



2022–2023 Departmental Results Report

Administrative Tribunals Support Service of Canada

The Honourable Arif Virani, P.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

I am pleased to report on the results of the Administrative Tribunals Support Service of Canada (ATSSC) for 2022-23. The ATSSC provides support services and facilities to 12 federal administrative tribunals, enabling them to fulfil their mandates and provide improved access to justice for Canadians.

This report provides detailed information about the ATSSC's achievements in 2022-23 from the perspective of the organization's three strategic pillars: delivering business excellence through innovation at work; collaborating with tribunal leadership and one another; and supporting our people.



Over the past year, the ATSSC has accomplished a great deal in support of Canadians, the tribunals we serve, and our people. Among our many accomplishments, we have continued to integrate key support services, catalogued our registry, legal and editing services, and proactively developed tools and processes to support tribunals as they face significant changes in caseloads and legislation.

Additionally, we have continued to invest in technology to better optimize user experience during virtual and hybrid hearings. We have also advanced our case-management system projects, and implemented a performance metric tool, Power BI. These initiatives will allow the ATSSC to further solidify its focus on delivering business excellence through innovation—assisting both the tribunals we serve as well as Canadians.

The ATSSC's employees have benefited from our new Talent Management Program and talent acquisition strategy. As well, the ATSSC is supporting its employees and government-wide priorities by implementing the hybrid work model, and promoting diversity, inclusivity, and accessibility through our Equity, Diversity, and Inclusion Strategy and the ATSSC Accessibility Plan.

I'm proud to say Public Service Employee Survey results over the past five surveys have remained consistently high in many important areas, including feeling valued at work, having the materials and equipment they need to do their jobs, and the organization implementing activities and practices that support a diverse workforce.

I invite you to read the 2022-23 Departmental Results Report for more details on the ATSSC's many accomplishments.

I would like to thank all ATSSC employees, tribunal chairpersons and members for their hard work, collaboration, and unwavering commitment to providing access to justice for Canadians in 2022–2023. Their efforts allowed the ATSSC to continue to provide high-quality services to the tribunals we serve through a period of significant change.

Orlando Da Silva, LSM
Chief Administrator

Results at a glance

In 2022-23, the ATSSC pursued its commitment to provide quality and timely services to the tribunals it supports. During its eighth year of operations, the ATSSC effectively collaborated and provided ongoing support services and facilities to a diverse range of tribunals¹, each having a different mandate and operating under different statutes, regulations, and rules.

Further, in Public Service Employee Survey results since 2017, ATSSC employees consistently give high ratings to the organization in numerous positive areas, including: feeling valued at work, being encouraged to be innovative or take initiative in their work, having the materials and equipment to do their job, and the organization implementing activities and practices that support a diverse workforce.

Faced with multiple changes this year, from the new hybrid work model to the creation of a new integrated secretariat, the ATSSC was able to adapt its practices to improve access to administrative justice and foster an inclusive and supportive work environment. To deliver on its core responsibility, the organization consistently demonstrated adaptability, innovation and resilience while maintaining its focus on three strategic pillars that guided its operations.

The ATSSC has achieved results under each of its strategic pillars. Below are some of the highlights of 2022-23.

Collaboration with tribunal leadership and one another

The ATSSC:

- created Integrated Secretariat 2², combining services provided to four administrative tribunals under one secretariat, resulting in operational efficiencies, greater service capacity and increased professional opportunities for staff
- carried out cataloguing exercises of its registry, legal and editing services across all secretariats

¹ In accordance with the *Administrative Tribunals Support Service of Canada Act*, the ATSSC provides support services to the following 11 tribunals: Canada Agriculture 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 Environment Protection Tribunal of Canada through a memorandum of understanding with Environment and Climate Change Canada.

² Integrated Secretariat 2 provides support to the Canadian Human Rights Tribunal, Canadian International Trade Tribunal, Competition Tribunal, and Public Servants Disclosure Protection Tribunal.

- proactively developed tools and processes to support the tribunals as they adapt to significant fluctuations in caseloads and changes in legislation impacting their mandates

Delivering business excellence through innovation at work

The ATSSC:

- continued to invest in technology to help with the use and navigation of our services, from modernizing tribunals’ websites and e-filing systems to improving videoconferencing and other audio-visual capabilities
- improved its service delivery by advancing its case management systems for a more efficient administration of case file records and easier access to information
- worked with Community Legal Education Ontario (CLEO) to develop “Guided Pathways” for the Social Security Tribunal to assist Income Security, General Division appellants with their requests to the Minister of Employment and Social Development Canada to reconsider Canada Pension Plan disability decisions

Supporting our people

The ATSSC:

- continued to ease workplace restrictions by developing various initiatives to support the new hybrid work model
- maintained and developed in-house expertise and increased career opportunities for employees through a talent management program, the standardization of registry job descriptions, and a new talent acquisition strategy
- promoted diversity, inclusivity, and accessibility within its workforce, implemented the ATSSC Equity, Diversity, and Inclusion Strategy and 2022–25 Action Plan, and developed its first accessibility plan

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

Results: what we achieved

Core responsibility

Support services and facilities to federal administrative tribunal and their members.

Description

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

Results

In 2022-23, the ATSSC continued collaborating with the tribunals it supports to improve service delivery and broaden the range of services and capacity available to support them.

- The ATSSC continued to advance and refine the alignment of services under Integrated Secretariat 1, created during fiscal year 2021-22, by grouping secretariats for the Canada Agricultural Review Tribunal, the Canadian Cultural Property Export Review Board, the Environmental Protection Tribunal of Canada, the Specific Claims Tribunals, and the Transportation Appeal Tribunal of Canada. Building on the success of its first integrated secretariat, the organization consolidated the secretariats supporting the Competition Tribunal, the Public Servants Disclosure Protection Tribunal and the Canadian International Trade Tribunal with the secretariat supporting the Canadian Human Rights Tribunal to form the new Integrated Secretariat 2. By realigning its resources and responsibilities, the ATSSC increased its capacity to meet the common operational needs of the tribunals it serves while realizing efficiencies and improving career growth opportunities to its staff.
- To better share information and resources, the ATSSC catalogued its registry, legal and editing services. These three separate exercises allowed the organization to build and maintain corporate knowledge, address gaps, and identify areas of possible service improvements to meet tribunal requirements and best practices.

During the last fiscal year, the ATSSC continued to support tribunals as they adapted to fluctuating caseloads and legislative changes that impacted their mandates.

- The ATSSC ensured the organization is ready to meet increased workload demands from new and modified mandates resulting from legislative changes. Specifically, the organization provided additional resources to support readiness at the Canadian Human Rights Tribunal as it prepares to deliver on its new mandates under the *Pay Equity Act* and the *Accessible Canada Act*, and to the Canada Industrial Relations Board and the

Federal Public Sector Labour Relations and Employment Board with their increased caseloads resulting from new mandates under *An Act to Amend the Canada Labour Code*. The ATSSC implemented activities to support drafting of new rules of procedures and forms and provided training to staff and newly appointed tribunal members.

In 2022-23, the ATSSC continued to focus on delivering business excellence through innovation at work by using modern tools and investing in digital solutions and infrastructure. In line with the ATSSC's strategic direction for improving access to justice, the organization prioritized activities such as case management systems (CMS) enhancements, use of business analytics tools, improvements to e-filing systems, and website modernization.

- The ATSSC assisted the Canadian Cultural Property Export Review Board to develop its new case management system.
- The organization implemented several new standard performance reports by using the enterprise data and analytics platform for 8 of the tribunals³. This project increased the number and types of automated reports used by the ATSSC to obtain more relevant and meaningful data. Real-time access to this business information will permit evidence-based decision-making and will provide the chance to quickly identify efficiencies, plan resources, and forecast expenses.
- CMS adjustments were also completed for the Canadian Human Rights Tribunal, the Canada Industrial Relations Board and the Federal Public Sector Labour Relations and Employment Board, tailored to the tribunals' specific operational needs.
- The ATSSC continued to advance e-filing systems for the tribunals it serves, namely by launching an electronic document portal (eRegistry) and completing the second phase of an e-filing solution for the Federal Public Sector Labour Relations and Employment Board. A new e-filing system was implemented for the Transportation Appeal Tribunal of Canada allowing for an easier user experience.
- The ATSSC helped the Canadian International Trade Tribunal and the Canada Industrial Relations Board to modernize their websites. The websites were given a fresh overall look and feel to help with navigation, and content has been rewritten in plain language to improve accessibility. The Canada Industrial Relations Board's new website features a "wizard;" that is, a setup assistant tool that provides step-by-step guidance to visitors through a series of questions and answers.

³ The 8 tribunals are: Canada Agriculture Review Tribunal; Canadian Human Rights Tribunal; Canadian International Trade Tribunal; Competition Tribunal; Public Servants Disclosure Protection Tribunal; Specific Claims Tribunal; Environment Protection Tribunal of Canada; and Transportation Appeal Tribunal of Canada.

- The ATSSC supported the development of “Guided Pathways” for Canada Pension Plan disability appeals before the Social Security Tribunal. This tool, which uses logic and smart form technology, is available on CLEO’s Steps to Justice website. The “Guided Pathways” tool asks appellants a series of questions and guides them along a pathway tailored to their situation, generating a notice of appeal. The users of this tool benefit from an improved digital experience and greater access to justice.
- To further improve access to justice, several tribunals chose to continue to offer virtual hearings, either exclusively or in hybrid format. In 2022-23, the ATSSC worked with Public Services and Procurement Canada and building owners to award a contract for an audio-visual equipment update and refit to 3 of its 7 hearing rooms. This work is critical to tribunal operations as it will improve audio-visual functionality, allow tribunals to offer hybrid hearings and optimize overall user experience.

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

The ATSSC does not report on the United Nations’ Sustainable Development Goals; however, in providing support to different federal administrative tribunals, the ATSSC is advancing Sustainability Development Goal 16. This goal calls for the promotion of peaceful, just, and inclusive societies and the provision of access to justice to all by building effective, accountable, and inclusive institutions at all levels.

In 2022-23, several ATSSC initiatives served to advance Goal 16. Specifically, the ATSSC collaborated with the tribunals to promote projects focused on access to justice through measures such as virtual hearings, e-filing systems, website modernization, plain language, and the development of an accessibility action plan. These actions helped to remove barriers for those who are unrepresented or more vulnerable, ensuring that all Canadians can fully participate in administrative tribunal proceedings. Details and results of each initiative are included in this report.

Key risks

As an organization actively supporting various administrative tribunals in the delivery of their unique and various mandates, the ATSSC encounters many challenges in its operations. Since its creation in 2014, the ATSSC has shown resiliency and the ability to adapt to evolving legal practices and tribunal priorities. Risk points and ways to reduce their impact are identified on an ongoing basis.

As an organization whose core responsibility is to provide support services to administrative tribunals with unique mandates, maintaining a qualified workforce with the expertise needed to deliver on programs and legislative changes is an ongoing risk. The

ATSSC has implemented several approaches to reduce these risks, including the joining of secretariats and a new employee recruitment and retention strategy.

Results achieved

The following table shows, for support services and facilities to federal administrative tribunals and their members, the results achieved, the performance indicators, the target and the target dates for 2022-23, 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	2020–21 actual results	2021–22 actual results	2022–23 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	85%	March 31, 2023	88.17%	93.66%	95.80%
	Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats	85%	March 31, 2023	90.81%	82.01%	85.12%

Financial, human resources and performance information for ATSSC's program inventory is available in [GC InfoBase](#).ⁱ

Budgetary financial resources (dollars)

The following table shows, for support services and facilities to federal administrative tribunals and their members, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
50,562,411	50,562,411	60,983,162	59,592,353	9,029,942

Financial, human resources and performance information for ATSSC’s program inventory is available in [GC InfoBase](#).ⁱⁱ

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 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
521	576	55

Financial, human resources and performance information for ATSSC’s program inventory is available in [GC InfoBase](#).ⁱⁱⁱ

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 refer 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

Recognizing that a diverse and skilled workforce is the foundation of the organization's success, the ATSSC has been working on several initiatives to ensure a work environment where people feel safe, valued, and respected. In addition to supporting the well-being of employees, the ATSSC continued to create work conditions helpful to professional growth and advancement.

- In consultation with ATSSC employees and the tribunals they serve and based on the success of delivering support services remotely, the ATSSC designed and implemented a hybrid work model that assessed the operational requirements of each position to determine how flexible employees could be when choosing to work onsite or remotely. The resulting workplace fosters well-being and inclusivity, and gives employees the tools, technology, and equipment to do their job. It allows teams to feel connected and able to collaborate and communicate effectively. The ATSSC workplace also supports the Government of Canada's Greening Government Strategy.
- When the federal public service moved to a common hybrid work model during the last quarter of 2022-23, the ATSSC adapted its vision to meet the requirements of the Treasury Board of Canada Secretariat's [Direction on prescribed presence in the workplace](#).^{iv} The department's Future of Work initiative will continue next year to ensure that the ATSSC's work environment remains stimulating and flexible, and employees have opportunities to participate fully in their work activities and grow their careers.

- The organization advanced its multi-year Space Optimization Project by refitting and modernizing office spaces and relocating the ATSSC’s internal services. The new premises feature activity-based workplace (ABW) environments to better support the new hybrid work model.
- The Canadian International Trade Tribunal’s offices were renovated and modernized. The renovations created additional workspaces to house all staff at one location and allowed the ATSSC to release space and reduce its footprint.
- The ATSSC launched its Equity, Diversity, and Inclusion Strategy and 2022–2025 Action Plan. The document is designed to foster an inclusive workplace culture and give everyone an equal opportunity to perform, succeed and thrive within the organization. As part of the Diversity and Inclusion Learning Path project, ATSSC employees must take training in the following areas: diversity and employment equity, accessibility, creating positive space, indigenous culture and / or anti-racism. Specific topics include special sessions on unconscious bias, and inclusive hiring practices.
- In December 2022, the organization published the ATSSC Accessibility Plan, which was created in consultation with the organization’s Equity, Diversity and Inclusion Committee, stakeholders, and subject matter experts. The plan outlines the strategy for identifying, eliminating, and preventing accessibility barriers. In the last quarter of 2022-23, the ATSSC collaborated with the various stakeholders responsible for implementing the Accessibility Plan to further clarify the key actions the organization will need to take to help ensure tribunal services and resources are accessible to Canadians. During this time, the ATSSC also introduced the new Government of Canada Workplace Accessibility Passport and made information on accommodations measures more readily available to prospective and current employees.

Beyond promoting the well-being of employees, the ATSSC prioritized workforce retention by creating an environment that offers many opportunities for professional growth and advancement.

- The ATSSC 2022-25 Talent Acquisition Strategy aims to position the organization as an employer of choice. The strategy features concrete activities to revamp recruitment approaches, streamline hiring processes, and use tools and data to better anticipate and fill staffing needs.
- The ATSSC Talent Management Program was improved to address the developmental needs of employees identified as having high potential to assume more senior roles within the organization. The investment in professional growth will help the ATSSC keep employees with specialized expertise and is the basis for succession planning.

- The organization completed job description standardization for registry positions in the tribunal secretariats. This creates greater coherence between units and improves opportunities for employee mobility.

Contracts awarded to Indigenous businesses

The ATSSC is a Phase 2 organization and is aiming to achieve the minimum 5% target by the end of 2023-24.

The ATSSC continues to support the Government of Canada’s commitment to award a minimum of 5% of its procurement to Indigenous businesses. The organization’s goal is to achieve the minimum 5% target by the end of 2023-24.

In 2022-23, the ATSSC awarded contracts to Indigenous businesses for professional services and computer equipment. The ATSSC anticipates demand to continue in these categories—as well as for office stationery and supplies, and office furniture—and will continue to contract these items from Indigenous businesses.

As part of its internal governance, the ATSSC Procurement Review Board reviews and provides recommendations on the development and implementation of the organization’s Indigenous procurement direction and strategies.

Over half of ATSSC’s procurement staff is in the process of completing the mandatory Canada School of Public Service course Indigenous Considerations in Procurement (COR409).

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
21,815,179	21,815,179	23,799,619	23,003,073	1,187,894

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 2022–23.

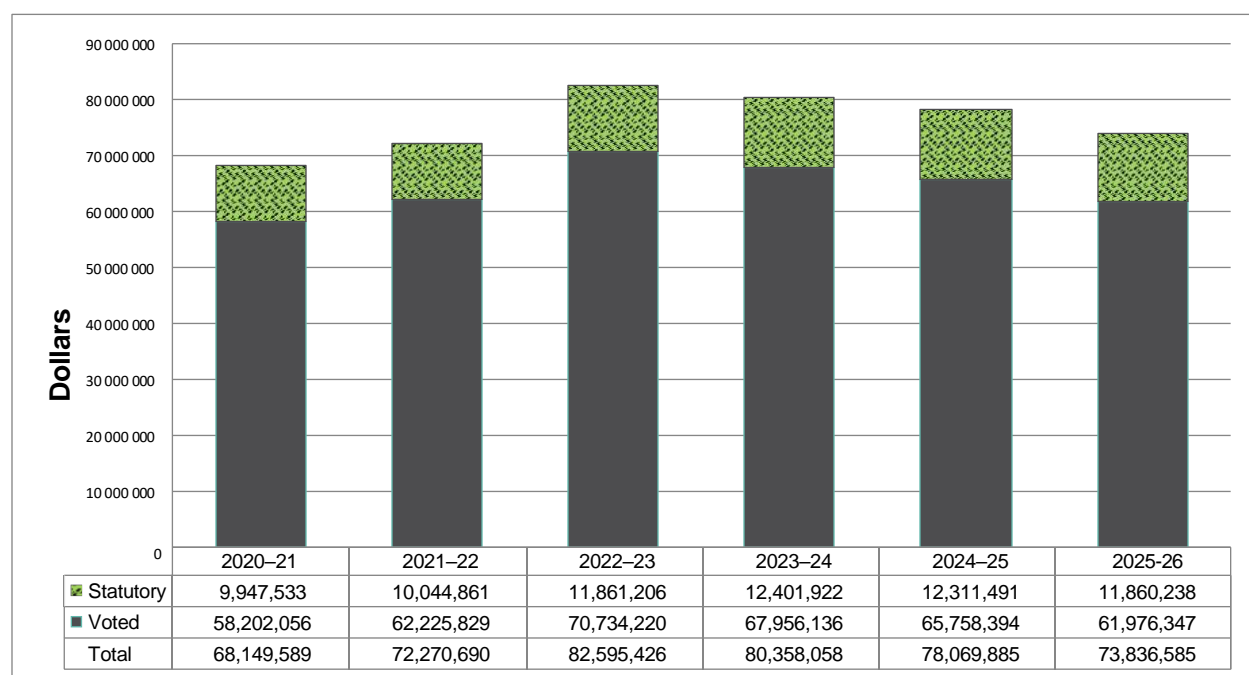
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
151	155	4

Spending and human resources

Spending

Spending 2020–21 to 2025–26

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



Graph description: This graph illustrates the ATSSC’s actual and planned spending over a 6 -year period. In fiscal year 2020-2021, statutory spending was \$9,947,533 and voted spending was \$58,202,056, for a total of \$68,149,589. In fiscal year 2021-2022, statutory spending was \$10,044,861 and voted spending was \$62,225,829, for a total of \$72,270,690. In fiscal year 2022-2023, statutory spending was \$11,861,206 and voted spending was \$70,734,220, for a total of \$82,595,426. In fiscal year 2023-2024, planned statutory spending is \$12,401,922 and voted spending is \$67,956,136, for a total of \$80,358,058. In fiscal year 2024-2025, planned statutory spending is \$12,311,491 and voted spending is \$65,758,394, for a total of \$78,069,885. In fiscal year 2025-2026, planned statutory spending is \$11,860,238 and voted spending is \$61,976,347, for a total of \$73,836,585.

Spending increased from 2020-21 to 2021-22 (\$4.1 million) due to the resumption of in-person tribunal proceedings, including mediations and hearings, and related costs following easing of COVID-19 public health restrictions. There was also 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 increase in volume of cases in certain tribunals.

Spending increased from 2021-22 to 2022-23 (\$10.3 million) due to the continued implementation of new or modified legislative mandates for tribunals combined with an increased volume of cases in certain tribunals. There was also an increase in personnel.

expenditures related to the growth in salary rates resulting from the signing of collective agreements.

Spending is projected to remain relatively stable from 2022-23 to 2024-25, and then decrease in 2025-26 (\$4.2 million) with the sunseting of funds received to mainly address program integrity issues in certain tribunals.

Budgetary performance summary for core responsibilities and internal services (dollars)

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

Core responsibility and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Support services and facilities to federal administrative tribunals and their members	50,562,411	50,562,411	56,676,790	55,062,935	60,983,162	47,263,720	51,823,665	59,592,353
Subtotal	50,562,411	50,562,411	56,676,790	55,062,935	60,983,162	47,263,720	51,823,665	59,592,353
Internal services	21,815,179	21,815,179	23,681,268	23,006,950	23,799,619	20,885,869	20,447,025	23,003,073
Total	72,377,590	72,377,590	80,358,058	78,069,885	84,782,781	68,149,589	72,270,690	82,595,426

ATSSC's spending has increased over the course of the last 3 years due to increased staffing levels from new mandates being given to the tribunals it supports, growth in salary rates resulting from the signing of collective agreements, as well as investments in ATSSC facilities.

2022–2023 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2022–23.

Core responsibility and internal services	2022–23 actual gross spending	2022–23 actual revenues netted against expenditures	2022–23 actual net spending (authorities used)
Support services and facilities to federal administrative tribunals and their members	86,912,578	27,320,225	59,592,353
Subtotal	86,912,578	27,320,225	59,592,353
Internal services	25,162,025	2,158,952	23,003,073
Total	112,074,603	29,479,177	82,595,426

The ATSSC is partially funded by vote-netted revenue (a cost recovery mechanism), for the operations of the Secretariat to the Social Security Tribunal. 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 responsibilities 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	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Support services and facilities to federal administrative tribunals and their members	505	538	521	576	570	570
Subtotal	505	538	521	576	570	570
Internal services	134	146	151	155	157	157
Total	639	684	672	731	727	727

Expenditures by vote

For information on the ATSSC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).^v

Government of Canada spending and activities

Information on the alignment of ATSSC's spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).^{vi}

Financial statements and financial statements highlights

Financial statements

The ATSSC's financial statements (unaudited) for the year ended March 31, 2023, are available on the organization's [website](#).^{vii}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars):

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022– 23 planned results)	Difference (2022–23 actual results minus 2021– 22 actual results)
Total expenses	119,859,047	128,434,515	115,558,930	8,575,468	12,875,585
Total revenues	36,672,203	29,479,176	25,300,395	-7,193,027	4,178,781
Net cost of operations before government funding and transfers	83,186,844	98,955,339	90,258,535	15,768,495	8,696,804

The 2022–23 planned results information is provided in [ATSSC Future-Oriented Statement of Operations and Notes 2022-23](#).^{viii}

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars):

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	15,959,113	13,903,279	2,055,834
Total net financial assets	14,330,093	12,216,225	2,113,868
Departmental net debt	1,629,020	1,687,055	-58,035
Total non-financial assets	7,984,866	7,436,678	548,188
Departmental net financial position	6,355,846	5,749,623	606,223

The 2022-23 planned results information is provided in [ATSSC Future-Oriented Statement of Operations and Notes 2022-23](#).^{viii}

Corporate information

Organizational profile

Appropriate minister[s]: The Honourable Arif Virani, P.C., M.P.
Minister of Justice and Attorney General of Canada

Institutional head: Orlando Da Silva, LSM, Chief Administrator

Ministerial portfolio: Department of Justice

Enabling instrument[s]: [*Administrative Tribunals Support Service of Canada Act*](#)^{ix}

**Year of incorporation /
commencement:** 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](#).^x

Operating context

Information on the operating context is available on the [ATSSC's website](#).^{xi}

Reporting framework

The ATSSC’s departmental results framework and program inventory of record for 2022–23 is shown below.

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

Chart Description:

The Departmental Results Framework includes:

- **Core responsibility:** Support services and facilities to federal administrative tribunals and their members.
- **Departmental Result:** Tribunal members receive the specialized support services they require to hear matters, to resolve files, or to render decisions.
 - Indicator 1: Percentage of files examined where the preparatory information was deemed complete and provided within the timeframes established by chairpersons.
 - Indicator 2: Level of satisfaction of tribunal members with the quality of the specialized services offered by their assigned secretariats.

The Program Inventory includes:

- Program 1.1: Registry Services
- Program 1.2: Legal Services
- Program 1.3: Mandate and Member Services
- Internal Services

Supporting information on the program inventory

Financial, human resources and performance information for ATSSC's program inventory is available in [GC InfoBase](#).^{xii}

Supplementary information tables

The following supplementary information tables are available on the [ATSSC's website](#).^{xiii}

- ▶ [Reporting on Green Procurement](#) ^{xiv}
- ▶ [Gender-based analysis plus](#) ^{xv}

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](#).^{xvi} 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

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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.

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 the

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 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

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 compared 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.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. Direction on prescribed presence in the workplace, <https://www.canada.ca/en/government/publicservice/staffing/direction-prescribed-presence-workplace.html>
- v. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. ATSSC's website, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/financial-20222023-en.html>
- viii. ATSSC Future-Oriented Statement of Operations and Notes 2022-23, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/foso-2023.html>
- ix. Administrative Tribunals Support Service of Canada Act, <https://laws-lois.justice.gc.ca/eng/acts/a-1.5/>
- x. ATSSC's website, <https://www.canada.ca/en/administrative-tribunals-support-service.html>
- xi. ATSSC Operating Context, https://www.canada.ca/en/administrative-tribunals-support-service/operating_context_key_risks.html
- xii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiii. Administrative Tribunals Support Service of Canada – Reports, <https://www.canada.ca/en/administrative-tribunals-support-service/reports.html>
- xiv. ATSSC's website, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/reporting-on-green-procurement-2022-23.html>
- xv. ATSSC's website, <https://www.canada.ca/en/administrative-tribunals-support-service/reports/gba-2022-23.html>
- xvi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>