

# Office of the Commissioner for Federal Judicial Affairs Canada

2015–16

## **Departmental Performance Report**

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The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.  
Minister of Justice and Attorney General of Canada

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represented by the Office of the Commissioner for Federal Judicial Affairs (FJA) Canada, 2015

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## Deputy Commissioner's Message

I am pleased to present the Departmental Performance Report for the Office of the Commissioner for Federal Judicial Affairs Canada for the fiscal year ending March 31, 2016.

The Office of the Commissioner for Federal Judicial Affairs Canada was created in 1978 under the *Judges Act* to provide support and services to the federal judiciary and to promote judicial independence. An independent and effective judiciary is fundamental and we pride ourselves on being responsive to the needs of our clientele.

During the past year, our office continued to provide high quality services to over 1,125 federally appointed judges, and to 965 pensioners and survivors in a range of areas including finance, compensation and benefits; language training; information management/information technology; and international cooperation initiatives.

We also continued to serve the Minister of Justice and candidates for judicial appointment in managing the judicial advisory committees process.

In closing I wish to commend the professionalism and commitment of the employees of our office in supporting the needs of the Canadian judiciary. We continually aim to improve our practices in order to be more efficient, and we stand ready to meet new challenges.

Marc A. Giroux  
Deputy Commissioner



## Results Highlights

### **What funds were used?**

The department's actual spending for 2015-16 was \$543,426,832.

### **Who was involved?**

The department's actual full-time equivalents (FTEs) for 2015-16 were 63.

### **Results Highlights**

- ✓ Implementation of an electronic content management system (GCDOCS)
  
- ✓ Support to the Judicial Compensation and Benefits Commission which convenes every four years (Quadrennial Commission)
  
- ✓ Support to the judicial appointment process in appointing 49 judges
  
- ✓ Support to members of the Canadian judiciary in successfully fulfilling their obligations under multi-year judicial reform projects in Ukraine and Jamaica





## Section I: Organizational Overview

### Organizational Profile

**Appropriate Minister:** The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.

**Institutional Head:** Marc A. Giroux, Deputy Commissioner

**Ministerial Portfolio:** Minister of Justice and Attorney General of Canada

**Enabling Instrument(s):** *Judges Act*<sup>i</sup> (R.S.C., 1985, c. J-1)

**Year of Incorporation / Commencement:** 1978

**Other:**

Information about the Canadian Judicial Council, its mandate and programs are found at the Council's website: <http://www.cjc-ccm.gc.ca>

## Organizational Context

### **Raison d’être**

The Office of the Commissioner for Federal Judicial Affairs (FJA) provides services to the Canadian judiciary and promotes judicial independence. The Minister of Justice is responsible for this organization.

### **Responsibilities**

Section 73 of the *Judges Act* establishes the office of the [Commissioner for Federal Judicial Affairs](#). Section 74 sets out the duties and functions of the Commissioner.

The Commissioner:

- Administers Part I of the *Judges Act*, including the administration of salaries, allowances and annuities of judges of the [Federal Court of Appeal](#), the [Federal Court](#), the [Tax Court of Canada](#) and federally appointed judges of provincial and territorial superior courts;
- Prepares budgetary submissions and provides administrative support and services to the [Canadian Judicial Council](#);
- Performs such other duties as the Minister of Justice may require in connection with any matters falling, by law, within the Minister’s responsibilities for the proper functioning of the judicial system in Canada. These include: the operation of the Judicial Appointments Secretariat; support to the Supreme Court of Canada appointments process; publication of the Federal Courts Reports; the provision of language training to judges; the coordination of judicial international cooperation activities; and support to the Judicial Compensation and Benefits Commission.

## **Strategic Outcome and Program Alignment Architecture**

**Strategic Outcome:** An independent and efficient federal judiciary

**1.1 Program:** Payments pursuant to the *Judges Act*

**1.2 Program:** Canadian Judicial Council

**1.3 Program:** Federal Judicial Affairs

**1.3.1 Sub-Program:** Services to Judges

**1.3.2 Sub-Program:** Judges' Language Training

**1.3.3 Sub-Program:** Federal Courts Reports

**1.3.4 Sub-Program:** Judicial Appointments Secretariat

**1.3.5 Sub-Program:** Judicial Compensation and Benefits Commission

**Internal Services**

## **Operating Environment and Risk Analysis**

The Government has initiatives in place for pay modernization, consolidation of pay services, and pension modernization. These initiatives include consideration of a proposal that FJA transfer pay and pension administration for judges to common service agencies. Consideration of such a proposal must take into account FJA's mandate and primary mission to protect the independence of the federal judiciary in order to maintain the confidence of Canadians in our judicial system. FJA is therefore pursuing a range of initiatives to ensure the renewal of legacy systems and alignment with government-wide processes and systems, both in terms of services provided to judges as well as controls to ensure the proper application of policies and rules governing the payment of judges' salaries, allowances, benefits and annuities.

Technology and the availability of services/information online will increasingly have an impact on the service expectations of Judges and FJA clients. This will put increasing pressure on the way services are delivered by FJA, with an increased focus on technology and online web self-service capabilities. The Government transition to greater standardization of corporate business processes and shared service delivery models is also resulting in increased pressure on FJA to update its processes and systems to be aligned with government-wide technologies and tools. In doing so, FJA must continue to protect the independence of the federal judiciary necessary to maintain the confidence of Canadians in our judicial system.

## Key Risks

Risk	Risk Response Strategy	Link to the Organization's Program(s)
Maintaining a high level of support and services to judges in a manner that supports and promotes judicial independence in the context of government-wide centralization of common services and shared services.	The <i>Judges Act</i> establishes a regime of salaries, allowances and annuities unique to federally appointed judges and which is administered by the Office of the Commissioner for Federal Judicial Affairs. The ongoing government-wide initiative to centralize common services and shared services has resulted in consideration of a transfer from FJA to a common service agency of some of the administration of these core services. Discussions are ongoing with central agencies to explain the mandate of FJA and how this initiative may impact judicial independence as well as service levels to judges.	<ul style="list-style-type: none"> <li>▪ An independent and efficient federal judiciary</li> <li>▪ Payments pursuant to the <i>Judges Act</i></li> </ul>
Errors (e.g., payments, vacancies lists, procurement).	Challenges of administering the unique regime in the <i>Judges Act</i> include ensuring a correct interpretation of the Act and consistency and accuracy in a high volume of transactions environment. Current strategies to minimize risk are 100% verification of transactions, use of technology to assist in processing payments, staff training, and regular reviews of internal controls.	<ul style="list-style-type: none"> <li>▪ An independent and efficient federal judiciary</li> <li>▪ Payments pursuant to the <i>Judges Act</i></li> <li>▪ Internal services</li> </ul>
Termination of support of legacy system currently in use while long-term solution not developed.	Once pay and pension modernization are completed government-wide, Public Services and Procurement Canada (PSPC) will no longer be able to support the Judges Annuitant System. PSPC earmarked funding for developmental costs towards a new system, and will continue to support FJA until a new solution is finalized.	<ul style="list-style-type: none"> <li>▪ An independent and efficient federal judiciary</li> <li>▪ Payments pursuant to the <i>Judges Act</i></li> </ul>
Security and privacy of personal and business information.	Maintaining the security and privacy of personal information of judges is a key risk given cyber threats to IT security. Mitigation measures include assessing security threats and risks, developing and implementing recommendations to improve IT Security, developing an IT Security framework, preparing business continuity plans, developing and enforcing IM policies, and directing all Internet and e-mail traffic through the PSPC provided Secure Channel network.	<ul style="list-style-type: none"> <li>▪ Federal judicial affairs</li> <li>▪ Service to Judges</li> </ul>

## Organizational Priorities

### Control framework

#### Description

Implement and maintain processes, controls and practices to ensure consistent and proper application of policies and financial administration activities.

#### Priority Type<sup>1</sup>

New.

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
<ul style="list-style-type: none"> <li>Enhance existing financial control and monitoring mechanisms.</li> </ul>	<b>April 2015</b>	<b>June 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Implement policy on internal controls.</li> </ul>	<b>April 2015</b>	<b>June 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Establish a monitoring program for payments.</li> </ul>	<b>April 2015</b>	<b>June 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Monitor achievement of service standards.</li> </ul>	<b>April 2015</b>	<b>June 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

### Progress Toward the Priority

In 2015-16 FJA implemented a number of changes aimed at improving the level and quality of service provided and ensuring alignment with Treasury Board of Canada policies and guidelines. Among these changes were updating of internal policies and procedures as they related to travel and hospitality, the use of government of Canada acquisition cards and travel cards as well as checklists to assist all staff in carrying out their roles and responsibilities in the area of financial management and stewardship. Training was provided to personnel as these changes were rolled out. This initiative promotes prudent stewardship of public funds.

We continue to perform 100% verification of payments and monitor the stated turn-around rate for processing payments and take action as required to maintain.

## Succession planning and human resource management

### Description

Provide knowledge transfer for key positions in the organization where departures are anticipated in the next 2-3 years.

### Priority Type

Previously committed to.

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
<ul style="list-style-type: none"> <li>Identify key positions.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Design structure that facilitates succession planning and development of staff and ongoing service delivery.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Document processes and procedures related to the activities of these positions.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Develop staffing strategy for each position.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Prepare development/learning program for new staff to acquire skills and transfer knowledge from existing incumbents.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Provide long term mentoring and coaching support.</li> </ul>	<b>April 2015</b>	<b>March 2017</b>	On track	Program 1.3: Office of the Commissioner for Federal Judicial Affairs

### Progress Toward the Priority

Given its small size, FJA has a small group of expert managers and key staff. The departure or retirement of senior managers and key staff can create a major risk for the organization given the specialized knowledge required to deliver FJA services and programs.

FJA identified key positions at risk. FJA continued to document processes and procedures related to the activities of these positions. The next step is to review competencies required of each position, to develop staffing/recruitment strategies for each position, and prepare development/learning programs for new staff to acquire skills and transfer knowledge from existing incumbents.

## Information management

### Description

The management, retention and findability of FJA information used in support of the delivery of services to the Canadian judiciary.

### Priority Type

Previously committed to.

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
<ul style="list-style-type: none"> <li>Finalize the implementation of an electronic content management tool which supports the updated file structure, retention periods, and security requirements for all Information Resources of Business Value.</li> </ul>	<b>January 2015</b>	<b>June 2016</b>	Completed	Program 1.3: Office of the Commissioner for Federal Judicial Affairs
<ul style="list-style-type: none"> <li>Develop an Information Management Framework.</li> </ul>	<b>January 2016</b>	<b>June 2016</b>	Completed	Program 1.3: Office of the Commissioner for Federal Judicial Affairs



### Progress Toward the Priority

FJA has completed the documentation of the Office's Information Resources of Business Value, the implementation of an electronic content management system (GCDOCS), and the development of an Information Management Framework which identifies IM-related governance, policies, and procedures which are to be adhered to by all members of the Office. FJA is now focusing on continuous improvement initiatives such as on-going clean-up of physical and electronic records and decommissioning on legacy electronic information repositories.

## Modernization of FJA processes and tools

### Description

Streamline and modernize FJA business practices, processes and technologies as part of an overall modernization plan spanning the next three years and beyond.

### Priority Type

New.

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
<ul style="list-style-type: none"> <li>Modernize both the JUDICOM system (used by judges for secure collaboration and communication) as well as internal web applications that support FJA corporate services and programs.</li> </ul>	<b>January 2016</b>	<b>March 2017</b>	On-track	Sub-Program 1.3.1: Services to Judges
<ul style="list-style-type: none"> <li>Continue to streamline the publication process and achieve efficiencies.</li> </ul>	<b>April 2014</b>	<b>March 2017</b>	On-track	Sub-Program 1.3.1: Services to Judges

### Progress Toward the Priority

FJA has implemented a modern web-based solution to replace the legacy Judicom system and is in the process of on-boarding users. Development of a new web-based application to replace the existing internal system that supports FJA corporate services and programs is well under way.

The Federal Courts Reports section continued to improve its publication delays, ensuring timely access to decisions published in the official Reports. Indeed, compared to 2014–2015, the average time it took to publish the print version of the Reports went down by nearly 35%, and the time it took to post new decisions to the Web site went down by nearly 50%. Progress was also made this year by the further development of macros to automate the preparation of tables appearing in the Reports. In the coming year, the implementation of an electronic document management system (GC DOCS) will contribute to the streamlining of the publication process by, among other things, facilitating version control and the sharing of documents. Greater use of hyperlinks for decisions cited in the online version of the Reports will be made. Formatting issues with older decisions published online will be addressed. And the section will start to self-publish its decisions to the Web, providing it with the ability to continuously improve the online publication by making changes on an as needed basis.

For more information on organizational priorities, see the [Minister's mandate letter](#).<sup>ii</sup>

## Section II: Expenditure Overview

### Actual Expenditures

#### Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference (actual minus planned)
\$524,851,120	\$524,851,120	\$546,403,730	\$543,426,832	\$18,575,712

#### Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
66	63	(3)

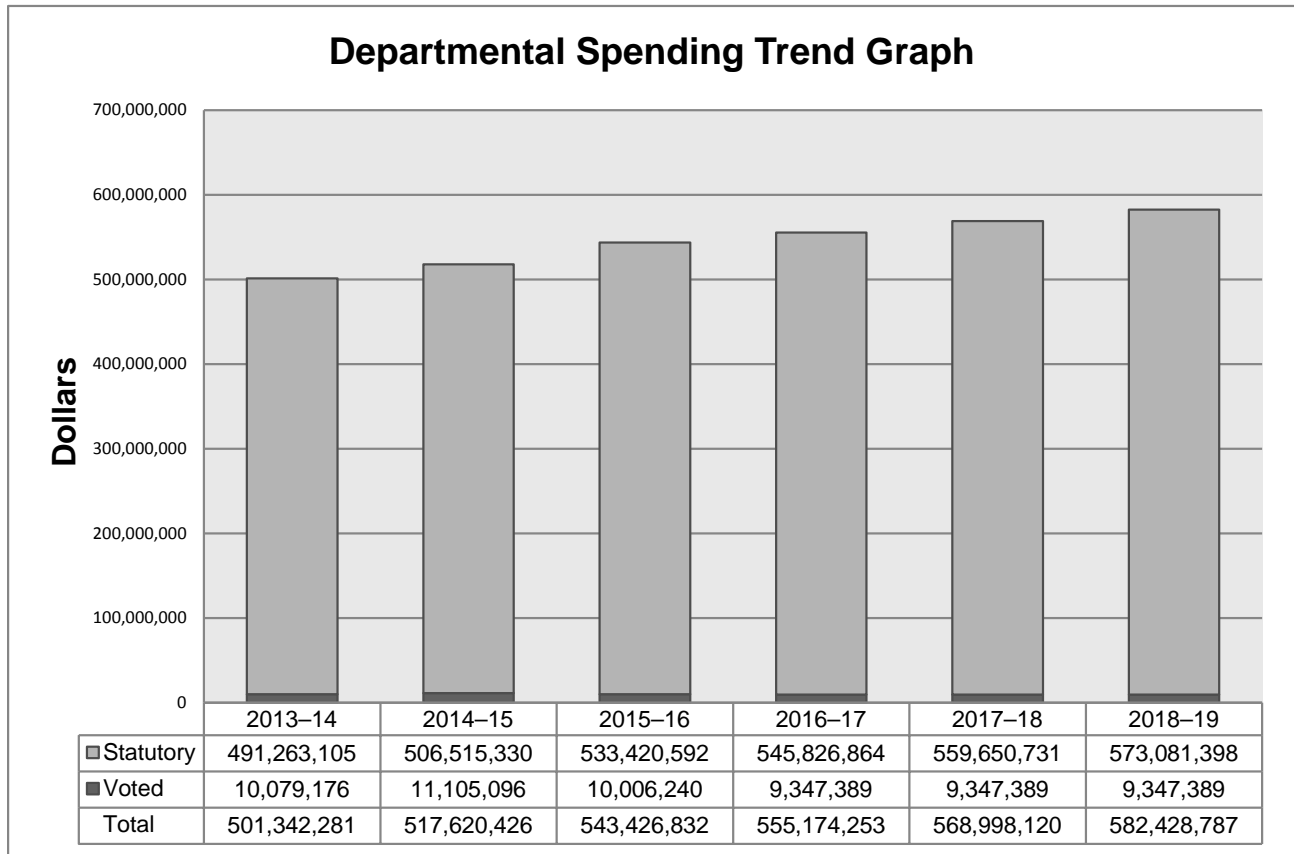
## Budgetary Performance Summary

### Budgetary Performance Summary for Program(s) and Internal Services (dollars)

Program(s) and Internal Services	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)
Payments pursuant to the <i>Judges Act</i>	514,430,443	514,430,443	544,838,708	558,662,575	532,643,045	532,643,045	505,689,613	490,350,437
Canadian Judicial Council	1,699,615	1,699,615	1,706,144	1,706,144	3,775,296	2,488,907	3,073,719	1,681,809
Federal Judicial Affairs	7,994,262	7,994,262	7,902,601	7,902,601	9,258,589	7,576,944	8,130,290	8,455,757
Internal Services	726,800	726,800	726,800	726,800	726,800	717,936	726,804	854,278
<b>Total</b>	524,851,120	524,851,120	555,174,253	568,998,120	546,403,730	543,426,832	517,620,426	501,342,281

The actual spending for the department shows a continual increase over the reporting periods resulting from: an increase in funding to the Canadian Judicial Council for the costs of investigations and inquiries under the *Judges Act*; the annual increase in judges' salaries based on the Industrial Aggregate as provided for in the *Judges Act*; and an increase in the number of judges appointed to the bench and the number of pensioners receiving benefits under the *Judges Act*.

## Departmental Spending Trend



The \$18.6M variance between the total planned and actual spending is mainly attributable to an overall \$18.2 million increase in statutory expenditures for judge’s salaries, the increased number of judicial appointments and the increased number of pensioners. An additional \$0.4 million represents an increase to department’ operating expenses related to legal obligations.

### Expenditures by Vote

For information on FJA’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2016](#).<sup>iii</sup>

## Alignment of Spending With the Whole-of-Government Framework

### Alignment of 2015–16 Actual Spending With the **Whole-of-Government Framework**<sup>iv</sup> (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Payments pursuant to the <i>Judges Act</i>	Social affairs	A safe and secure Canada	532,643,045
Canadian Judicial Council	Social affairs	A safe and secure Canada	2,488,907
Federal Judicial Affairs	Social affairs	A safe and secure Canada	7,576,944

### Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	0	0
Social affairs	524,124,320	542,708,896
International affairs	0	0
Government affairs	0	0

## Financial Statements and Financial Statements Highlights

### Financial Statements

#### Financial Statements Highlights

##### Condensed Statement of Operations (unaudited)

For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	527,052,000	545,177,362	519,145,636	18,125,362	26,031,726
Total revenues	14,575,000	15,006,147	14,343,718	431,147	662,429
Net cost of operations before government funding and transfers	512,477,000	530,171,215	504,801,918	17,694,215	25,369,297

The departmental Net cost of operations shows an increase of \$25.4 million over the previous fiscal year. This increase is a result of a provision in the *Judges Act* that allows for an annual increase in salaries to judges based on the Industrial Aggregate and an increase in the number of pensioners receiving benefits under the *Judges Act*.

##### Condensed Statement of Financial Position (unaudited)

As at March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	(216,722,633)	(208,258,964)	(8,463,669)
Total net financial assets	576,387	238,027	338,360
Departmental net debt	(216,146,246)	(208,020,937)	(8,125,309)
Total non-financial assets	194,325	482,084	(287,759)
Departmental net financial position	(215,951,921)	(207,538,853)	(8,413,068)

Net liabilities for 2015-16 are comprised primarily of \$3.2 million in accrued liabilities and \$213 million for the Judges' Supplementary Retirement Benefits Account (SRBA). The SRBA is the pension plan for federally appointed judges which provides fully indexed annuities to judges and to all eligible survivors providing they meet minimum age and service requirements. Unlike other pension plans, the judges' plan lacks an explicit accrual rate for benefits. Instead the full benefit amount is generally payable when the member has completed 15 years of pensionable service and the total of the member's age and years of service totals 80. The increase of \$8.5 million in net liabilities over last fiscal year is fully attributable to the actuarial liability associated with the SRBA.





## Section III: Analysis of Programs and Internal Services

### Programs

#### **Payments pursuant to the *Judges Act***

##### **Description**

Payments of salaries, allowances and annuities to federally appointed judges, and their survivors, in the superior courts and courts of appeal in Canada.

##### **Program Performance Analysis and Lessons Learned**

The scope of this program includes compensation and pension administration for approximately 1,125 judges and 968 pensioners and survivors. The number of judicial appointments has steadily increased and the number of pensioners increased during 2015-16.

Steps continue to be taken to ensure greater consistency in the application of policies, rules, and entitlements, and thereby maintain public confidence in the judiciary. Transactions are monitored using checklists. 100% verification is done of all expense claims to avoid errors and ensure a consistent interpretation of the *Judges Act*. Processes have been documented, and internal controls reviewed with external support. A detailed process review was conducted of administrative services to the judiciary, and decision rules were documented for future reference.

##### **Budgetary Financial Resources (dollars)**

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
514,430,443	514,430,443	532,643,045	532,643,045	18,212,602

##### **Human Resources (Full-Time Equivalents [FTEs])**

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
0	0	0

## Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Accurate payment of salaries, allowances and annuities as per the <i>Judges Act</i> .	% error rate in payments to judges	Less than 2%	All payments are verified to ensure compliance with the <i>Judges Act</i> .
Comprehensive, up-to-date and validated files are kept on all judges and their survivors.	% of files that are not up to date or are missing information	Less than 2%	All judges and their survivors have comprehensive, up-to-date and validated files.

## Canadian Judicial Council

### Description

Administrative support to the various committees established by the Council, which is made up of all of the Chief and Associate Chief Justices in Canada as well as senior judges from the superior courts in Nunavut, Yukon and the Northwest Territories.

### Program Performance Analysis and Lessons Learned

The secretariat, comprised of 10 employees, provides support to the Canadian Judicial Council in keeping with its mandate to foster the better administration of justice in Canada by improving efficiency, uniformity, accountability and judicial conduct in courts across the country. The Chairpersons of the various committees report sustained satisfaction with the level of support they receive.

During the course of the fiscal year, Council's Committees, Sub-committees and Working Groups met on a regular basis to undertake their work in line with the Council's mandate. For example, the Council collaborated with the Department of Justice to initiate a review of the process for selecting and appointing judges to improve current practices and ensure public confidence in the administration of justice is rooted in the excellence and independence of the judiciary, while remaining timely, fair and open. The work initiated in 2015-2016 will be pursued in 2016-2017.

The Canadian Judicial Council also undertook a review of its financial management directives to ensure consistency with the *Financial Administration Act* and compliance with the Minister's Delegation of Financial Signing Authorities, and further demonstrating accountability and transparency.

In an effort to educate various audiences (judges, lawyers, senior civil servants, journalists, general public and young people) on the principles underpinning judicial independence, the Council developed information kits that have been shared with Council members and that are also available on the CJC website. These kits will also be posted on respective court websites and distributed to other key partners and stakeholders in the near future.

The Canadian Judicial Council plays a pivotal role in ensuring that judges maintain the highest standards of conduct, which is essential to maintaining the rule of law and public confidence in the administration of justice. During 2015-16, the CJC received 651 pieces of correspondence which resulted in 281 opened files. Council closed 286 files in 2015-16.

### Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
1,699,615	1,699,615	3,775,296	2,488,907	789,292

### Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
10	10	0

### Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Effective functioning of Canadian Judicial Council committees.	% of CJC Chairpersons satisfied with the administration and support of their committees.	80% of Committee Chairpersons satisfied with secretariat support.	All Committee Chairpersons are satisfied with secretariat support.

## **Federal Judicial Affairs**

### **Description**

Provides services to federally appointed judges including compensation and pension services, financial services, information technology/information management, language training, editing of the *Federal Courts Reports*, services to the Minister of Justice through the Judicial Appointments Secretariat including the Supreme Court of Canada, and International Programs.

### **Program Performance Analysis and Lessons Learned**

FJA continued to provide a high level of service to clients in terms of core services such as payment of judges' salaries, allowances and annuities.

In 2015-16, FJA completed Design Effectiveness Testing (DET) as well as Operating Effectiveness Testing (OET) of the following business processes:

- Travel expense claim processing pursuant to the Judges' Act
- Pay administration
- Contracting policy and procurement strategy
- Planning and budgeting
- Accountable advances

Implementation of corrective action to address findings in both DET and OET has begun and will continue into 2016-17.

FJA continues to implement follow-up actions related to:

- Salary administration for payments pursuant to the *Judges Act*
- Pension administration for payments pursuant to the *Judges Act*

With respect to international work performed by Canadian judges, FJA has continued to play an active role under several initiatives. It served as an important contributor to the implementation of the Judicial Education for Economic Growth Project in Ukraine, which is devoted to promoting an enabling environment for economic growth through increased capacity of the judiciary to respond to business-related matters. The FJA components focused on developing judge-led pre-trial settlement procedures by building consensus on pre-trial for general jurisdiction and administrative courts. Under a project in Jamaica called the Justice Undertakings for Social Transformation (JUST) which was designed to address inefficiencies at all levels of the Jamaica justice system, FJA was subcontracted by the Department of Justice Canada to implement certain components on best practices in criminal case management and caseload management to address case backlog and delays in judicial and administrative processes in

Jamaican courts. Furthermore, FJA has signed an Administrative Arrangement with GAC on a new 5-year judicial reform project whose objective is to substantially contribute to the advancement of democracy and the rule of law in Ukraine through a targeted multi-year strategy of justice-sector reform support focused on the strengthening of the Ukrainian judiciary and judicial institutions and reinforcement of the courts as effective and credible mechanisms for achieving justice.

In addition, under an MOU with the Ontario Superior Court and as a service to other courts, including the four federal courts in Ottawa, FJA vets incoming international delegations and institutions who request meetings and programs of visit with judges, courts, administrators and institutions in Canada. Furthermore, as a result of this vetting, FJA has organized missions in Canada for incoming delegations from countries such as Mongolia, India, and China. Finally, FJA continues to coordinate the work of the Judicial Advisory Committee on International Engagement (JUDACIE), a committee of 10 judges from across Canada, established in 2013. The mandate of JUDACIE is to provide a direct voice through which the Canadian judiciary can influence Canadian government decisions pertinent to international development. The role of JUDACIE is to advise the FJA Commissioner on the development and application of international policies and on any other aspects of FJA's mandate related to international engagement of the Canadian judiciary.

The judicial appointments process contributes to an independent judiciary by ensuring an effective and fair candidate assessment process. The Judicial Appointments Secretariat administers, on behalf of the Minister of Justice, 17 Advisory Committees across Canada, comprised of 133 members in total, who evaluated 341 candidate applications for federal judicial appointments in the year ending March 31, 2016.

The Federal Courts Reports were published in a timely and accurate fashion in both official languages. Its publication delays continued to improve. Compared to 2014-2015, the average time it took to publish the print version of the Reports went down by nearly 35%, and the time it took to post new decisions to the Web site went down by nearly 50%. The requisite number of Parts (12) were published and very few errata (3) had to be released.

**Budgetary Financial Resources (dollars)**

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
7,994,262	7,994,262	9,258,589	7,576,944	(417,318)

**Human Resources (Full-Time Equivalentents [FTEs])**

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
50.5	47.5	(3)

**Performance Results**

Expected Results	Performance Indicators	Targets	Actual Results
Federally appointed judges have access to timely and high-quality services.	% of judges satisfied with services provided	90% of judges are satisfied with services provided	N/A

## Internal Services

### Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Program Performance Analysis and Lessons Learned

FJA continued to meet the expectations of managers and employees with respect to human resources, financial management, procurement, information technology and other administrative services. The main improvement areas pursued during 2015-16 are noted below.

**Information management:** FJA has completed the implementation of the Management Action Plan on the Office of the Comptroller General Horizontal Audit on Electronic Record Keeping. FJA has updated the Information Architecture, revised the existing file structures, identified all Information Resources of Business Value, identified retention periods and security requirements, and undertaken a clean-up exercise of older legacy information in preparation for the eventual migration to GCDOCS.

**Implementation of policy on internal controls:** During 2015-16, the business processes related to Travel expense claim processing pursuant to the *Judges Act*, Pay Administration, Contracting Policy and Procurement Strategy, Planning and Budgeting and Accountable Advances were documented and tested. Information Technology General Controls were deferred to a later date.

**Human resources planning:** The principal human resources risk facing FJA is the loss of expertise and corporate memory from the retirement of long-serving experienced staff, and the lack of in-house expertise and back up in specialized areas. FJA continued to do succession and integrated HR planning to mitigate this risk.

**Systems enhancements.** FJA is part of the cluster of small departments and agencies that is making the transition from HRIS human resources information system to MYGCHR in September 2015.

**Budgetary Financial Resources (dollars)**

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
726,800	726,800	726,800	717,936	(8,864)

**Human Resources (FTEs)**

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
5.5	5.5	0



## Section IV: Supplementary Information

### Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on [FJA's website](#).

### Supplementary Information Tables

The following supplementary information tables are available on [FJA's website](#).

- ▶ Departmental Sustainable Development Strategy

### 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 annually in the [Report of Federal Tax Expenditures](#).<sup>v</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

### Organizational Contact Information

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## Appendix: Definitions

**appropriation** (crédit): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures** (dépenses budgétaires): Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Departmental Performance Report** (rapport ministériel sur le rendement): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

**full-time equivalent** (équivalent temps plein): A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**Government of Canada outcomes** (résultats du gouvernement du Canada): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

**Management, Resources and Results Structure** (Structure de la gestion, des ressources et des résultats): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures** (dépenses non budgétaires): Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (rendement): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**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 organization, program, policy or initiative respecting expected results.

**performance reporting** (production de rapports sur le rendement): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending** (dépenses prévues): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

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

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

**priorities** (priorité): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program** (programme): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture** (architecture d'alignement des programmes): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**Report on Plans and Priorities** (rapport sur les plans et les priorités): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

**results** (résultat): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

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

**Strategic Outcome** (résultat stratégique): A long-term and enduring benefit to Canadians that is linked to the organization’s mandate, vision and core functions.

**sunset program** (programme temporisé): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target** (cible): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures** (dépenses votées): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

**Whole-of-government framework** (cadre pangouvernemental): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.



## Endnotes

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- i. Judges Act, <http://lois-laws.justice.gc.ca/eng/acts/J-1/index.html>
- ii. Minister's mandate letter, <http://pm.gc.ca/eng/ministerial-mandate-letters>
- iii. Public Accounts of Canada 2016, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iv. Whole-of-Government Framework, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp>
- v. Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>