Services is defined in the survey as support regarding anticipated or ongoing litigation involving the Government of Canada, including extradition, mutual legal assistance requests and national security litigation. In examining the frequency that service users had interactions with JUS litigation service providers, 5% reported interactions as daily or almost daily, 11% reported interactions of one to two times per week, 27% reported interactions of one to two times per month, and 58% reported interactions of less than once per month.

The following table presents an overview of the Cycle III client feedback provided by the 1,681 service users who identified that they had received litigation services in the twelve months preceding the administration of the Survey. There were only two elements between Cycles II and III found not to have improved by a statistically significant difference. In addition, there was only one element did not meet the departmental target of 8.0.

		Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
		Rating	Rating	Rating
Overall quality of Litigation Services		8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Accessibility/Responsiveness	Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.0 (±0.1)	7.7 (±0.1)	7.7 (±0.2)
	Addressed your expectations for being kept informed of the status of your request(s) for services	8.1 (±0.1)	n/a	n/a
	Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice †	9.4 (±0.1)	9.3 (±0.1)	9.4 (±0.1)
	Courteousness/Respectfulness: Please rate your overall level of satisfaction with the courteousness/respectfulness of legal service providers †	9.2 (±0.1)	9.0 (±0.1)	9.2 (±0.1)
	Service Provider: Please rate your level of satisfaction with the ease with which the correct service provider to meet your needs was identified †	8.9 (±0.1)	8.5 (±0.1)	n/a
	Satisfaction with access mode: Email †	8.8 (±0.1)	8.5 (±0.1)	n/a
	Satisfaction with access mode: Telephone †	8.8 (±0.1)	8.6 (±0.1)	n/a
	Satisfaction with access mode: In person †	8.8 (±0.1)	8.6 (±0.1)	n/a
Legal Risk	Advised you of issues/developments which may impact your department/agency †	8.4 (±0.1)	8.2 (±0.1)	8.4 (±0.1)
	Worked with you to identify legal risks †	8.4 (±0.1)	8.1 (±0.1)	8.2 (±0.1)
	Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.4 (±0.1)	7.9 (±0.1)	n/a

<i>Timeliness</i>	Responded in a timely manner to requests for legal services †	8.3 (±0.1)	8.1 (±0.1)	8.4 (±0.1)
	Negotiated mutually acceptable deadlines †	8.2 (±0.1)	7.8 (±0.1)	8.3 (±0.1)
	Met mutually acceptable deadlines †	8.4 (±0.1)	8.0 (±0.1)	8.3 (±0.1)
<i>Usefulness</i>	Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	n/a	n/a
	Fully understood the nature of the problem/issue for which you received assistance †	8.5 (±0.1)	8.3 (±0.1)	8.5 (±0.1)
	Involved you in the development of legal strategy and positions †	8.2 (±0.1)	7.9 (±0.1)	8.0 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.1 (±0.1)	7.9 (±0.1)	8.4 (±0.1)
	Identified opportunities to use dispute resolution practices, where appropriate †	8.4 (±0.1)	7.8 (±0.1)	8.3 (±0.1)
	Provided clear and practical guidance on resolving the legal issue(s)	8.3 (±0.1)	8.1 (±0.1)	8.3 (±0.1)
	Provided consistent legal advice †	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	7.8 (±0.1)	n/a	n/a

ANNEX F – CLIENT FEEDBACK: LEGISLATIVE DRAFTING SERVICES

Legislative Drafting Services is defined in the survey as support with legislative drafting initiatives, such as the drafting of government bills. Most legislative drafting service users reported being actively involved in only one legislative drafting project within the 12 months prior to being surveyed; 36% reported being involved in two or more legislative drafting projects. On average, 51% of legislative drafting projects lasted zero to four months; 26% lasted four to eight months and 23% lasted greater than eight months. For the majority of drafting projects, service users reported that policy development had been completed to a great extent (61%) prior to requesting legislative drafting services (28% reported a moderate extent, 8% reported a lesser extent and 3% reported not at all).

The table below presents an overview of the Cycle III client feedback provided by the 347 service users who identified that they had received legislative drafting services in the 12 months preceding the administration of the Survey. The majority of ratings surveyed under this service type were found to have improved between Cycle II and III. In addition, all elements exceeded the departmental target of 8.0.

		Cycle III (2016-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
		Rating	Rating	Rating
Overall quality of Legislative Drafting Services		8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Accessibility/Responsiveness	Regularly provided ongoing feedback informing you of the status of your request(s) for services †	8.3 (±0.2)	7.6 (±0.2)	7.7 (±0.1)
	Addressed your expectations for being kept informed of the status of your request(s) for services	8.4 (±0.2)	n/a	n/a
	Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice	9.2 (±0.1)	9.2 (±0.1)	9.4 (±0.1)
	Courteousness/Respectfulness: Please rate your overall level of satisfaction with the courteousness/respectfulness of legal service providers	9.0 (±0.1)	8.8 (±0.1)	9.1 (±0.1)
	Service Provider: Please rate your level of satisfaction with the ease with which the correct service provider to meet your needs was identified	8.7 (±0.2)	8.4 (±0.1)	n/a
	Satisfaction with access mode: Email	8.5 (±0.2)	8.5 (±0.1)	n/a
	Satisfaction with access mode: Telephone	8.4 (±0.2)	8.5 (±0.1)	n/a
	Satisfaction with access mode: In person	8.7 (±0.2)	8.6 (±0.1)	n/a

Legal Risk	Advised you of issues/developments which may impact your department/agency †	8.5 (±0.2)	8.2 (±0.1)	8.3 (±0.1)
	Worked with you to identify legal risks †	8.5 (±0.2)	8.1 (±0.1)	8.2 (±0.1)
	Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.6 (±0.2)	8.0 (±0.2)	n/a
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.2)	8.2 (±0.2)	7.8 (±0.1)
	Negotiated mutually acceptable deadlines	8.2 (±0.2)	8.0 (±0.2)	7.8 (±0.1)
	Met mutually acceptable deadlines †	8.5 (±0.2)	8.1 (±0.2)	7.9 (±0.1)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.5 (±0.2)	8.3 (±0.1)	8.3 (±0.1)
	Proposed appropriate solutions for legal and drafting issues raised	8.4 (±0.2)	8.2 (±0.2)	8.1 (±0.1)
	Developed legislative drafting options appropriate to your policy and program objectives	8.4 (±0.2)	8.3 (±0.2)	8.2 (±0.1)
	Provided consistent legal advice	8.5 (±0.2)	8.3 (±0.2)	8.0 (±0.1)

ANNEX G – CLIENT FEEDBACK: REGULATORY DRAFTING SERVICES

Regulatory Drafting services is defined in the survey as support with the review and drafting of regulations, including the examination of regulatory proposals. Most service users reported being actively involved in only one regulatory drafting project within the 12 months prior to being surveyed; 45% reported being involved in two or more regulatory drafting projects. On average, 33% of regulatory drafting projects lasted zero to four months; 22% lasted four to eight months, 20% lasted eight to twelve months and 25% lasted greater than twelve months. For the majority of drafting projects, service users reported that policy development had been completed to a great extent (65%) prior to requesting regulatory drafting services (26% reported a moderate extent, 6% reported a lesser extent and 3% reported not at all).

The following table presents an overview of the Cycle III client feedback provided by the 540 service users who identified that they had received regulatory drafting services in the twelve months preceding the administration of the Survey. For most elements, Cycle III ratings were comparable to those of Cycle II. The majority of elements surveyed either met or exceeded the departmental target of 8.0; however, four were below this target.

		Cycle III (2006-2019)	Cycle II (2009-2012)	Cycle I (2006-2009)
		Rating	Rating	Rating
Overall quality of Regulatory Drafting Services		8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)
Accessibility/Responsiveness	Regularly provided ongoing feedback informing you of the status of your request(s) for services	7.7 (±0.2)	7.7 (±0.2)	7.1 (±0.4)
	Addressed your expectations for being kept informed of the status of your request(s) for services	7.9 (±0.2)	n/a	n/a
	Official Languages: Please rate your overall level of satisfaction with the accessibility of legal services in the official language of your choice	9.2 (±0.1)	9.3 (±0.1)	9.2 (±0.2)
	Courteousness/Respectfulness: Please rate your overall level of satisfaction with the courteousness/respectfulness of legal service providers	9.0 (±0.1)	8.9 (±0.1)	8.8 (±0.2)
	Service Provider: Please rate your level of satisfaction with the ease with which the correct service provider to meet your needs was identified	8.7 (±0.1)	8.5 (±0.1)	n/a
	Satisfaction with access mode: Email	8.6 (±0.1)	8.6 (±0.1)	n/a
	Satisfaction with access mode: Telephone	8.5 (±0.1)	8.6 (±0.1)	n/a
	Satisfaction with access mode: In person	8.8 (±0.1)	8.7 (±0.1)	n/a
Legal Risk	Advised you of issues/developments which may impact your department/agency	8.4 (±0.1)	8.3 (±0.1)	8.0 (±0.3)
	Worked with you to identify legal risks	8.3 (±0.1)	8.2 (±0.1)	7.9 (±0.3)
	Incorporated your instructions in the review and development of legal options to mitigate identified legal risks †	8.4 (±0.1)	8.0 (±0.2)	n/a

<i>Timeliness</i>	Responded in a timely manner to requests for legal services	7.8 (±0.2)	8.0 (±0.1)	7.5 (±0.3)
	Negotiated mutually acceptable deadlines	7.7 (±0.2)	7.8 (±0.1)	7.4 (±0.4)
	Met mutually acceptable deadlines	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	8.4 (±0.1)	8.3 (±0.1)	7.9 (±0.3)
	Proposed appropriate solutions for legal and drafting issues raised	8.2 (±0.1)	8.3 (±0.1)	7.7 (±0.3)
	Developed regulatory drafting options appropriate to your policy and program objectives	8.2 (±0.2)	8.3 (±0.1)	7.8 (±0.3)
	Provided consistent legal advice	8.3 (±0.1)	8.3 (±0.1)	7.6 (±0.3)

**During Cycle I, feedback for Regulatory Drafting Services was only assessed across the Central Agencies Portfolio, the Public Safety, Defence and Immigration Portfolio and the Tax Law Services Portfolio.

ANNEX H – 2019 RESULTS BY IMPORTANCE OF SERVICE STANDARDS

All Service Standards received high ratings of importance (8.5 and above) across all service types. The Service Standard element identified as most important by Legal Advisory and Litigation service users were: *responded in a timely manner to requests for legal services* and *provided clear and practical guidance on resolving the legal issue(s)* with ratings of 9.4 (Legal Advisory Services) and 9.3 (Litigation Services). For both Legislative Drafting and Regulatory Drafting service users, the Service Standard that was ranked most important was: *proposed appropriate solutions for legal and drafting issues raised*, with importance ratings of 9.3 and 9.2, respectively. Of note, the Legislative Drafting Services element: *responded in a timely manner to requests for legal services*, also received a rating of 9.3, and the Regulatory Drafting Services element: *met mutually acceptable deadline(s)*, also received a rating of 9.2.

The largest disparity between satisfaction and importance ratings was observed for the Service Standard: *responded in a timely manner to requests for legal services*, across three of the four service types. The average disparity between importance and satisfaction ratings across all Service Standards was 1.0.

	Importance Rating	Satisfaction Rating	Disparity
<i>Legal Advisory Services</i>			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	9.0 (±0.0)	7.8 (±0.1)	1.2
Responded in a timely manner to requests for legal services	9.4 (±0.0)	8.1 (±0.1)	1.3
Negotiated mutually acceptable deadline(s)	9.1 (±0.0)	8.0 (±0.1)	1.1
Met mutually acceptable deadline(s)	9.3 (±0.0)	8.3 (±0.1)	1.0
Involved you in the development of legal strategy and positions	9.0 (±0.0)	8.3 (±0.1)	0.7
Identified means to prevent or resolve legal disputes at the earliest opportunity	9.0 (±0.0)	8.2 (±0.1)	0.8
Provided clear and practical guidance on resolving the legal issue(s)	9.4 (±0.0)	8.3 (±0.0)	1.1
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.6 (±0.1)	8.0 (±0.1)	0.6
<i>Litigation Services</i>			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	9.1 (±0.0)	8.0 (±0.1)	1.1
Responded in a timely manner to requests for legal services	9.3 (±0.0)	8.3 (±0.1)	1.0
Negotiated mutually acceptable deadline(s)	9.1 (±0.1)	8.2 (±0.1)	0.9
Met mutually acceptable deadline(s)	9.2 (±0.0)	8.4 (±0.1)	0.8

	Importance Rating	Satisfaction Rating	Disparity
Involved you in the development of legal strategy and positions	9.1 (±0.1)	8.2 (±0.1)	0.9
Identified means to prevent or resolve legal disputes at the earliest opportunity	9.0 (±0.1)	8.1 (±0.1)	0.9
Provided clear and practical guidance on resolving the legal issue(s)	9.3 (±0.0)	8.3 (±0.1)	1.0
Identified opportunities to implement policies or programs by administrative rather than legislative or regulatory means	8.5 (±0.1)	7.8 (±0.1)	0.7
<i>Legislative Drafting Services</i>			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	9.1 (±0.1)	8.3 (±0.2)	0.8
Responded in a timely manner to requests for legal services	9.3 (±0.1)	8.4 (±0.2)	0.9
Negotiated mutually acceptable deadline(s)	9.1 (±0.1)	8.2 (±0.2)	0.9
Met mutually acceptable deadline(s)	9.2 (±0.1)	8.5 (±0.2)	0.7
Proposed appropriate solutions for legal and drafting issues raised	9.3 (±0.1)	8.4 (±0.2)	0.9
Developed legislative drafting options appropriate to your policy and program objectives	9.2 (±0.1)	8.4 (±0.2)	0.8
<i>Regulatory Drafting Services</i>			
Regularly provided ongoing feedback informing you of the status of your request(s) for services	8.9 (±0.1)	7.7 (±0.2)	1.2
Responded in a timely manner to requests for legal services	9.1 (±0.1)	7.8 (±0.2)	1.3
Negotiated mutually acceptable deadline(s)	9.0 (±0.1)	7.7 (±0.2)	1.3
Met mutually acceptable deadline(s)	9.2 (±0.1)	8.0 (±0.2)	1.2
Proposed appropriate solutions for legal and drafting issues raised	9.2 (±0.1)	8.2 (±0.1)	1.0
Developed regulatory drafting options appropriate to your policy and program objectives	9.1 (±0.1)	8.2 (±0.2)	0.9

ANNEX I – RESPONSE RATES BY DEPARTMENT/AGENCY

The overall response rate was 33%. The user response rate was 10% of the total population. Across the Portfolio, client organization response rates ranged from 17% to 63%. As indicated in brackets, there were two organizations that elected to only have their EX population surveyed and there was one organization that elected to have their EX minus 1 and above population surveyed.

Portfolio/Department/Agency	Population	Respondents *	Users of Services**
Aboriginal Affairs Portfolio	1,450	481	247
Indian and Northern Affairs Canada	1,450	481	247
Business and Regulatory Law Portfolio	26,295	7,406	2,711
Agriculture and Agri-Food Canada	1,479	450	101
Atlantic Canada Opportunities Agency	301	96	48
Canada Economic Development for Quebec Regions	157	59	48
Canadian Environmental Assessment Agency	124	34	22
Canadian Food Inspection Agency	1,297	409	176
Canadian Heritage	438	124	72
Canadian Space Agency	358	117	48
Competition Bureau	242	77	55
Employment and Social Development Canada (EX only surveyed)	515	202	102
Environment and Climate Change Canada	2,683	450	149
Fisheries and Oceans Canada	2,655	698	198
Global Affairs Canada	1,964	396	186
Health Canada	3,082	1,101	408
Infrastructure Canada	167	61	33
Innovation, Science and Economic Development Canada	1,727	572	188
Library and Archives Canada	147	56	26
National Research Council Canada	145	33	5
Natural Resources Canada	1,802	556	159
Parks Canada	540	166	55
Public Health Agency of Canada	896	188	54
Public Services & Procurement Canada	3,205	1,120	414
Shared Services Canada	59	16	8
Transport Canada	2,252	403	140
Veterans Affairs Canada (EX only surveyed)	60	22	16
Central Agencies Portfolio	2,218	891	422
Finance Canada	357	127	74
Financial Consumer Agency of Canada	48	18	12
Financial Transactions and Reports Analysis Centre of Canada	95	53	32
Office of the Superintendent of Financial Institutions (EX minus 1 and above surveyed)	546	208	53
Public Service Commission	209	94	43
Treasury Board Secretariat	963	391	208

Portfolio/Department/Agency	Population	Respondents *	Users of Services**
Public Safety, Defence and Immigration Portfolio	14,961	4,501	1,052
Canada Border Services Agency	1,143	397	147
Communications Security Establishment Canada	253	58	19
Canadian Security Intelligence Service	713	170	53
Correctional Service of Canada	1,884	622	176
Department of National Defence and the Canadian Forces	7,121	1,988	242
Immigration, Refugees and Citizenship Canada	1,294	347	142
Parole Board of Canada	40	25	16
Public Safety Canada	287	89	52
Royal Canadian Mounted Police	2,226	805	205
Tax Law Services Portfolio	8,306	4,450	1,113
Canada Revenue Agency	8,306	4,450	1,113
Total	53,230	17,729 (33%)	5,545 (10%)

*Individuals who completed and returned a questionnaire are called respondents.

**“Users of Services” represents the respondents who indicated having used at least one Justice Canada legal services at least once in the twelve months preceding the survey.

ANNEX J – CYCLE III PROFILE OF SERVICE USERS

The table below provides a breakdown of service users by EX and non-EX classification, by location, and by type of service used.

	Number	Percentage
Classification		
• EX Cadre	1,528	27.6%
• Non-EX	4,017	72.4%
Total	5,545	100%
Location*		
• National Capital Region	3,447	62.2%
• Regions	2,078	37.5%
• Outside of Canada	20	0.4%
Total	5,545	100%
Type of Service Received**		
• Legal Advisory	4,899	88.3%
• Litigation	1,681	30.3%
• Legislative Drafting	347	6.3%
• Regulatory Drafting	540	9.7%
Service Users	5,545	

*Total may not equal 100% due to rounding.

**Percentages add to more than 100% as service users could have received more than one type of legal service.

ANNEX K – DISTRIBUTION OF SERVICE USERS BY SERVICE PROVIDER

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

Service Provider	Advisory	Litigation	Legislative	Regulatory
Legal Service Unit (LSU) dedicated to your department or agency	4,253	937	198	291
National Litigation Sector – Civil Litigation Section	65	231	n/a	n/a
National Litigation Sector – National Security Group	3	8	n/a	n/a
Centre of Expertise – Centre for Information and Privacy Law	11	n/a	n/a	n/a
Centre of Expertise – Access to Justice in Official Languages	5	n/a	n/a	n/a
Centre of Expertise – Procurement Law	39	n/a	n/a	n/a
Centre of Expertise – Centre for Labour and Employment Law	64	n/a	n/a	n/a
Finance Canada – Tax Counsel Division	n/a	n/a	17	10
Legislative Services Branch – specializing in legislative and/or regulatory drafting	68	n/a	126	n/a
Health Canada Regulations Section	n/a	n/a	n/a	47
National Defence Regulations Section	n/a	n/a	n/a	8
Transport Canada Regulations Section	n/a	n/a	n/a	19
Headquarters Regulations Section	n/a	n/a	n/a	147
Atlantic Regional Office	36	30	n/a	n/a
British Columbia Regional Office	62	119	n/a	n/a
Northern Region Regional Offices	21	11	n/a	n/a
Ontario Regional Office	60	98	n/a	n/a
Prairie Region Office - Edmonton	32	43	n/a	n/a
Prairie Region Office - Calgary	7	8	n/a	n/a
Prairie Region Office - Saskatoon	17	13	n/a	n/a
Prairie Region Office - Winnipeg	14	18	n/a	n/a
Quebec Regional Office	77	89	n/a	n/a
Other	65	76	6	18
Total*	4,899	1,681	347	540

*Percentages add to more than 100% as service users could have received more than one type of legal service.

ANNEX L – 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 timeliness, responsiveness, 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.