



# 2021–22 Departmental Results Report

## Administrative Tribunals Support Service of Canada

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The Honourable David Lametti, P.C., K.C., M.P.  
Minister of Justice and Attorney General of Canada

ATSSC·SCDATA

Service Excellence / L'excellence en service

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This document is available in alternative formats upon request.

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## From the Chief Administrator

It is my pleasure to present the Administrative Tribunals Support Service of Canada's (ATSSC) Departmental Results Report for 2021-22. This report provides detailed information about the organization's achievements in providing support services and facilities to 12 federal administrative tribunals, enabling them to fulfil their mandates and provide improved access to justice for Canadians.

In 2021-22, the COVID-19 pandemic continued to play a role in how the ATSSC delivered its mandate. I'm proud to say that during this difficult time, the organization continued to expand its digital capabilities and innovative internal services. These advancements not only enhanced support to tribunals and ATSSC employees, but they also improved access to justice for Canadians.

The ATSSC's achievements for 2021-22 can be viewed through the lens of the organization's three strategic pillars: Delivering business excellence through innovation at work; collaboration with tribunal leadership and one another; and supporting our people. Among our accomplishments, we worked to further improve and facilitate the efficient administration of case file records by advancing our case management system strategy and electronic filing systems. We also increased accessibility by strengthening our capacity to provide plain language communications, as well as through the development of accessible guidance tools, services, and updated websites. To increase efficiencies and provide more career opportunities for staff, the ATSSC combined services provided to seven tribunals under two new secretariats. Additionally, we developed an Equity, Diversity and Inclusion Strategy and Action Plan as part of our commitment to creating a safe, equitable, diverse, and inclusive workplace. I invite you to read the 2021-22 Departmental Results Report for more details about our results over the past year.

I would like to thank ATSSC employees, tribunal chairpersons and tribunal members for their commitment and perseverance throughout the year. By working together to deliver tribunal-sector excellence, we are well positioned to meet the needs of Canadians now and in the future.



Orlando Da Silva, LSM  
Chief Administrator



## Results at a glance

The Administrative Tribunals Support Service of Canada (ATSSC) supports 12 tribunals<sup>1</sup> with different mandates, each operating under different statutes, regulations and rules. Tribunals operate independently from one another, and tribunal members maintain a specialized expertise in their respective fields.

Building on the organization's efforts and lessons learned from the first year of the COVID-19 pandemic, in 2021-22, the ATSSC focused on making long-term changes to its practices to reflect the changing realities for the administrative tribunals it supports and the workplace. This has solidified the ATSSC's standing as an effective model for the delivery of support services and facilities to administrative tribunals now and into the future.

Through the expansion of its digital capabilities and the development of innovative internal services solutions, the organization continued to provide excellent services to the administrative tribunals it supports and improved access to justice for Canadians. The organization made meaningful advancements to continue to support its people, with a focus on creating an equitable, diverse, and inclusive workplace where people feel valued and respected.

The ATSSC's results for 2021-22 are as follows:

### **Delivering business excellence through innovation at work**

The ATSSC:

- Advanced its case management and electronic filing systems with a view towards efficient administration of case file records and facilitating easier access to tribunals for Canadians;
- Promoted accessibility and reduced barriers for Canadians through plain language communications, the development of guidance tools and services, and website updates; and
- Advanced the development of a future of work initiative, laying the foundations for the evolution of the ATSSC to a hybrid workplace.

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<sup>1</sup> In accordance with the [Administrative Tribunals Support Service of Canada Act](#), the ATSSC provides support services to the following 11 tribunals: Canada Agricultural Review Tribunal; Canada Industrial Relations Board; Canadian Cultural Property Export Review Board; Canadian Human Rights Tribunal; Canadian International Trade Tribunal; Competition Tribunal; Federal Public Sector Labour Relations and Employment Board; Public Servants Disclosure Protection Tribunal; Specific Claims Tribunal; Social Security Tribunal; and Transportation Appeal Tribunal of Canada. Additionally, the ATSSC provides facilities and administrative support to the National Joint Council and supports the Environmental Protection Tribunal of Canada through a memorandum of understanding with Environment and Climate Change Canada.

## **Collaboration with tribunal leadership and one another**

The ATSSC:

- Created its first integrated secretariats, combining services provided to seven administrative tribunals under two secretariats<sup>2</sup> resulting in economies of scale, greater service capacity, and additional professional opportunities for staff;
- Continued to support tribunals as they adapted to legislative and regulatory changes that impacted their mandates; and
- Strengthened critical information technology and infrastructure required to support business continuity through increased digital capacities and a cloud-based disaster recovery site.

## **Supporting our people**

The ATSSC:

- Developed an Equity, Diversity, and Inclusion Strategy and Action Plan and continued to support its employees and tribunal members with mental health and well-being tools and resources, solidifying the ATSSC’s long-term commitment to creating a safe, equitable, diverse, and inclusive workplace;
- Continued to develop a strong and knowledgeable workforce through advancements in human resources planning, collective staffing processes, and talent management; and
- Enhanced and adapted its financial management strategy to position the organization to better anticipate and plan for resources associated with service delivery solutions.

For more information on the ATSSC’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

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<sup>2</sup> One integrated secretariat provides support services to the: Canada Agricultural Review Tribunal, Canadian Cultural Property Export Review Board, Environmental Protection Tribunal of Canada, Specific Claims Tribunal, Transportation Appeal Tribunal of Canada. Another integrated secretariat provides support services to the Competition Tribunal and the Public Servants Disclosure Protection Tribunal.

## Results: what we achieved

### Core responsibility

Support services and facilities to federal administrative tribunals and its members.

### Description

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

### Results

While modernization had been at the forefront of the ATSSC for the last several years, the COVID-19 pandemic became a catalyst for making several significant long-term changes, creating a different workplace for the organization. Building on the lessons learned and the changes already implemented in the previous fiscal year in direct response to the impacts caused by the pandemic, in 2021-22, the ATSSC focused on adapting its practices and tools to reflect the changing realities that affect the tribunal sector to continue to provide excellent service to the administrative tribunals it supports and their members. These changes inspired an ongoing evolution of the workplace and operations, continued the expansion of digital capabilities, and improved access to justice for Canadians in innovative ways. These efforts have positively contributed to the organization's efforts in delivering on its mandate and solidified the ATSSC as an effective model for the delivery of support services and facilities now and into the future.

In 2021-22, of the several significant long-term changes implemented by the ATSSC, the most notable was the creation of two new secretariats: One, combining support services provided to five small administrative tribunals<sup>3</sup> and another, combining support services for the Competition Tribunal and the Public Servants Disclosure Protection Tribunal. The creation of the two new secretariats resulted in economies of scale, increasing the resources and service capacity available to these tribunals, and provided new professional opportunities for staff.

In addition to the integration of the secretariats, the ATSSC worked collaboratively with tribunal leadership to ensure that the administrative tribunals can meet their evolving needs now and into the future. Additional resources were allocated to assist the Canadian International Trade Tribunal to address an increased caseload and support was provided to the Canadian Human Rights Tribunal, the Canadian Industrial Relations Board, and the Social Security Tribunal to enable them to deliver on new or modified responsibilities resulting from legislative changes. The ATSSC also increased the number of general counsel positions to expand capacity to provide strategic legal advice to tribunals, manage growing

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<sup>3</sup> Integrated secretariat one provides support services to the: Canada Agricultural Review Tribunal, Canadian Cultural Property Export Review Board, Environmental Protection Tribunal of Canada, Specific Claims Tribunal, Transportation Appeal Tribunal of Canada.

legal services teams more effectively, rejuvenate the ATSSC’s legal services community, and increase retention opportunities for talented senior counsel.

The evolution of the ATSSC workplace is being driven by the modernization and expansion of the ATSSC’s digital capabilities. The ATSSC actively supported the administrative tribunals in increasing their use of technology to optimize their operations and implemented innovative means to provide Canadians with access to justice. The ATSSC continued to enable virtual hearings, where possible, by investing in improvements to existing digital infrastructure. Although the transition to virtual hearings was initially a temporary business continuity measure taken to adapt to the COVID-19 pandemic restrictions, several tribunals are looking to make the transition permanent, maintaining virtual hearings, either exclusively or through a hybrid arrangement. Above all, virtual hearings have improved access to justice, as appellants can connect to their virtual hearings with internet connection and videoconferencing tools. In addition, tribunals have benefited from saving travel costs and time and more flexibility in scheduling.

In 2021-22, the ATSSC developed and launched new case management systems and upgraded others for many of the administrative tribunals it supports. For the first time, every tribunal supported by the ATSSC has a case management system which improves and facilitates the efficient administration of case file records handled by ATSSC employees and tribunal members. Some case management systems were further complemented by new electronic filing systems or improvements to existing ones. Ongoing assessments are continuing to maximize the capacity of case management and electronic filing systems to optimize internal processes and improve access to justice.

The ATSSC’s expansion of digital capabilities has not only resulted in operational efficiencies for the administrative tribunals but also improved access to justice for Canadians. The ATSSC moved towards greater accessibility by continuing to support the updating of forms, correspondence, and tribunal websites with plain language and the development of digital tools, such as the Social Security Tribunal’s [comprehensive bilingual web-based glossary](#)<sup>i</sup> that explains tribunal terms in plain language. Additionally, the ATSSC assisted the Specific Claims Tribunal and the Social Security Tribunal in redesigning their websites, removing and/or updating outdated content and making them more user-friendly. New features of the Social Security Tribunal’s website include an intuitive layout, broken down by benefit type, an improved decision search function, and infographics.

Moreover, support services provided by the ATSSC for guidance services such as the [Social Security Tribunal’s Navigator Service](#)<sup>ii</sup>, which expanded its services to a wider group of appellants, and the publishing of new extensive guidelines by the Canada Agricultural Review Tribunal, Environmental Protection Tribunal of Canada and Transportation Appeal Tribunal of Canada have reduced barriers often faced by appellants without extensive knowledge of tribunal processes by guiding them through the appeals process.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

While the ATSSC does not report directly on the United Nations' Sustainable Development Goals, the organization's mandate supports Goal 16 (**Peace, justice and strong institutions**<sup>iii</sup>). In providing support services and facilities to federal administrative tribunals, the ATSSC is helping to build and maintain effective, accountable, and inclusive institutions. Specifically, by providing ongoing support services to the Canadian Human Rights Tribunal, which hears cases referred to it from the Canadian Human Rights Commission, the ATSSC is assisting in fulfilling Canada's obligations under the Paris Principles (indicator 16.a.1). The Canadian Human Rights Commission has been accredited by the Global Alliance of National Human Rights Institutions as Canada's independent human rights institution in compliance with Paris Principles.

### **Key risks**

Given the unique mandates of the administrative tribunals, maintaining the necessary human resources capacity and expertise to meet the needs of the tribunals and the evolving needs of all programs and internal service areas is an ongoing risk to the organization. In 2021-22, the ATSSC made efforts to mitigate this risk by consolidating secretariats and staffing activities and by continuing to improve its human resources planning functions. These efforts have resulted in more efficient management of workforce capacity and expertise to better support the organization's evolving needs and have supported professional development opportunities for employees.

As the operational context and the needs of the administrative tribunals and internal services areas continue to evolve, the ATSSC must continuously assess, prioritize, and invest in its critical infrastructure, to minimize the risk of business failure. In 2021-22, the ATSSC made a significant investment towards expanding the organization's digital capabilities to ensure business continuity with the successful completion of the cloud-based disaster recovery project.

## Results achieved<sup>†</sup>

The following table shows, for support services and facilities to federal administrative tribunals and its members, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions	Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by Chairpersons <sup>‡</sup>	85%	March 31, 2022	85.08% <sup>1</sup>	88.17% <sup>2</sup>	93.66% <sup>3</sup>
	Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats	85%	March 31, 2022	91.57%	90.81%	82.01%

<sup>†</sup> – Results achieved currently reflects the results of the 11 tribunals supported by the ATSSC as listed in the *Administrative Tribunals Support Service of Canada Act*.

<sup>‡</sup> – 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.

<sup>1</sup> – Percentage is based on the average results of 10 out of 11 tribunals. One tribunal had not finalized their methodology by the end of the fiscal year.

<sup>2</sup> – Percentage is based on the average results of 9 out of 11 tribunals. Of the two remaining tribunals, one had no cases to report and the other had not finalized their methodology by the end of the fiscal year.

<sup>3</sup> – Percentage is based on the average results of 10 out of 12 tribunals. Of the two remaining tribunals, one had no cases to report and the other had not finalized their methodology by the end of the fiscal year.

Financial, human resources and performance information for ATSSC’s Program Inventory is available in [GC InfoBase](#).<sup>iv</sup>

### Budgetary financial resources (dollars)

The following table shows, for support services and facilities to federal administrative tribunals and its members, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
51,848,233	51,848,233	54,807,550	51,823,665	-24,567

Financial, human resources and performance information for ATSSC's Program Inventory is available in [GC InfoBase](#).<sup>v</sup>

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
521	538	17

Financial, human resources and performance information for ATSSC's Program Inventory is available in [GC InfoBase](#).<sup>vi</sup>

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication 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

After pivoting and adapting its operations to a virtual environment in 2021-22, the ATSSC began laying the foundation for the evolution to a hybrid workplace and focused on continuing to provide a workplace where, even in a virtual environment, people feel valued and respected and can grow and build their careers.

In 2021-22, the ATSSC continued to advance the development of its Return to the Office Plan and started planning its future of work initiative to support a hybrid work model. Input from employees and tribunal members was solicited for both initiatives, putting the health, safety, and well-being at the forefront of decision-making. To enable a true hybrid work model in the long-term, the ATSSC invested in enhancing its information management and information technology infrastructure, such as increased bandwidth capacity, allowing employees the flexibility to continue working virtually, while also ensuring that the physical ATSSC workspaces are equipped to support employees who return to the office.

Furthermore, the ATSSC completed its disaster recovery project, successfully implementing a new cloud-based back-up and recovery solution, reducing the recovery period to 48 hour (from upwards of three months), in the event of a disruptive incident, such as fire, flood, or prolonged power outage.

The ATSSC developed an Equity, Diversity, and Inclusion Strategy and Action Plan in collaboration with the organization's Diversity and Accessibility Champion and members of its Equity, Diversity, and Inclusion Committee. The new plan, to be implemented in 2022-23 and beyond, solidifies the ATSSC's long term commitment to creating an equitable, diverse, and inclusive workplace, where everyone has a place and can feel heard.

Additionally, the ATSSC continued to raise awareness and provide mental health and well-being tools and support to employees and tribunal members, through initiatives such as providing access to the Employment Assistance Program and offering Ombuds Services to connect employees and tribunal members to external, confidential resources. Recognizing that the COVID-19 pandemic had a significant impact on the ATSSC workforce, a project plan was also developed to engage with employees and tribunal members to review and update the ATSSC's Mental Health Strategy. This work will bring the organization's strategy up to date, providing support that better reflects current realities and the challenges to come with the transitions to a hybrid workplace.

Over the last few years, the ATSSC has continued to build on the successes of previous years to improve its human resource planning functions to better support the organization's evolving workforce needs and consolidate staffing activities, where possible. As part of this year's workforce planning exercise, tailored human resources strategies were developed for secretariats and corporate business units. Collective staffing processes were initiated to meet common staffing needs, create efficiencies, and reduce staffing time. Efforts continue to be taken to enable a much more robust human resources planning process to better anticipate needs and develop appropriate staffing strategies.

Additionally, the ATSSC continues to mature its Talent Management Program to identify and invest in the development of high-potential employees and to staff positions that are critical to the success of the ATSSC's operations. The pool of high-potential employees has been used to fill acting or promotional opportunities within the organization, to facilitate succession planning, while fostering a culture that promotes continuous learning and career progression.

As the organization evolves, the ATSSC continues to enhance and adapt its financial planning and management functions, effectively aligning financial resources to ensure that the organization is positioned to anticipate and plan for costs associated with service delivery solutions. As part of the organization's long-term Financial Strategy initiative, a review of operational budget was completed by sector. This review is a first step towards establishing the basis for determining the organization's long-term financial planning strategy. As the organization continues to mature and evolve, so must its financial management and planning processes, so that the ATSSC can effectively continue to deliver on its mandate.

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
22,732,640	22,732,640	22,900,243	20,447,025	-2,285,615

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

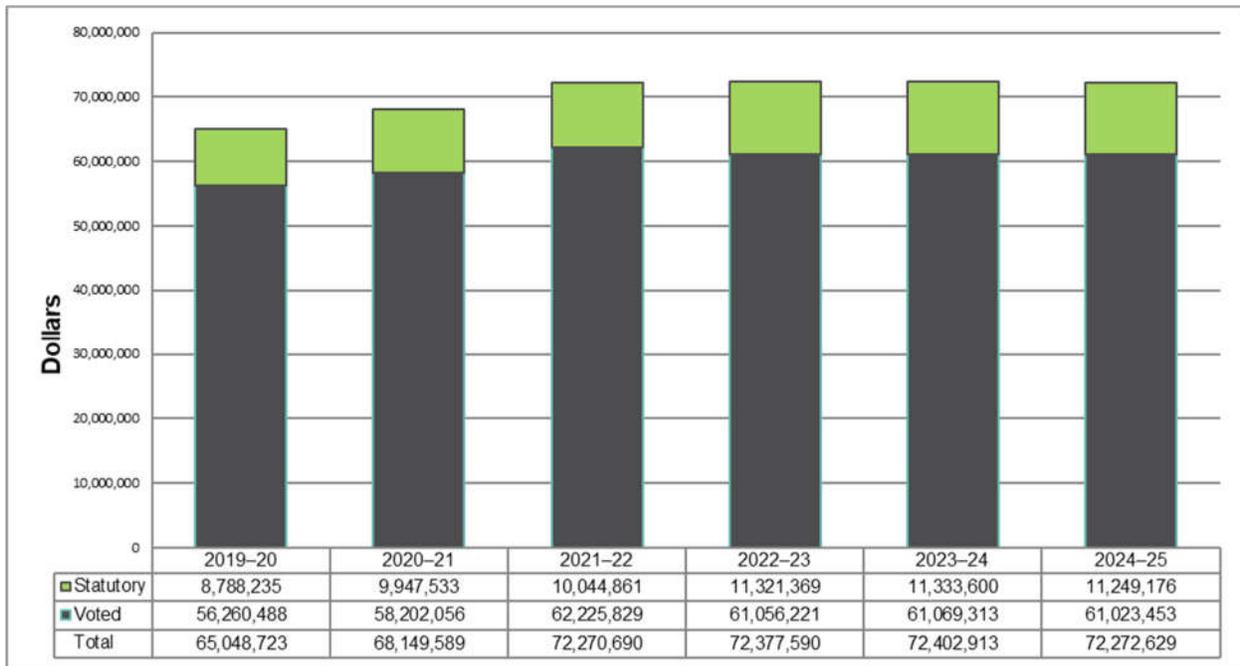
2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
151	146	-5

## Spending and human resources

### Spending

#### Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time.



The increase between 2019-20 actual spending and 2020-21 actual spending (\$3.1 M) is mainly due to an increase in information technology expenditures for operational activities and projects, and an increase in personnel expenditures resulting from the signing of collective agreements and related retroactive payments.

Spending increased from 2020-21 to 2021-22 (\$4.1 M) due to the resumption of in-person proceedings, including mediations and hearings, and related costs following the easing of COVID-19 public health restrictions and an increase in personnel expenditures related to the growth in salary rates resulting from the signing of collective agreements. This increase in spending is also due to the continued implementation of new legislative mandates for tribunals combined with an increased volume of cases in certain tribunals.

Spending is projected to remain stable from 2021-22 to 2022-23, and ongoing.

### Budgetary performance summary for core responsibility and internal services (dollars)

The “Budgetary performance summary for core responsibility and internal services” table presents the budgetary financial resources allocated for the ATSSC’s core responsibility and for internal services.

Core responsibility and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Support services and facilities to federal administrative tribunals and its members	51,848,233	51,848,233	50,562,411	50,580,102	54,807,550	45,771,866	47,263,720	51,823,665
<b>Subtotal</b>	<b>51,848,233</b>	<b>51,848,233</b>	<b>50,562,411</b>	<b>50,580,102</b>	<b>54,807,550</b>	<b>45,771,866</b>	<b>47,263,720</b>	<b>51,823,665</b>
Internal services	22,732,640	22,732,640	21,815,179	21,822,811	22,900,243	19,276,857	20,885,869	20,447,025
<b>Total</b>	<b>74,580,873</b>	<b>74,580,873</b>	<b>72,377,590</b>	<b>72,402,913</b>	<b>77,707,793</b>	<b>65,048,723</b>	<b>68,149,589</b>	<b>72,270,690</b>

The ATSSC’s actual spending for fiscal year 2021-2022 was \$2.3M lower than its planned spending due primarily to the residual impacts of the COVID-19 pandemic. This decrease in actual spending compared to planned spending is related to travel, room rentals, as well as a lower spending on the acquisition and repair of informatic equipment.

## 2021–22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021–22.

Core responsibility and internal services	2021–22 actual gross spending	2021–22 actual revenues netted against expenditures	2021–22 actual net spending (authorities used)
Support services and facilities to federal administrative tribunals and its members	75,090,668	23,267,003	51,823,665
<b>Subtotal</b>	<b>75,090,668</b>	<b>23,267,003</b>	<b>51,823,665</b>
Internal services	22,480,417	2,033,392	20,447,025
<b>Total</b>	<b>97,571,085</b>	<b>25,300,395</b>	<b>72,270,690</b>

The ATSSC is partially funded by vote-netted revenue (a cost recovery mechanism), for the operations of the Social Security Tribunal Secretariat. As the expenses of this secretariat increase, the revenues increase proportionately, thereby decreasing its net cost of operations. The planned revenues result from the authority to make recoverable expenditures on behalf of the Canada Pension Plan and the Employment Insurance Operating Account.

## Human resources

The “Human resources summary for core responsibility and internal services” table presents the full-time equivalents (FTEs) allocated to the ATSSC’s core responsibility and to internal services.

### Human resources summary for core responsibility and internal services

Core responsibility and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Support services and facilities to federal administrative tribunals and its members	496	505	521	538	521	521
<b>Subtotal</b>	<b>496</b>	<b>505</b>	<b>521</b>	<b>538</b>	<b>521</b>	<b>521</b>
Internal services	153	134	151	146	151	151
<b>Total</b>	<b>649</b>	<b>639</b>	<b>672</b>	<b>684</b>	<b>672</b>	<b>672</b>

## Expenditures by vote

For information on the ATSSC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).<sup>vii</sup>

## Government of Canada spending and activities

Information on the alignment of the ATSSC’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>viii</sup>

## Financial statements and financial statements highlights

### Financial statements

The ATSSC’s financial statements (unaudited) for the year ended March 31, 2022, are available on the departmental website.

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	124,891,167	115,558,930	112,023,454	-9,332,237	3,535,476
Total revenues	38,655,615	25,300,395	25,316,819	-13,355,220	-16,424
Net cost of operations before government funding and transfers	86,235,552	90,258,535	86,706,635	4,022,983	3,551,900

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	13,903,279	14,086,562	-183,283
Total net financial assets	12,216,225	11,138,576	1,077,649
Departmental net debt	1,687,055	2,947,986	-1,260,931
Total non-financial assets	7,436,678	9,640,275	-2,203,597
Departmental net financial position	5,749,623	6,692,289	-942,666

The 2021–22 planned results information is provided in the [ATSSC Future-Oriented Statement of Operations and Notes 2021–22](#).<sup>ix</sup>



## Corporate information

### Organizational profile

<b>Appropriate minister[s]:</b>	The Honourable David Lametti, P.C., Q.C., M.P. Minister of Justice and Attorney General of Canada
<b>Institutional head:</b>	Orlando Da Silva, LSM, Chief Administrator
<b>Ministerial portfolio:</b>	Department of Justice
<b>Enabling instrument[s]:</b>	<a href="#">Administrative Tribunals Support Service of Canada Act<sup>x</sup></a>
<b>Year of incorporation / commencement:</b>	2014

### Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on the [ATSSC’s website](#).<sup>xi</sup>

### Operating context

Information on the operating context is available on the [ATSSC’s website](#).<sup>xii</sup>

## Reporting framework

The ATSSC’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

<b>Departmental Results Framework</b>	<b>Core Responsibility:</b>		<b>Internal Services</b>
	Support services and facilities to federal administrative tribunals and its members.		
<b>Departmental Result:</b>	<b>Indicator:</b>		
	Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions.	Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by chairpersons.	
<b>Indicator:</b>		Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats.	
<b>Program Inventory</b>	<b>Program 1.1: Registry Services</b>		
	<b>Program 1.2: Legal Services</b>		
	<b>Program 1.3: Mandate and Member Services</b>		

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## Supporting information on the program inventory

Financial, human resources and performance information for the ATSSC's Program Inventory is available in [GC InfoBase](#).<sup>xiii</sup>

## Supplementary information tables

The following supplementary information tables are available on the [ATSSC's website](#)<sup>xiv</sup>:

- ▶ [Departmental Sustainable Development Strategy/Reporting on Green Procurement](#)<sup>xv</sup>
- ▶ [Gender-based analysis plus](#)<sup>xvi</sup>

## 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](#).<sup>xvii</sup> 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.

## Organizational contact information

### Mailing address:

Administrative Tribunals Support Service of Canada  
344 Slater Street, 15<sup>th</sup> Floor, Suite 100  
Ottawa, Ontario K1A 0B6  
Canada

**Telephone:** 613-954-6350

**Fax:** 613-957-3170

**Email:** [communications@tribunal.gc.ca](mailto:communications@tribunal.gc.ca)

**Website(s):** <https://www.canada.ca/en/administrative-tribunals-support-service.html>



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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.

### **core responsibility** (*responsabilité essentielle*)

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

### **Departmental Plan** (*plan ministériel*)

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

### **departmental priority** (*priorité*)

A plan or project that a department 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 departmental results.

### **departmental result** (*résultat ministériel*)

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

### **departmental result indicator** (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

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

### **Departmental Results Report** (*rapport sur les résultats ministériels*)

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

### **experimentation** (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**full-time equivalent** (*équivalent temps plein*)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** (*initiative horizontale*)

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

**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.

**plan** (*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 to the expected result.

**planned spending** (*dépenses prévues*)

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

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

**program** (*programme*)

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

**program inventory** (*répertoire des programmes*)

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

**result** (*résultat*)

A consequence attributed, in part, to 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.

**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.

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## Endnotes

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- i Social Security Tribunal of Canada Glossary, <https://sst-tss.gc.ca/en/our-work-our-people/glossary>
- ii Social Security Tribunal of Canada Navigators, <https://sst-tss.gc.ca/en/your-appeal/navigators>
- iii Objective 16: Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development, [https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202020%20review\\_Eng.pdf#page=17](https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202020%20review_Eng.pdf#page=17)
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix 2021-22 Future-Oriented Statement of Operations of the ATSSC, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/foso-2021.html>
- x *Administrative Tribunals Support Service of Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-1.5/>
- xi Administrative Tribunals Support Service of Canada, <https://www.canada.ca/en/administrative-tribunals-support-service.html>
- xii The ATSSC’s Operating Context, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/oc-2021-22.html>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv Administrative Tribunals Support Service of Canada – Reports, <https://www.canada.ca/en/administrative-tribunals-support-service/reports.html>
- xv 2021-22 Report on Greening Government, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/rgp-2021-22.html>
- xvi 2021-22 Gender-based analysis plus, <https://www.canada.ca/en/service-canadien-appui-tribunaux-administratifs/rapports/gba-2021-22.html>
- xvii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>