

Veterans Review and Appeal Board 2025-26 Departmental Plan



The Honourable Jill McKnight , P.C., M.P.
Minister of Veterans Affairs and Associate Minister of
National Defence



2025-26 Departmental Plan

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This document is available in alternative formats upon request.

Cette publication est également disponible en français.

Veterans Review and Appeal Board's 2025-26 Departmental Plan: At a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision and mission](#), [raison d'être](#), and [operating context](#)

Key priorities

In 2025-26, the Board will continue work on its five-year [Strategic Plan](#) which outlines the organization's four key priorities and framework for the 2023-24 to 2027-28 period. The initiatives and activities that flow from these priorities directly contribute to the Board's planned results of ensuring Veterans receive high quality, timely hearings and decisions.

The Board's top priorities for 2025-26 are as follows:

Access to Justice

- Pursue opportunities to streamline processes and leverage technology to enhance the timeliness and efficiency of the appeal process to better serve Veterans.
- Explore opportunities to improve how we schedule and hear cases so that Veterans obtain access to the appeal process sooner.
- Continue to focus on outreach and engagement with the Veteran community and stakeholders to maintain strong partnerships with those who are a direct line to Veterans.
- Refine our social media and website approach and presence, to maximize effectiveness and reach, and explore other options for targeted communications with Veterans and stakeholders.

Productivity

- Undertake initiatives to sustain and improve productivity and to better monitor performance so Veterans receive their decisions sooner.
- Focus on the quality and consistency of our decisions through continued training and professional development for staff and Members.
- Identify talent needs and implement strategies that focus on attracting, developing and retaining a diverse workforce with the experience and skills required to provide Veterans with high quality, timely hearings.

Innovation

- Modernize our practices, processes and tools and integrate new business and technological solutions to enhance the appeal program.
- Invest in our staff and Members by offering new opportunities to build skills and knowledge through new work experiences; and continue to support digital government initiatives that cultivate internal expertise and knowledge.

People

- Foster an equitable, diverse, inclusive, accessible and bilingual work environment where people feel valued and respected.
- Continue to advance new and ongoing initiatives aimed at improving accessibility for Veterans and their families, as well as our staff and Members.

Highlights

In 2025-26, total planned spending (including internal services) for the VRAB is \$23,073,258 and total planned full-time equivalent staff (including internal services) is 203. For complete information on the Board's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025-26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility: Appeals

Planned spending: \$23,073,258

Planned human resources: 203

Departmental results:

- Applicants receive high quality hearings and decisions.
- Applicants receive timely decisions.

Everything the Board does under its core responsibility aims to provide Veterans and their families with high quality, timely hearings and decisions. In 2025-26, the Board will focus on the following priorities to achieve these results:

- Ensuring decisions are accessible to all in a timely manner;
- Delivering high-quality, and effective hearings;
- Maintaining a culture of innovation and continuous improvement; and
- Fostering a healthy and safe organization that considers diversity and inclusion.

More information about [Appeals](#) can be found in the full plan.

Veterans Review and Appeal Board 2025-26 Departmental Plan

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From the Chair



Christopher J. McNeil
Chair, Veterans Review and Appeal Board

I am pleased to present the Veterans Review and Appeal Board's, (VRAB, the Board) 2025-26 Departmental Plan. This plan serves as our guide, leading us to achieve our strategic goals and priorities for 2025-26:

The Board's priorities for 2025-2026 include:

- building on existing and new initiatives to promote an efficient appeal process;
- enhancing capacity to provide timely access to decisions to as many Veterans as possible;

- maintaining an innovative culture for continuous improvements; and
- promoting inclusion in our services and as a workplace.

The Board looks forward to continuing to serve our country's Veterans, CAF and RCMP members, and their families, in order to provide them the benefits to which they are entitled.

Christopher J. McNeil

Chairperson, Veterans Review and Appeal Board

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- Core Responsibility: Appeals
- Internal services

Core Responsibility: Appeals

In this section

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Description

Provide an independent review and appeal program for disability benefits decisions made by Veterans Affairs Canada; ensure Veterans, Canadian Armed Forces and Royal Canadian Mounted Police members, and their families, receive the benefits they are entitled to for service-related disabilities.

Quality of life impacts

Considering quality of life impacts contributes to the "Good Governance" domain of the [Quality of Life Framework for Canada](#) and, more specifically, "Access to fair and equal justice (civil and criminal)." It also contributes to the "Health" domain, more specifically, "Timely access to primary care provider"; and the "Prosperity" domain, more specifically, "Financial well-being".

Indicators, results and targets

This section presents details on the Board’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Appeals. Details are presented by departmental result.

Table 1: Applicants receive timely decisions.

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Appeals.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of Review decisions issued within 16 weeks of the applicant/representative notifying the Board their case is ready to be heard	2021–22: 77% 2022–23: 49% 2023–24: 73%	≥95%	March 2026
Percentage of Appeal decisions issued within 16 weeks of the applicant/representative notifying the Board their case is ready to be heard	2021–22: 37% 2022–23: 40% 2023–24: 35%	≥85%	March 2026

Table 2: Applicants receive high-quality hearings and decisions.

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Appeals.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of Applicants who provide positive feedback about their hearing	2021–22: Not available ¹ 2022–23: 97% 2023–24: 97%	≥95%	March 2026
Percentage of Board decisions that meet quality standards	2021–22: 71% 2022–23: 93% 2023–24: 97%	≥85%	March 2026
Percentage of Board decisions overturned by the Federal Court	2021–22: 0.1% 2022–23: 0.4% 2023–24: 0.0%	<2%	March 2026

¹This indicator is based on responses to questions from the Board’s Review Hearing Exit Survey, which is administered to applicants following their in-person hearing. During the global pandemic, in-person review hearings had to be suspended, except for very limited circumstances. Results for this indicator are not available for 2021-22 as the survey was not administered.

Additional information on [the detailed results and performance information](#) for the VRAB’s program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Appeals in 2025-26.

Everything the Board does under this core responsibility aims to provide Veterans and their families with high-quality and timely hearings and decisions. In 2025-26, the Board will continue to focus on the key priorities outlined in its [2023-2028 Strategic Plan](#).

- Access to Justice
- Productivity
- Innovation
- People

The plan outlines clear objectives that are directly tied to our departmental results, ensuring that every initiative contributes to our overarching aim of providing high-quality and timely hearings and decisions to Veterans.

Departmental Result: Applicants receive timely decisions.

Results we plan to achieve

- Access to Justice is a key component of the Board’s mandate. The Board is continuously working to help Veterans and their families obtain access to the disability appeal process, and ultimately benefits, more quickly. In 2025-26, the Board will build on previous and new initiatives in support of increased efficiency in the appeal process, while streamlining processes to improve workload management so that Veterans and their families receive decisions quicker. To this end, the Board will:
 - Foster the use of data and tools, such as dashboards and other reports, to assist with effective workload management and support informed, timely decision-making;
 - Regularly monitor and report on productivity results against performance targets, identifying challenges as they arise and adjusting processes as required; and
 - Review workflows and make meaningful process improvements to eliminate operational redundancies and ensure more flexible service delivery.
- In recent years, there has been a significant increase in the number of cases coming to the Board. To manage the growing workload, the Board secured both permanent and temporary funding through Budget 2023. This funding has allowed us to expand the Board’s capacity, helping to address the increased workload and reduce the backlog of cases that has built up over the years. In January 2025, eleven new temporary Members were appointed to the Board. The addition of these Members will greatly increase our capacity to conduct hearings in 2025-26, bringing the Board closer to eliminating the backlog and delivering timely decisions to Veterans and their families.
- Maintaining a culture of innovation and continuous improvement allows the Board to best serve Veterans and their families. We are continuously evolving and adapting what we do and how we do it by implementing new processes, increasing automation and leveraging technology to enhance the timeliness, and efficiency of the appeal program, so that Veterans receive decisions sooner. In 2025-26, the Board will:

- Use data to analyze workload and trends to ensure that the appropriate resources are in the right place at the right time so Veterans and their families receive timely hearings and decisions;
- Continue to explore innovations that aim to create efficiencies in the Board's appeal program, such as Veterans Affairs Canada's Service Health Record Search Tool. This tool enables faster identification of relevant information for a specific health condition, providing only relevant search records instead of all service health records, reducing the time it takes to prepare documentation for Board hearings;
- Streamline business processes and employ strategies and technologies that enhance operational efficiency by continuously adjusting processes and leveraging technology;
- Support the implementation of a modernized client information management system;
- Pilot the digitization of the Board's physical documents;
- Explore opportunities to further automate the scheduling of hearings, making the processes more efficient;
- Continue to modernize our website to ensure it is user-friendly and barrier free; creating fillable web forms and reviewing website content for clarity, use of plain language, and ensuring information is up to date; and
- Encourage and support the creation and operation of employee-led networks and initiatives, such as the Board's new Innovation Team exploring the use of artificial intelligence, devoted to raising awareness, and sharing ideas and information to support process improvement.

Departmental Result: Applicants receive high-quality hearings and decisions.

Results we plan to achieve

- Focusing on quality and consistency in decision-making ensures the Board is providing meaningful and fair access to justice. To optimize high-quality decision-making, Members must have access to relevant and timely training. In 2025-26, the Board will continue to hold training seminars where Members will be provided training on a variety of topics, such as legislation, management of hearings, and administrative law and judicial decisions. Further, the Board will continue to develop and strengthen the training programs for Members and staff involved in the adjudication process to ensure that quality decisions continue to be rendered. We will enhance our online training program, ensuring new staff are equipped to effectively carry out their roles.
- Communications and outreach are fundamental to improving and supporting access to the Board's appeal program, while ensuring that Veterans, their families and stakeholders understand what the Board does. The Board recognizes the significance of transparent communication and the need to keep our stakeholders informed about the Board's activities, decisions, and initiatives. In 2025-26, we will continue leveraging social media platforms to improve communications and outreach with Veterans, and their families, the public, and stakeholders. The Board will build on its public awareness advertising campaign, launched in 2024-25, to ensure Veterans are informed about their

right to appeal, and the services and support that are available to them if they are dissatisfied with a decision from VAC on their disability benefits. These communication and outreach efforts are designed to ensure that all participants in the appeal process are well-informed, well-prepared, and fully aware of their rights and the Board's commitments. By increasing awareness and providing detailed information upfront, we help Veterans come to their hearings better prepared. This level of preparedness and understanding directly contributes to the quality of the hearings.

- In an effort to stay connected to Veterans, the Chair will continue to meet with many Veteran groups across the country to hear first-hand about the issues that Veterans and their families face. By meeting with various Veteran groups across the country, we gain valuable insights into the challenges and needs of Veterans and their families, which directly informs and guides improvements in the appeal process.
- Recognizing a diverse and skilled workforce is the foundation of the organization's success, the Board will continue to manage our workforce through employee development and effective succession planning strategies, to provide the language requirements, expertise, leadership and experience needed to ensure Veterans and their families receive high-quality hearings and decisions. To this end, the Board will:
 - Invest in our staff and Members by offering new opportunities to build skills and knowledge through new work experiences;
 - Continue to provide training in Plain Language Writing to promote concise, plain language writing that improves readability to Veterans; and
 - Support staff in learning and maintaining proficiency in their second official language.

Investing in our people

The dedicated staff and Members who work at the Board are integral to the organization successfully fulfilling its mandate. The Board recognizes that to achieve its results of providing high-quality and timely hearings and decisions, means ensuring staff and Members are supported.

The Board sets a high standard for promoting an organizational culture that is based on the values of respect, diversity and inclusion. During the reporting period, the Board will continue to focus its efforts on creating an equitable, diverse, inclusive, accessible, and bilingual work environment. In 2025-26, the Board will:

- Engage with staff and Members on key priorities such as mental health, well-being, accessibility and anti-racism through regular communication, such as quarterly conversations and staff meetings.
- Implement "Unity in Diversity", the VRAB's 2024-2028 Diversity and Inclusion Action Plan, which commits the Board to actions under four key pillars: Awareness and Desire; Knowledge and Ability; Recruitment, Development and Retention; and Reinforcement.

- Continue to deliver mandatory training on unconscious bias and its impacts for all managers with staffing delegations; provide harassment awareness training to new staff; and promote other training and resources related to mental health, diversity and inclusion, and anti-racism.
- Encourage staff to attend Board hearings to learn more about the Veterans we serve through hearing their stories, including through our onboarding program.
- Continue working to eliminate barriers in staffing, through reviewing staffing practices to help identify and remove systemic barriers to ensure that the Board’s recruitment and staffing processes are fair and equitable.

In 2025-26, the Board will also continue to implement its 2022-25 [Accessibility Action Plan](#), which identifies ways to prevent and remove accessibility barriers. Next, the Board will develop its next Accessibility Action Plan (2025-28). This work will allow the Board to continue to promote inclusive programming and services for the Veterans and their families we serve, as well as for Board staff and Members.

Key risks

- While the Board has committed to meeting its service standard and eliminating the case backlog as a result of the Budget 2023 funding, there is a risk that the Board will not be able to meet the demands for timely hearings and decisions. To mitigate this risk, the Board works to improve the scheduling process, continues to explore options to bring in additional resources as required and continues to streamline processes even further, to ensure focus on delivering decisions to Veterans and their families as quickly as possible.
- Due to the complex and changing environment under which the Board operates, there is a risk that the Board will not have adequate resources in place, with the necessary skillsets and competencies to meet the organization’s evolving operational goals in the years to come. To mitigate this risk, the Board has developed a strategic human resources plan to ensure the VRAB has a skilled and agile workforce in place to effectively support the organization. Key priorities include examining the Board’s human resource capacity to identify gaps in skillsets, and recruiting strategically to respond to organizational needs; diversity and inclusion; training and development; and employee engagement and well-being.

Planned resources to achieve results

Table 3: Planned resources to achieve results for Appeals

Table 3 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$23,073,258
Full-time equivalents	203

[Complete financial](#) and [human resources information](#) for the VRAB’s program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus

The Board serves a diverse group of Veterans, including factors such as gender, race, ethnicity, religion, age, ability, etc. The Board applies a gender-based analysis plus (GBA Plus) lens to help ensure we take into consideration the variation in experiences and barriers that different groups face as we develop or improve our program and services. The Board recognizes that GBA Plus training for staff and Board Members is key to successful integration of GBA Plus throughout the organization. GBA Plus training is included in the Board's mandatory training curriculum for all new employees. In 2025-26, all employees will continue to be required to take the training so they understand more about GBA Plus and how this process is used to explore the changing realities and inequalities of diverse groups of people. The integration of GBA Plus will also be supported in 2025-26 through the launch of the Board's latest Diversity and Inclusion Action Plan.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals
The Board is committed to supporting Canada's efforts to implement the UN 2030 Agenda for Sustainable Development Goals (SDGs). Through its core responsibility, the Board provides an independent appeal process for Veterans who are not satisfied with their disability benefits decisions made by Veterans Affairs Canada. The core responsibility contributes to these specific SDGs.

[SDG 3](#): Good Health and Well-being

Veterans who receive favourable decisions from the Board have access to disability benefits and services provided by Veterans Affairs Canada. These benefits and services support Veterans in improving their physical and mental health and well-being.

[SDG 16](#): Peace, Justice, and Strong Institutions

The Board's primary objective is ensuring Veterans receive the benefits to which they are entitled. The Board is continuously working to help Veterans and their families obtain access to the disability appeal process, and ultimately benefits, more quickly. This contributes to providing access to justice for all.

More information on the VRAB's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [2023-2027 Departmental Sustainable Development Strategy](#).

Program inventory

Appeals is supported by the following program:

- Review and Appeal

Additional information related to the program inventory for Appeals is available on the [Results page on GC InfoBase](#).

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

Description

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

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

This section presents details on how the department plans to achieve results and meet targets for internal services.

VAC provides some internal services to the Board under a Memorandum of Understanding (MOU). This service relationship has been in place since the Board was established in 1995. It allows the Board to maximize resources by capitalizing on the significant investment VAC has made in these services, while maintaining its adjudicative independence.

The Board will continue to work within this MOU with VAC for internal services.

Planned resources to achieve results

Table 4: Planned resources to achieve results for internal services this year

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	0 ¹
Full-time equivalents	0 ¹

¹Internal Services to support the operations of VRAB are provided at no cost under a MOU with VAC.

[Complete financial](#) and [human resources information](#) for the VRAB's program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024-25.

The VRAB collaborates with VAC through a Memorandum of Understanding to provide procurement services, including Indigenous Procurement. As in previous years, the VRAB will work with VAC Procurement to identify new Indigenous vendors to meet or exceed the 5% target. We expect to meet or exceed the 5% target this fiscal year, including through the procurement of information technology and audiovisual equipment and office furniture.

Table 5: Percentage of contracts planned and awarded to Indigenous businesses

Table 5 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
Total percentage of contracts with Indigenous businesses	36.64%	7.7%	7.9 %

Planned spending and human resources

This section provides an overview of the VRAB's planned spending and human resources for the next three fiscal years and compares planned spending for 2025-26 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2022-23 to 2027-28.

Budgetary performance summary

Table 6: Three-year spending summary for core responsibilities and internal services (dollars)

Table 6 presents how much money the Board spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Appeals	13,620,181	18,124,186	20,769,544
Internal Services	0 ¹	0 ¹	0 ¹
Total	13,620,181	18,124,186	20,769,544

¹Internal Services to support the operations of the VRAB are provided at no cost under an MOU with VAC.

Analysis of the past three years of spending

Planned spending for appeals increased in 2024-25 due to funding received to address increased demand for review and appeal services

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 7: Planned three-year spending on core responsibilities and internal services (dollars)

Table 7 presents how much money the VRAB plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Appeals	23,073,258	22,777,285	20,929,736
Internal services	0 ¹	0 ¹	0 ¹
Total	23,073,258	22,777,285	20,929,736

¹Internal Services to support the operations of the VRAB are provided at no cost under an MOU with VAC.

Analysis of the next three years of spending

The Board's planned spending over the next two years is expected to remain stable. Funding in 2027-28 will reflect a slight decrease as the additional resources allocated to address increased demand for review and appeal services are reduced.

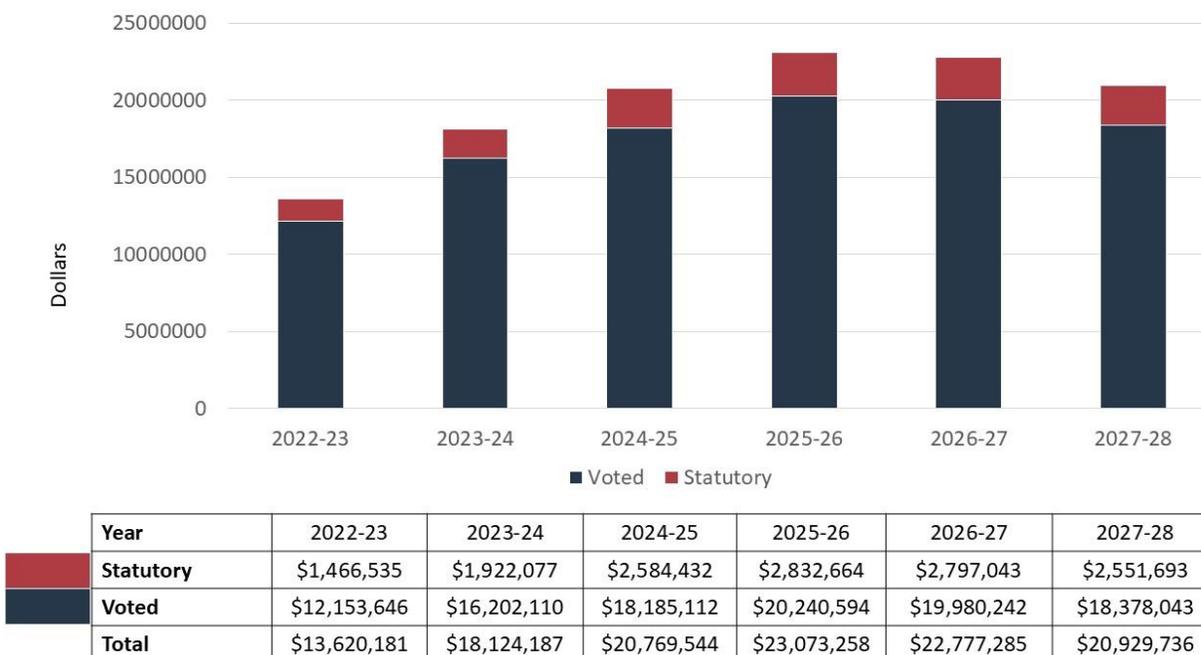
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2022-23	\$1,466,535	\$12,153,646	\$13,620,181
2023-24	\$1,922,077	\$16,202,110	\$18,124,187
2024-25	\$2,584,432	\$18,185,112	\$20,769,544
2025-26	\$2,832,664	\$20,240,594	\$23,073,258
2026-27	\$2,797,043	\$19,980,242	\$22,777,285
2027-28	\$2,551,693	\$18,378,043	\$20,929,736

Analysis of statutory and voted funding over a six-year period

The Board's planned spending is expected to increase in 2025-2026 due to temporary funding received to address increased demand for review and appeal services.

For further information on the VRAB’s departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the VRAB’s operations for 2024-25 to 2025-26.

Table 8 Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)
 Table 8 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (forecasted results minus planned)
Total expenses	22,271,959	25,140,793	2,868,834
Total revenues	0	0	0
Net cost of operations before government funding and transfers	22,271,959	25,140,793	2,868,834

Analysis of forecasted and planned results

The Board’s planned spending is expected to increase in 2025-2026 due to temporary funding received to address increased demand for review and appeal services.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on the VRAB’s website.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2022-23 to 2027-28.

Table 9: Actual human resources for core responsibilities and internal services

Table 9 shows a summary of human resources, in full-time equivalents, for the VRAB’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Appeals	101.5	140.4	169

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Internal services	0 ¹	0 ¹	0 ¹
Total	101.5	140.4	169

¹Internal Services to support the operations of the VRAB are provided at no cost under an MOU with VAC.

Analysis of human resources over the last three years

Planned human resources for appeals increased due to funding received to address increased demand for review and appeal services.

Table 10: Human resources planning summary for core responsibilities and internal services

Table 10 shows information on human resources, in full-time equivalents, for each of the VRAB's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Appeals	203	200	188
Internal services	0 ¹	0 ¹	0 ¹
Total	203	200	188

¹Internal Services to support the operations of the VRAB are provided at no cost under an MOU with VAC.

Analysis of human resources for the next three years

Planned human resources for appeals is expected to remain the same in 2025–26 for review and appeal services.

The subsequent decrease in human resources in 2026-27 and 2027-28 reflects the winding down of temporary funding previously received through Budget 2023.

Corporate information

Departmental profile

Appropriate minister: The Honourable Jill McKnight, P.C, M.P

Institutional head: Christopher J. McNeil

Ministerial portfolio: Veterans Affairs

Enabling instrument(s): [Veterans Review and Appeal Board Act](#); [Veterans Review and Appeal Board Regulations](#)

Year of incorporation / commencement: 1995

Other: Applications for review and appeal can be made to the Board under the following legislation:

- [Pension Act](#);
- [Veterans Well-being Act](#);

- [War Veterans Allowance Act](#);
- [Royal Canadian Mounted Police Pension Continuation Act](#); and
- [Royal Canadian Mounted Police Superannuation Act](#).

The Board also adjudicates applications for compassionate awards made under section 34 of the [Veterans Review and Appeal Board Act](#).

Departmental contact information

Mailing address:

Veterans Review and Appeal Board
PO Box 9900
Charlottetown, Prince Edward Island C1A 8V7
Canada

Telephone:

Toll Free in Canada and the United States

- 1-800-450-8006 (English Service)
- 1-877-368-0859 (French Service)

From all other locations, call collect

- 0-902-566-8835 (English Service)
- 0-902-566-8751 (French Service)

TTY: 1-833-998-2060

Fax: 1-855-850-4644

Email: info@vrab-tacra.gc.ca

Website(s): <http://www.vrab-tacra.gc.ca>

Supplementary information tables

The following supplementary information tables are available on the VRAB's website:

- [Gender-based analysis plus](#)

Information on the Board's 2023-2027 Departmental Sustainable Development Strategy can be found on [VRAB's website](#).

Federal tax expenditures

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

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

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

performance indicator (indicateur de rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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