Administrative Tribunals Support Service of Canada | Service canadien d'appui aux tribunaux administratifs

Administrative Tribunals Support Services of Canada

2025–26 Departmental Results Report

The Honourable Sean Fraser, P.C., M.P.
Minister of Justice and Attorney General of Canada
and Minister responsible for the Atlantic Canada Opportunities Agency

Canada

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Catalogue Number: J85-5E-PDF

ISSN: 2561-1739

Aussi disponible en français sous le titre : Rapport sur les résultats ministériels 2025-2026

The Administrative Tribunals Support Service of Canada's 2025-26 Departmental Results Report

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Note: The Administrative Tribunals Support Service of Canada (ATSSC) used its generative AI tool (Microsoft Copilot) to support the development of content in this report. A human has reviewed and validated all AI-generated content.

At a glance

This departmental results report details the ATSSC's actual accomplishments against the plans, priorities and expected results outlined in its 2025–26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with the ATSSC's vision, mission, raison d'être and operating context.

Key priorities

The ATSSC identified the following key priorities for 2025–26:

- Optimizing our organizational structure

- Modernizing our operations and technology
- Adapting our support services to tribunals
- Fostering an inclusive and supportive work environment

Highlights

In 2025–26, we found resourceful ways to deliver quality services while ensuring fiscal discipline, maximizing the potential of new digital tools and helping the tribunals and administrative bodies we serve to respond to new legislative responsibilities and rising caseloads.

To sustain critical service needs during a period of fiscal restraint, we launched a new organizational model on April 1, 2026. Organized by function rather than secretariat, the new model reduces siloes. With fewer siloes, the new structure requires fewer management positions. Combined with previous rounds of integration, the new structure is approximately $3.5M less expensive than the original structure, and it enables teams to serve tribunals more flexibly. Teams from across the ATSSC prepared for this transition by updating service standards, procedures and workflows; shifting functions to where they are most needed; and cross-training key staff members to support multiple tribunals.

We advanced our focus on technology and innovation by using AI to modernize operations. We supported the Federal Public Sector Labour Relations and Employment Board (FPSLREB) in launching one of the first public-facing chatbots for a federal tribunal. The chatbot enables parties and the public to obtain information about the FPSLREB quickly and conveniently. We also participated in the CANChat pilot for generative AI and offered staff several training sessions on the responsible use of AI. Staff now use AI to streamline tasks such as translation, legal research, plain language editing and travel planning.

Several of the tribunals and administrative bodies we support are facing new legislative responsibilities, higher caseloads, an increase in complex litigants and generally more complex files. We are working closely with them to ensure they receive the services they need. We have updated rules, procedures, forms, and web content and shifted resources to ensure equitable service delivery. Our new function-based structure will give us additional flexibility to respond to their evolving needs by making it easier to move resources between them.

- Total actual spending (including internal services): $83,392,560
- Total full-time equivalent staff (including internal services): 678

For detailed information on the ATSSC's total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its "core responsibility" (its main area of activity).

Core responsibility 1: Support services and facilities to federal administrative tribunals and its members

Actual spending: $60,289,872

Actual human resources: 536

Optimize our organizational structure

We streamlined operations by reducing secretariats from five to three and advancing toward a function-based model to cut duplication, improve flexibility, and align with tribunal needs. We prepared to launch the function-based model on April 1, 2026, by centralizing services, cross-training staff and updating workflows, service standards, and roles. The savings from this optimized structure contributed significantly to the ATSSC's Comprehensive Expenditure Review.

Modernize operations and technology

We expanded digital tools and innovation by launching a tribunal chatbot, advancing our AI strategy, and piloting AI for translation, editing and administrative tasks. We upgraded case management systems, expanded data analytics, modernized websites and audio-visual tools, digitized records, and prepared a new e-filing portal to improve service delivery. These investments will help the ATSSC to deliver services to tribunals and Canadians efficiently and effectively with a reduced budget.

Adapt support services to tribunals

We helped the organizations we serve to respond to legislative changes by updating procedures, forms and web content. We responded to rising caseloads by securing targeted funding and shifting resources. Resource allocation decisions were informed by tribunal needs, caseload trends, and the Prime Minister's priority of building a strong Canadian economy. This helped ensure key administrative justice services remained responsive to Canadians despite rising caseload pressures.

Foster an inclusive and supportive work environment

We strengthened inclusion through Equity, Diversity and Inclusion, accessibility, and official languages action plans. We introduced tools like the Accessibility Passport, promoted bias-reducing staffing practices, encouraged employee feedback through a new regular pulse check survey, and increased awareness of supports for workplace well-being.

For more information on the ATSSC's activities related to Support services and facilities to federal administrative tribunals and its members, read the "Results: What we achieved" section of this report.

From the Chief Administrator



Orlando Da Silva, LSM
Chief Administrator

I am pleased to present the 2025–26 Departmental Results Report for the Administrative Tribunals Support Service of Canada (ATSSC). This report provides information about the ATSSC's many achievements during the period of April 1, 2025, to March 31, 2026.

The ATSSC provides facilities and administrative support to 13 administrative tribunals, boards and councils, as well as two territorial bodies, helping them carry out their respective responsibilities and make decisions in line with the laws and procedures that govern their work.

In fiscal year 2025–26, the ATSSC continued to deliver strong results for Canadians by providing reliable, high-quality support to the tribunals and other administrative bodies we serve. In a time of increasing fiscal restraint, we found smarter, more efficient and cost-effective ways to work that allowed us to assist the tribunals and administrative bodies as they dealt with new legislation, higher caseloads and more complex files.

During this time, we made important progress on our key priorities: optimizing our organizational structure, modernizing operations and technology, adapting support services to tribunals, and fostering an inclusive and supportive work environment.

Our achievements include an ongoing investment in digital tools, including a tribunal chatbot, and in piloting artificial intelligence to help with tasks such as translation and plain language editing. At the same time, we strengthened our workplace culture by advancing equity, diversity and inclusion initiatives, improving accessibility, and prioritizing employee well-being. We also updated our work

procedures, forms and online content, and secured targeted funding to help the organizations we serve do their work more easily and efficiently.

We streamlined our operations by moving toward a function-based organizational model, which we launched on April 1, 2026. By reducing the number of secretariats, centralizing services and updating workflows, service standards and roles, our goal was to limit duplication, increase flexibility and shift resources more easily to where they are needed most.

Looking ahead, we remain focused on improving access to justice while delivering value for Canadians. To this end, we will continue to adapt, innovate and work collaboratively to ensure the organizations we support have what they need to carry out their important work.

I am proud of our employees' dedication and commitment, and I am confident that the ATSSC is well positioned to continue delivering strong results now and in the future. I invite you to read this report for more information about our achievements over the past fiscal year. Our results show how we are advancing our mandate to help Canada's federal administrative tribunals provide justice that is fair, timely and accessible to all.

Orlando Da Silva, LSM
Chief Administrator

Results: What we achieved

Core responsibilities and internal services

- Core responsibility 1: Support services and facilities to federal administrative tribunals and its members
- Internal services

Core responsibility 1: Support services and facilities to federal administrative tribunals and its members

In this section

- Description
- Quality of life impacts
- Progress on results
- Details on results
- Key risks
- Resources required to achieve results
- Related government priorities
- Program inventory

Description

The ATSSC is responsible for providing support services required by each tribunal by way of a single, integrated organization.



Image 1 description: A series of white icons inside blue circles are linked by a yellow dotted line leading to a paper airplane symbolizing moving toward future goals. The icons represent some of the services and support the ATSSC provides to the organizations it serves, including mediation, security, telephone enquiry services, information technology, registry services, innovation and continuous improvement, and human resources.

Quality of life impacts

The activities outlined in the ATSSC's core responsibility description contribute to the "Good Governance" domain of the Quality of Life Framework for Canada and, more specifically, to the "Democracy and institutions" subdomain and the "Confidence in institutions" indicator.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Support services and facilities to federal administrative tribunals and its members

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions in the last three fiscal years.

Table 1: Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions

Departmental result indicator	Target	Date to achieve target	Actual result
Level of satisfaction of tribunal members with the quality of the	85%	March 2026	2023–24: 95.02% 2024–25: 94.91%

Departmental result indicator	Target	Date to achieve target	Actual result
specialized services offered by their assigned secretariats			2025–26: 91.78%
Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by Chairpersons ‡	85%	March 2026	2023–24: 96.91%[1] 2024–25: 93.52%[2] 2025–26: 97.14%[2]

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

[1] Percentage is based on the average results of 10 out of 12 tribunals. Of the 2 remaining tribunals, one had no cases to report, and the other had not finalized their methodology by the end of the fiscal year.

[2] Percentage is based on the average results of 11 out of 12 tribunals. One tribunal had not finalized their methodology by the end of the fiscal year.

Table 1 shows the target, the date to achieve the target and actual result for each indicator under Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions in the last three fiscal years.

The Results section of the Infographic for the ATSSC on GC Infobase provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Support services and facilities to federal administrative tribunals and its members in 2025–26 compared with the planned results set out in the ATSSC's departmental plan for the year.

Support services and facilities to federal administrative tribunals and its members

Results achieved

Optimize our organizational structure

We invested significant effort into optimizing organizational structure, workflows, service standards and resource sharing across teams.

- On April 1, 2025, we launched a three-secretariat model without service disruptions, merging business units and reducing the number of secretariats from five to three
- Following the July 2025 announcement of the Comprehensive Expenditure Review, we continued refining our structure to achieve greater efficiencies and economies of scale

- We determined that a function-based model would further reduce duplication, streamline management, increase flexibility, and align with the dynamic workflows of the organizations we serve
- The new functional model includes:
    - Registry Services
    - Legal Services (including legal services and trade remedy analysis teams)
    - Alternative Dispute Resolution Services
    - Internal Services
- To prepare for its launch on April 1, 2026, we:
    - developed new service standards and updated procedures and guidelines
    - refined workflows to maximize efficiency
    - updated work descriptions
    - cross-trained registry officers, intake staff, editors and legal counsel to support multiple tribunals
    - centralized administrative services and redeployed specialized roles, such as finance and learning support, to where they are most needed
    - implemented various change management and resiliency supports for staff

Modernize operations and technology

We invested in digital tools and supported innovation in client service through a variety of projects, including:

- launching a public-facing chatbot for the FPSLREB—one of the first of its kind for a federal tribunal
- developing the ATSSC Artificial Intelligence Transformation Strategy
- participating in the CANChat pilot for generative AI, delivering CANChat training sessions and hosting an all-staff event on the responsible use of AI
- applying AI tools to improve operations, including:
    - piloting AI-assisted translation
    - developing AI prompts to streamline travel planning
    - using AI to improve the accessibility and readability of guides and reference materials
    - using an AI-enabled legal research tool to support more strategic and effective legal services (Westlaw Edge)
    - testing a document-generating legal AI tool (CoCounsel)
- updating Case Management Systems (CMS) to better support tribunals and planning to consolidate multiple systems to improve efficiency and reduce costs
- preparing for the launch of an e-filing portal for the Social Security Tribunal (SST) of Canada to make it easier for Canadians to securely submit and manage appeal documents online

- expanding data and analytics capacity by developing PowerBI solutions for tribunals, including the FPSLREB, the Canadian Human Rights Tribunal, and the Canada Industrial Relations Board (CIRB)
- helping several of the organizations we support to continuously improve their websites, including a complete rehaul of the Transportation Appeal Tribunal of Canada's website
- digitizing case files for the Canadian International Trade Tribunal (CITT) and the Public Servants Disclosure Protection Tribunal to improve access to information and reduce paper records
- enhancing ManageEngine solutions to include compensation and security requests
- preparing to implement a new security screening solution
- training staff on new digital productivity tools, including Microsoft To Do, Planner, and Teams channels, to improve collaboration and efficiency
- modernizing audiovisual (AV) equipment to support effective hybrid hearings and meetings
- creating people management dashboards in PowerBI to better equip management with data and simplify reporting and monitoring requirements

Adapt support services to tribunals

We adapted our services to meet the evolving needs of the tribunals and administrative bodies we serve. In the past fiscal year, they saw the following caseload trends:

- more files were opened than in previous years
- fewer hearings were held, but total hearing days increased
- fewer decisions were issued, and fewer files were closed

Table 2: Caseload trends across ATSSC-supported organizations

Table 2 shows caseload trends for all organizations supported by the ATSSC over the past three fiscal year periods.

Metric	2023-24	2024-25	2025-26
Files opened	11,104	11,165	11,581
Hearings held	6,555	5,911	5,325
Hearing days	1,311	1,197	1,424
Decisions issued	7,935	7,382	6,629
Files closed	12,762	12,212	10,671

- The decrease in files closed in 2025–26 is mostly due to a reduction in files closed by the SST

    - The SST closed high volumes of cases in the two preceding fiscal years that had been backlogged, leaving significantly fewer cases in the tribunal's inventory in 2025–26 to close
    - SST's files accounted for approximately three-fifths of the total files in 2025–26
- Some of the tribunals we serve are experiencing higher caseloads, more complex files, and an increase in complex litigants, including the CITT, FPSLREB and CIRB
    - In response, we helped to secure additional funding to support specific tribunals
    - This funding allowed us to maintain equitable registry, legal, trade remedies, and mandate and members services during a time of fiscal restraint
- We engaged with the CITT to navigate their unprecedented caseloads
    - Additional resources were allocated and certain services were reduced to ensure staff could focus on essential tasks (e.g. cases with statutory timeframes)
- As the CIRB prepared to adapt to legislative changes introduced through Bill C-58, we provided support by:
    - updating rules of procedure, forms, templates and web content
    - training staff to respond effectively to new legislative responsibilities
    - refocusing staff and operations to ensure a high level of service as the number of files and their complexity increases
- To prepare for the transfer of new employment insurance appeals from the SST to the new Employment Insurance Board of Appeals on April 1, 2026, we updated forms, template letters and the SST website
- We assisted the Canada Agricultural Review Tribunal, Competition Tribunal and Specific Claims Tribunal as they updated their rules

Foster an inclusive and supportive work environment

To address barriers and help all employees participate and thrive, we:

- launched Equity, Diversity and Inclusion and Official Languages action plans
- published the ATSSC Accessibility Plan for 2026–29
- onboarded the MyAccessibleWorkplace application, enabling staff to create a digital GC Workplace Accessibility Passport
    - the passport helps employees and managers identify accessibility issues in the workplace and find appropriate accommodations
    - Passport Ambassadors provided targeted support to employees and managers
- improved accessibility in workplaces and hearing rooms by adding braille and wayfinding signage, accessibility buttons and sit-stand workstations
- supported workplace accommodation requests by providing ergonomic furniture, adaptive equipment and workplace modifications
- used name-blind staffing processes to reduce bias
- encouraged feedback through team meetings, town halls, a regular pulse-check survey and one-on-one sessions with senior management

- raised awareness of resources supporting employees experiencing discrimination, harassment or unfair treatment
- created a mentorship program at the SST Secretariat for employees identifying with equity-seeking groups

Key risks

We have identified five key operational risks:

- **Human resources capacity:** Risk of insufficient staffing and specialized expertise to support the organizations we serve, meet legislated deadlines, and manage workloads, potentially leading to employee burnout
- **Information technology and infrastructure:** Risk that aging or insufficient IT systems and critical infrastructure could disrupt operations or fail to meet evolving tribunal needs and service requirements
- **Delays in Governor in Council (GIC) appointments:** Vacancies in tribunal decision-maker positions could increase case backlogs and strain ATSSC resources
- **Changing government priorities and legislation:** Geopolitical instability could lead to expanded statutory responsibilities and increase tribunal caseloads, with impacts on ATSSC resources not always fully considered
- **Climate change impacts:** Extreme weather and other climate-related events could disrupt operations, facilities, travel, and hearings, while also increasing demand for tribunal services

To manage these risks, we transitioned to a function-based model that reduces duplication, streamlines management and enables resources to be shifted more easily across tribunals. Refined workflows, centralized administrative functions and cross-training increased flexibility and allowed staff to respond more effectively to changing caseload pressures.

At the same time, we modernized operations and invested in digital tools to improve efficiency and productivity. Enhancements to case management systems, the introduction of e-filing, expanded use of data and analytics, and the responsible use of artificial intelligence helped reduce the administrative burden and support better decision-making.

We worked closely with the organizations we serve to help them respond to legislative changes and increasingly complex cases. Combined with efforts to maintain a skilled, adaptable and supported workforce, these measures positioned us to manage resource constraints while continuing to deliver effective services.

Resources required to achieve results

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

Table 3 Snapshot of resources required for Support services and facilities to federal administrative tribunals and its members

Resource	Planned	Actual
Spending	$58,991,644	$60,289,872
Full-time equivalents	570	536

The Finances section of the Infographic for the ATSSC on GC Infobase page and the People section of the Infographic for the ATSSC on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

We integrated Gender-based Analysis Plus (GBA Plus) across governance, operations, and services to support inclusion and equitable outcomes. We strengthened accountability by clarifying roles, aligning efforts, and establishing a new GBA Plus Champion. The Equity, Diversity and Inclusion Committee also advanced awareness and helped develop a new action plan aligned with GBA Plus principles.

We used GBA Plus data to better understand and respond to diverse needs. The SST Secretariat collected and analyzed detailed socio-demographic data, using it to identify service gaps, improve access to legal representation, and improve inclusive services such as navigator support, accessibility measures, and a new e-filing platform. Internal Services analyzed the 2024 Public Service Employee Survey results to improve programs for equity-seeking groups. They also launched the MyAccessibleWorkplace application to support meaningful conversations between employees and managers about workplace barriers and potential solutions to address accommodation needs.

We strengthened capacity through targeted training and awareness activities, including sessions on microaggressions, Indigenous perspectives, and managing difficult interactions. We also embedded accessibility into digital services and encouraged staff to complete GBA Plus training. Overall, these efforts support a more inclusive, data-driven approach to service delivery, while ongoing initiatives will further embed GBA Plus across the organization.

Artificial intelligence

We support the Government of Canada's broader work on artificial intelligence (AI), while respecting the independence of the tribunals and administrative bodies we support and our mandate as a service organization. Taking a responsible and measured approach, we tested AI tools and collaborated with partners across the public and private sectors. To guide this work, we recently published our AI Transformation Strategy, which outlines planned pilots and initiatives for the coming years, including governance, efforts to promote employee awareness and training.

In 2025–26, we made significant progress in testing and responsibly using AI in these areas:

- **Increasing productivity**:
  - We served as a pathfinder department by piloting CANChat internally
  - We also encouraged employees to use Microsoft Copilot for unclassified information, along with other Microsoft productivity tools including Planner, Forms and OneNote
- **Reducing government operating costs**:
  - We piloted an AI-enabled translation service
  - All translated content was manually edited and reviewed
  - This initiative is expected to reduce translation costs and deliver tribunal decisions to the public quicker in future years
- **Improving service delivery**:
  - We launched one of the first federal tribunal chatbots and incorporated accessible drop-down menu technology to help the public more easily access information and services
  - This work lays the groundwork for future AI-enabled chatbots, subject to required approvals
- **Delivering on our mandate**:
  - We collaborated with private sector partners to deploy Westlaw Edge, an AI-powered legal research tool
  - We trialed CoCounsel, an AI-powered legal research and document generation tool
  - We also established a technical foundation through a proof of concept to support future AI capabilities
  - The purpose of these pilots was to equip ATSSC legal counsel with better tools with which to support tribunals with growing caseloads

Preparing the workforce and organization for AI

We undertook several initiatives in the past fiscal year to prepare our workforce and organization to adopt AI safely and effectively:

- **Upskilling the workforce:**
  - We hosted an all-staff event in May 2025 in collaboration with the Treasury Board of Canada Secretariat on the responsible use of AI
  - We also delivered department-wide CANChat training in September 2025 and targeted Westlaw AI tool training for legal counsel
  - Additionally, we encouraged staff to take part in the Canada School of Public Service's AI Learning Week and related courses
- **Implementing change management strategies:**
  - We provided workshops and targeted training to help staff adopt new technologies and develop digital competencies
- **Enhancing data readiness and governance:**
  - We strengthened data management and stewardship practices to ensure a sound foundation for AI

    - This included developing data governance guidelines, launching a secure data warehouse and advancing cataloguing of data assets
- **Providing access to approved AI tools:**
    - We continued to give employees access to Government of Canada-approved tools, such as Copilot and CANChat for unclassified use
    - We also supported access to other productivity tools
- **Developing a departmental AI strategy:**
    - We worked with the tribunals and administrative bodies we support to publish our AI Strategy online, which outlines our approach to AI adoption and governance

Program inventory

Support services and facilities to federal administrative tribunals and its members is supported by the following programs:

- Program 1.1: Registry Services
- Program 1.2: Legal Services
- Program 1.3: Mandate and Members Services

Additional information related to the program inventory for Support services and facilities to federal administrative tribunals and its members is available on the Results page on GC InfoBase.

Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Risk and compliance process
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services

- management and oversight services
- real property management services

Progress on results

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

Enhance corporate services processes

To ensure corporate services are client-centric, effective, efficient, accessible and inclusive, we:

- reviewed security procedures and forms and prepared to use an online portal to streamline workflows
- decentralized travel services and embedded travel coordinators within each of the secretariats
- reviewed finance and procurement processes to improve efficiency and introduced several improvements, including a procurement portal
- implemented a framework to streamline project and program tracking across the ATSSC
- reduced processing time for targeted Access to Information and Privacy requests
- updated surveys, forms and standard messages to improve accessibility
- launched a new PowerBI solution to simplify reporting and access to data
- developed specialized prompts to improve AI-assisted translation

Provide access to secure communication infrastructure

To ensure secure communications with other federal departments, we:

- continued efforts to onboard to the Government of Canada Secret Infrastructure, in collaboration with Shared Services Canada
- consulted with tribunal leadership to establish protocols for protecting sensitive information in specialized cases

Develop a holistic people management strategy

To create an integrated approach to people management that is anchored in the core values of the public service, we:

- began developing a people management framework
- completed Equity, Diversity and Inclusion and Official Languages action plans that will be included in the people management framework

To support sustainable progress on various government-wide priorities such as mental health and well-being, diversity, inclusion, official languages, accessibility and values and ethics, we:

- provided mental health and resilience training to help staff adjust to organizational changes
- launched a regular pulse check survey focused on workplace well-being

- held sessions on Indigenous reconciliation, micro-aggressions, the Employee Assistance Program and the Informal Conflict Management System
- developed tools to support conversations on values and ethics

To ensure that programs and services are barrier-free in their design and delivery, we:

- published our Accessibility Plan for 2026 to 2029
- held regular check-ins with managers and staff to learn where support may be needed
- promoted EDI-related training opportunities, including career coaching activities designed as part of the Action Plan for Black Public Servants

Resources required to achieve results

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

Table 4: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	$23,478,629	$23,102,688
Full-time equivalents	150	142

The Finances section of the Infographic for the ATSSC on GC Infobase and the People section of the Infographic for the ATSSC on GC Infobase provide complete financial and human resources information related to its program inventory.

Risk and compliance process

The Risk and Compliance Process (RCP) is a self-assessment designed to help deputy heads verify that they have controls and practices in place to meet their accountabilities under legislation and Treasury Board policy, and to effectively manage risks in their organizations.

In 2025–26, the ATSSC completed the RCP self-assessment. The results show that our department has good practices and controls in several areas, such as strategic planning for information technology, financial and expenditure management, and procurement governance. They also showed that we can improve in other areas. In response, we will:

- improve **data inventory management** by:
  - assessing the cost and resources needed for a formal inventory tool
  - taking inventory of our data assets and identifying key gaps
- improve **security management** by:
  - developing procedures to monitor and track security concerns consistently
  - establishing consistent, documented procedures to respond to security incidents
- foster a positive **values and ethics** culture by:
  - appointing a new Values and Ethics Champion and Co-Champion
  - updating our Code of Conduct
  - increasing staff awareness through mandatory training
- strengthen **service delivery** by:

    - reviewing options for common registry service standards
    - testing the usability of key services with diverse client groups
    - improving how we collect and use feedback
- strengthen **procurement management** by:
    - formalizing how we use quality assurance review results to update guidance and processes
    - reviewing our Procurement Management Framework

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 5, the ATSSC awarded 38.6% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 5: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$2,526,621.04
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$6,589,191.31
Value of exceptions approved by deputy head (C)	$0.00
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	38.6%

Notes

For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as:

- businesses owned and operated by Elders, band and tribal councils
- businesses registered in the Government of Canada’s Indigenous Business Directory
- registered on a modern treaty beneficiary business list

A “contract” is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.

The 5% target was surpassed by a wide margin.

In its 2026–27 Departmental Plan, the ATSSC estimated that it would award over 5% of the total value of its contracts to Indigenous businesses by the end of 2025–26. The target was met with a planned voluntary set-aside of a high dollar value competitive contract. No deputy head-approved exceptions were applied in 2025–26.

Spending and human resources

In this section

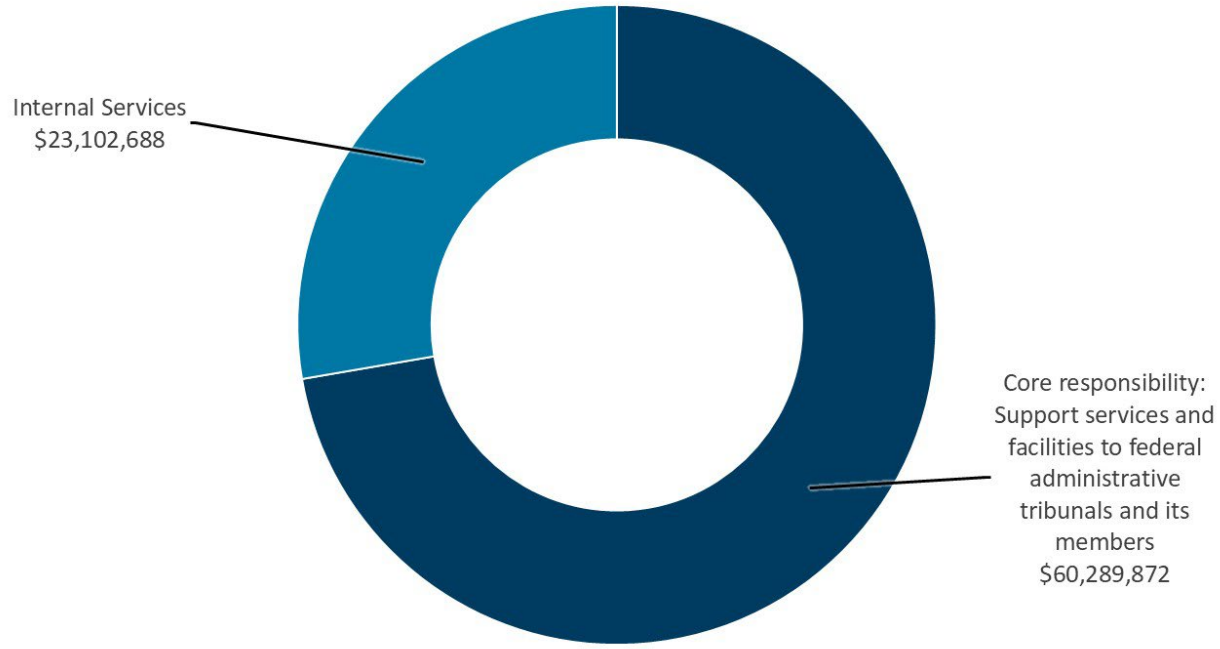
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Spending

This section presents an overview of the department's actual and planned expenditures from 2023–24 to 2028–29.

Figure 1 shows how much the department spent in 2025–26 to carry out its core responsibilities and internal services.

Figure 1: Actual spending by core responsibility in 2025–26



Text version of Figure 1

Core responsibilities and internal services	2025–26 actual spending
Core responsibility 1: Support services and facilities to federal administrative tribunals and its members	$60,289,872

Core responsibilities and internal services	2025–26 actual spending
Internal services	$23,102,688

Analysis of actual spending by core responsibility

This graph summarizes the ATSSC's actual spending for its core responsibility and internal services. In fiscal year 2025–26, actual spending for Support services and facilities to federal administrative tribunals and its members was $60,289,872, corresponding to 72.30% of actual spending. Actual spending for internal services was $23,102,688, corresponding to 27.70% of actual spending.

All numbers presented are net of vote-netted revenue.

Budgetary performance summary

Table 6 shows the money that the ATSSC spent in each of the past three years on its core responsibilities and on internal services.

Table 6: Actual three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Support services and facilities to federal administrative tribunals and its members	$58,991,644	$64,449,173	• 2023–24: $62,893,574 • 2024–25: $60,153,920 • 2025–26: $60,289,872
Subtotal	**$58,991,644**	**$64,449,173**	• 2023–24: **$62,893,574** • 2024–25: **$60,153,920** • 2025–26: **$60,289,872**
Internal services	$23,478,629	$26,147,897	• 2023–24: $25,798,987 • 2024–25: $25,804,760 • 2025–26: $23,102,688
Total	**$82,470,273**	**$90,597,070**	• 2023–24: **$88,692,561** • 2024–25: **$85,958,680** • 2025–26: **$83,392,560**

Analysis of the past three years of spending

In 2024–25, actual spending was $2.7 million lower than in 2023–24. The decrease was primarily attributable to changes in tribunal caseloads and expenditure management measures, including savings associated with the Refocusing Government Spending initiative.

In 2025–26, actual spending was $2.6 million lower than in 2024–25. The decrease was primarily attributable to expenditure management measures, including savings associated with the Refocusing Government Spending initiative, and organizational adjustments implemented in preparation for the Comprehensive Expenditure Review.

The Finances section of the Infographic for the ATSSC on GC provides more financial information from previous years.

Planned spending for next three years

Table 7 shows the ATSSC's planned spending for each of the next three years on its core responsibilities and on internal services.

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

Core responsibilities and internal services	2026–27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Support services and facilities to federal administrative tribunals and its members	$55,900,001	$53,562,737	$51,165,030
Subtotal	**$55,900,001**	**$53,562,737**	**$51,165,030**
Internal services	$23,451,597	$22,471,051	$21,465,146
Total	**$79,351,598**	**$76,033,788**	**$72,630,176**

Analysis of the next three years of planned spending

Spending is expected to decrease in 2026-27 and the following years due to the implementation of the Comprehensive Expenditure Review announced in Budget 2025.

The Finances section of the Infographic for the ATSSC on GC Infobase provides more detailed financial information related to future years.

Budgetary actual gross spending

Table 8 reconciles gross planned spending with net spending for 2025–26.

Table 8: Budgetary actual gross spending summary (dollars)

Core responsibilities and internal services	2025–26 actual gross spending	2025–26 actual revenues netted against expenditures	2025–26 actual net spending (authorities used)
Support services and facilities to federal administrative tribunals and its members	$88,475,920	$28,186,048	$60,289,872
Subtotal	**$88,475,920**	**$28,186,048**	**$60,289,872**
Internal services	$25,593,419	$2,490,731	$23,102,688
Total	**$114,069,339**	**$30,676,779**	**$83,392,560**

Analysis of budgetary actual gross spending summary

The ATSSC is partially funded by vote-netted revenue (a cost recovery mechanism) for the operation of the SST. As the SST's expenses increase, so does the revenue, which reduces the net cost of its operations. These planned expenses are authorized for expenditure on behalf of the Canada Pension Plan and the Employment Insurance Operating Account.

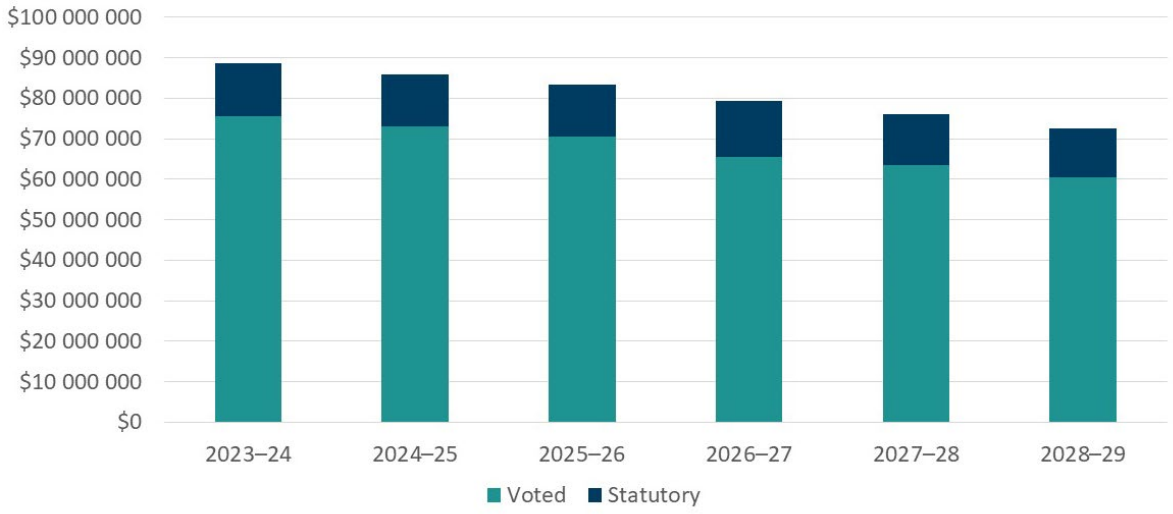
The Finances section of the Infographic for the ATSSC on GC Infobase provides information on the alignment of the ATSSC's spending with Government of Canada's spending and activities.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services.

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.

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



Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023–24	$13,135,087	$75,557,474	$88,692,561
2024–25	$12,997,869	$72,960,811	$85,958,680
2025–26	$12,755,885	$70,636,675	$83,392,560
2026–27	$13,955,310	$65,396,288	$79,351,598
2027–28	$12,485,404	$63,548,384	$76,033,788
2028–29	$12,144,798	$60,485,378	$72,630,176

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

This graph illustrates the ATSSC's actual and funding over a six-year period. The fiscal years 2023–24, 2024–25 and 2025–26 show actual expenditures as reported in the Public Accounts of Canada, while 2026-27 and subsequent years present the planned spending. Spending in fiscal year 2025–26 was lower than 2024–25 actual expenditures by $2.6 million, primarily due to the continued implementation of the Refocusing Government Spending initiative. Funding will decrease in 2026–27 and the following years due to the implementation of the Comprehensive Expenditure Review announced in Budget 2025.

All numbers presented are net of vote-netted revenue.

Consult the Public Accounts of Canada for further information on the ATSSC's departmental voted and statutory expenditures.

Financial statement highlights

This section presents the ATSSC's Financial statements (Unaudited) for the year ended March 31, 2026.

Table 9 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 9: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	$131,092,379	$131,707,317	-$614,938
Total revenues	$30,676,779	$39,825,651	-$9,148,872
Net cost of operations before government funding and transfers	$100,415,600	$91,881,666	$8,533,934

Analysis of expenses and revenues for 2025–26

The variance is primarily due to the fact that planned results are based on Main Estimates, while actual results reflect final expenditures. Specifically, revenues from cost recoveries for the Canada Pension Plan (CPP) and Employment Insurance (EI) accounts were lower than permitted in the Main Estimates.

The 2025–26 planned results information is provided in the ATSSC's Future-Oriented Statement of Operations and Notes 2025–26.

Table 10 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 10: Condensed Statement of Operations (unaudited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	$131,092,379	$136,958,413	-$5,866,034
Total revenues	$30,676,779	$31,753,508	-$1,076,729
Net cost of operations before government funding and transfers	$100,415,600	$105,204,905	-$4,789,305

Analysis of differences in expenses and revenues between 2024–25 and 2025–26

The reduction of $5.9M in total expenses was primarily driven by a decrease in salary costs. The decline in revenues is largely due to lower recovery volumes from CPP and EI accounts.

Table 11 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Table 11: Condensed Statement of Financial Position (unaudited) as at March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	$13,174,139	$17,068,934	-$3,894,795
Total net financial assets	$10,292,018	$15,156,144	-$4,864,126
Departmental net debt	$2,882,121	$1,912,790	$969,331
Total non-financial assets	$5,790,156	$7,715,354	-$1,925,198
Departmental net financial position	$2,908,035	$5,802,564	-$2,894,529

Analysis of department’s liabilities and assets since last fiscal year

The ATSSC's net financial position decreased by $2.9 million in 2025–26, primarily due to lower net assets. The decrease was mainly driven by the timing of vote-netted revenue invoicing, higher amortization expenses, and a lower amount following the settlement of prior-year payables. These changes were partially offset by lower liabilities resulting from the settlement of accounts payable before year-end and employee benefit adjustments.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2023–24 to 2028–29.

Table 12 shows a summary in full-time equivalents of human resources for the ATSSC’s core responsibilities and for its internal services for the previous three fiscal years.

Table 12: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Support services and facilities to federal administrative tribunals and its members	586	562	536
Subtotal	**586**	**562**	**536**
Internal services	157	155	142
Total	**743**	**717**	**678**

Analysis of human resources for the last three years

Full-time equivalents decreased in 2024–25 due to the implementation of the Refocusing Government Spending initiative. Full-time equivalents decreased in 2025–26 due to the continued implementation of the Refocusing Government Spending initiative.

Table 13 shows the planned full-time equivalents for each of the ATSSC's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Table 13: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Support services and facilities to federal administrative tribunals and its members	525	518	504
Subtotal	**525**	**518**	**504**
Internal services	136	134	131
Total	**661**	**652**	**635**

Analysis of human resources for the next three years

Full-time equivalents are expected to decrease in 2026–27 and in the following years, due to the:

- anticipated end of program integrity funding
- implementation of the Comprehensive Expenditure Review
- transfer of responsibility for employment insurance appeals from the SST to the Employment Insurance Board of Appeal at Employment and Social Development Canada

Supplementary information tables

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

- Gender-based Analysis Plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Corporate information

Departmental profile

Appropriate minister(s):	The Honourable Sean Fraser, P.C., M.P. Minister of Justice and Attorney General of Canada and Minister responsible for the Atlantic Canada Opportunities Agency
Institutional head:	Orlando Da Silva, LSM, Chief Administrator
Ministerial portfolio:	Department of Justice
Enabling instrument(s):	*Administrative Tribunals Support Service of Canada Act*
Year of incorporation or commencement:	2014

Departmental contact information

Mailing address:	Administrative Tribunals Support Service of Canada 240 Sparks Street, 4th Floor Ottawa, Ontario, K1A 0E1 Canada
Telephone:	613-295-5765
Fax:	613-957-3170
Email:	communications@tribunal.gc.ca
Website(s):	www.canada.ca/en/administrative-tribunals-support-service.html

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 of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward 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 outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps

to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus 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.

government priorities (priorités pangouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada Mandatory minimum 5% Indigenous procurement target website.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

What 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 measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

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 the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.