



Offices of the Information and Privacy Commissioners

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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**OFFICES OF THE INFORMATION AND PRIVACY COMMISSIONERS
PERFORMANCE REPORT**

for the period ending March 31, 1999

Approved: _____
Minister of Justice

Date: _____

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**OFFICE OF THE INFORMATION COMMISSIONER'S
PERFORMANCE REPORT**

I am pleased to submit my Performance Report for the fiscal period April 1, 1998 to March 31, 1999.

Approved: _____
Information Commissioner of Canada

Date: _____

SECTION I - OFFICE OF THE INFORMATION COMMISSIONER

The Office of the Information Commissioner of Canada was created under the Access to Information Act which came into force on July 1, 1983. The Commissioner is an independent officer of Parliament appointed by the Governor-in-Council following approval of his nomination by resolution of the Senate and the House of Commons. The Office of the Commissioner is designated by Order-in-Council as a department for purposes of the Financial Administration Act.

The Commissioner is accountable for, and reports directly to Parliament on, the results achieved with the resources and authorities provided. The Commissioner shares premises with the Privacy Commissioner and corporate services while operating independently under his separate statutory authority.

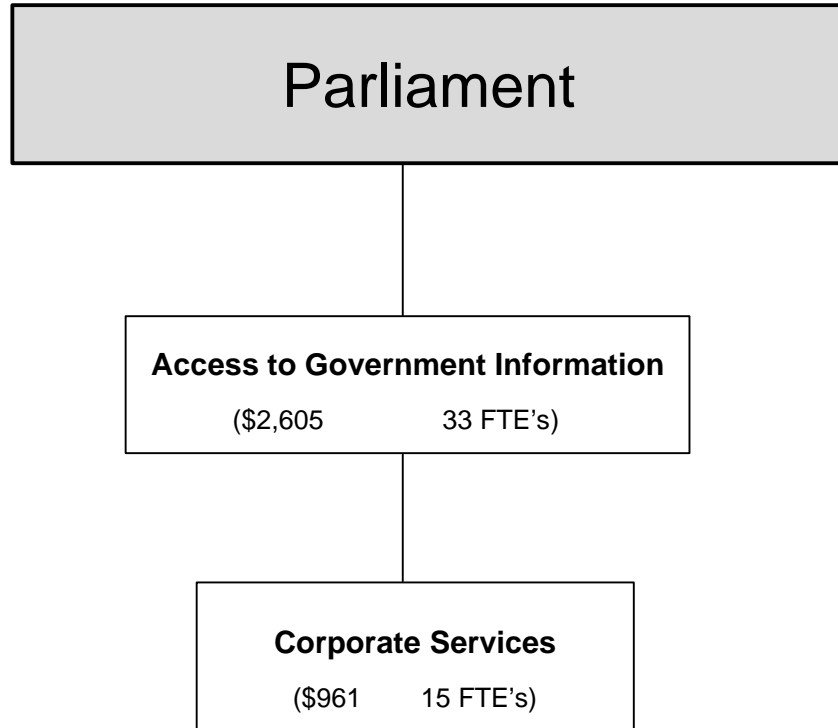
The Office of the Information Commissioner of Canada has one business line, see Figure 1 on page 5, which contributes to program objectives (***access to government information***) and one internal business line (corporate services). Open access to government information held by federal institutions is the key performance expectation of the organization's business line. This expectation benefits both individual clients and society by making government more accountable.

The Chart of Key Results Commitments, see Figure 2 on page 6, provides a guide to the performance information associated with the Commissioner's operations.

During 1998-99, the Office dealt with an increasing workload of complaints, inquiries and issues; responded to possible changes to legislation; implemented important enhancements to investigation processes; and is currently implementing, to the extent resources permit, the recommendations of an A-base review of the Office's resource base. The A-base review was conducted during the latter half of 1998-99.

This report provides the reader with a look at the Office's performance during 1998-99, the factors that have influenced change and how the Commissioner has administered his program.

Figure 1: Accountability for Business Line Results Achieved with the 1998-99 Resources (\$000's) and Authorities Provided



Access to Government Information: The objective of this business line is the investigation of complaints, reviewing proposals for legislative change affecting access to information, responding to written and telephone inquiries, conducting reviews of the extent of non-compliance with the Act, the resolution of complaints and pursuit of court resolution of unsolved complaints and encouragement of open government policies throughout the federal system.

Corporate Services: The objective of this internal business line is to ensure that administrative policies, practices and systems are in place to support access to information and privacy program management decisions and accountability.

**Figure 2: Chart of Key Results Commitments
Access to Government Information**

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
Effective and efficient access to information held by federal institutions.	<ul style="list-style-type: none"> • Improved knowledge of rights of access to information in federal institutions. • Access to information without legal formalities. • Greater transparency of information held by federal institutions. • Innovative and cost-effective complaint resolutions. 	<ul style="list-style-type: none"> • DPR pages 7-11 • DPR pages 7-11 • Measurement system currently being developed. • DPR pages 7-11

Commissioner's Message

Within the context of an ever increasing workload and static resources, the Office made every reasonable effort to resolve each complaint in a thorough, fair and timely manner without resorting to the court system. However, over the past few years, the Office has exhausted its ability to make productivity improvements from within.

Efficiency improvements such as exploiting technology, reducing management layers, abolishing positions not directly related to investigations have enabled the Office to contain, but not to vanquish, the growing backlog of incomplete investigations. For that reason, in concert with officials of the Treasury Board, I agreed to a full review, within the 1998-99 fiscal period, of the Office's resource base (an A-base review).

During 1998-99, the Office continued, within the constraints of its resources, to pursue its objectives of ensuring fairness, thoroughness and timeliness to all parties in the investigation of complaints under the access to information law; to encourage a culture of openness in government so that, over time, the number of complaints will diminish; and to assist Parliament in modernizing and strengthening the access law.

Mandate and Objectives

The Information Commissioner of Canada is an ombudsman appointed by Parliament to investigate complaints that the government has denied rights under the Access to Information Act--Canada's freedom of information legislation. Passage of the Act in 1983 gave Canadians the broad legal right to information recorded in any form and controlled by most federal institutions.

The Commissioner is independent of government and has strong investigative powers. These are real incentives to government institutions to adhere to the Act and respect applicants' rights. The Commissioner may not order a complaint resolved in a particular way. Thus, he relies on persuasion to solve disputes, asking for a Federal Court review only if he believes an individual has been improperly denied access and a negotiated solution has proved impossible.

The Access to Information Act is the legislative authority for the activities of the Information Commissioner and his office. The strategic objectives of the program are:

- to encourage a culture of openness within the federal public service;
- to persuade federal government institutions to adopt information practices in keeping with the Access to Information Act;
- to bring appropriate issues of interpretation of the Access to Information Act before the Federal Court; and
- to ensure that Parliament is informed of the activities of the Commissioner's office, the general state of health of the right of access and any matter dealt with in the access law requiring reform.

The clients of the program are the users of the Act (including all Canadian citizens, permanent residents and persons or corporations present in Canada), the 155 government institutions subject to the Act and Members of Parliament and Senators.

Operating Environment

Although the Commissioner remains committed to ensuring that the rights and obligations under the Access to Information Act are respected; government restraint measures, information technology strategies and increasing workload are having a substantial impact on the Office's service levels to clients.

The Office's primary workload--the number of complaints received--is largely outside the Commissioner's control. Moreover, it is difficult to predict the number of occasions on which government institutions will refuse to accept the Commissioner's recommendations and, by doing so, engender litigation.

Should promised amendments designed to strengthen the access law (additional powers, a public education mandate and additional institutions covered by the Act) be adopted, they will impose a greater burden of work on the Commissioner's office.

During the year, the office conducted a thorough review (an A-base review) of its resource needs in cooperation with Treasury Board officials. The A-base review exercise resulted in a submission to the Treasury Board for additional resources. The report and related resource recommendations were assessed by the Treasury Board in June-99 with a view to implementation during 1999-2000.

It was the Commissioner's hope that the review, based on a careful assessment of the Office's resource base, standards of service and program delivery, would resolve the financial crisis and the information technology and information management infrastructure needs of the office. However, the office received approval (TB 827286) for only 48% (\$709,000 in 1999-00) of the resources recommended by the A-base review consultant, KPMG. The Office is currently assessing how best to employ these limited, additional resources to combat workload increases.

Business Line Performance

i) Performance Expectations

The Commissioner's priorities are to convince government to release information informally, without resorting to the formalities of the access law or the rigors of the Federal Court; to resolve complaints in a fair, equitable and expeditious manner; and to ensure that response deadlines are consistently respected across government.

Open access to information held by federal institutions is the key performance expectation of the access to information business line. This expectation is of benefit to both individual clients and Canadians by making government more accountable. To attain this expectation, the Commissioner's office:

- improved the public's awareness of their access rights;
- improved public officials' awareness of their access obligations;
- sought to settle disputes through negotiation rather than recourse to the Federal Court; and
- continued to refine the framework for enhancing program effectiveness and accountability.

Figure 3 Illustrates the linkages between the organization's business line, key results reporting and performance measurement strategies.

Figure 3: Linkages Between OIC's Business Line, Key Results Reporting and Performance Measurement Strategies

Legislative Acts	Key Results/Outcomes	Measurement Strategy	Accountability
Access to Information	<ul style="list-style-type: none"> • Effective and efficient access to information held by federal institutions. 	<ul style="list-style-type: none"> • Improved knowledge of rights of access to information in federal institutions. • Access to information without legal formalities. • Greater transparency of information held by federal institutions. • Innovative and cost-effective complaint resolutions. 	Information Commissioner

A professional working relationship with government institutions is key to the business line's effectiveness and, thus, the public's success. Equally, the Office's effectiveness is measured by a high proportion of resolved complaints and by persuading government to release information informally, without formal application under the Act.

ii) Performance Accomplishments

The Commissioner's findings and recommendations, made to heads of government institutions, serve to ensure that the rights of complainants are respected and to encourage the growth of more open government. Figure 4 displays the findings and dispositions of all complaints from 1995-96 to 1998-99.

Resolutions of complaints were achieved in the vast majority of cases (98 per cent or 1351 cases, to be precise). In 18 cases, it proved impossible to find a resolution. All will be brought before the Federal Court for resolution.

Figure 4: Complaints Findings

	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Actual</u>	1998-99 <u>Actual</u>
Resolved	980	963	969	909
Not Resolved	6	9	3	18
Not Substantiated	319	390	347	354
Discontinued	<u>225</u>	<u>135</u>	<u>60</u>	<u>70</u>
Total	<u>1530</u>	<u>1497</u>	<u>1379</u>	<u>1351</u>

In the reporting year, 1,670 complaints were made to the Commissioner against government institutions 49.5 per cent of all completed complaints being of delay. Last year, by comparison, 43.1 per cent of complaints concerned delay. It is clear that there remains a system-wide, chronic problem of non-compliance with the Act's response deadlines. Solving this problem remains the Office's first priority.

As seen from Figure 5, the overall turnaround time for complaint investigations was reduced to 3.99 months from the previous year's 4.16 months. This improvement should not obscure the fact that the turnaround time is not acceptable; it does not meet the three-month period recommended by the Standing Committee on Justice and the Solicitor General in 1987.

Figure 5: Complaints Completed - Turnaround Time (Months)

<u>Complaint Category</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Actual</u>	1998-99 <u>Actual</u>
Refusal to Disclose	6.26	7.39	6.23	5.86
Delay (Deemed Refusal)	2.54	2.79	2.19	2.50
Time Extension	2.40	3.31	3.05	2.80
Fees	5.58	7.28	5.81	5.69
Language	3.48	9.07	8.04	-
Miscellaneous	5.76	4.46	3.36	4.54
Overall	<u>3.88</u>	<u>5.00</u>	<u>4.16</u>	<u>3.99</u>

In addition to Figure 3 on page 9, illustrating the linkages between the Office's key results to be reported on and the associated performance measurement strategies, the Office undertook selected evaluation studies of identified problems in ministerial practices and attitudes towards open access to information.

In virtually all previous annual reports of the Information Commissioner, the problem of delay has been dealt with because delay complaints have been growing as a percentage of overall complaints. Now, delay complainants account for almost 50 per cent of all complaints. During the year, the Office conducted studies into the performance of six departments: Citizenship and Immigration Canada, Foreign Affairs and International Trade, Health Canada, National Defence, Privy Council Office and Revenue Canada and the remedial initiatives taken to correct their problems.

iii) Presentation of Financial Information

Figure 6 shows the Office's resource plan at the beginning of the year, what additional resources were approved to accommodate changing priorities and unforeseen events, and what was actually spent.

Figure 6: OIC's Financial Performance

Planned Spending	\$ 2,605,000
<i>Total Authorities</i>	<i>\$ 2,994,480</i>
1998-99 Actuals	\$ 2,947,031

**OFFICE OF THE PRIVACY COMMISSIONER'S
PERFORMANCE REPORT**

I am pleased to submit my Performance Report for the fiscal period April 1, 1998 to March 31, 1999.

Approved: _____
Privacy Commissioner of Canada

Date: _____

SECTION II - OFFICE OF THE PRIVACY COMMISSIONER

The Office of the Privacy Commissioner of Canada was created under the Privacy Act which came into force on July 1, 1983. The Commissioner is an independent officer of Parliament appointed by the Governor-in-Council following approval of his nomination by resolution of the Senate and the House of Commons. The Office of the Commissioner is designated by Order-in-Council as a department for purposes of the Financial Administration Act.

The Commissioner is accountable for, and reports directly to Parliament on, the results achieved with the resources and authorities provided. The Commissioner shares premises with the Information Commissioner and corporate services while operating independently under his separate statutory authority.

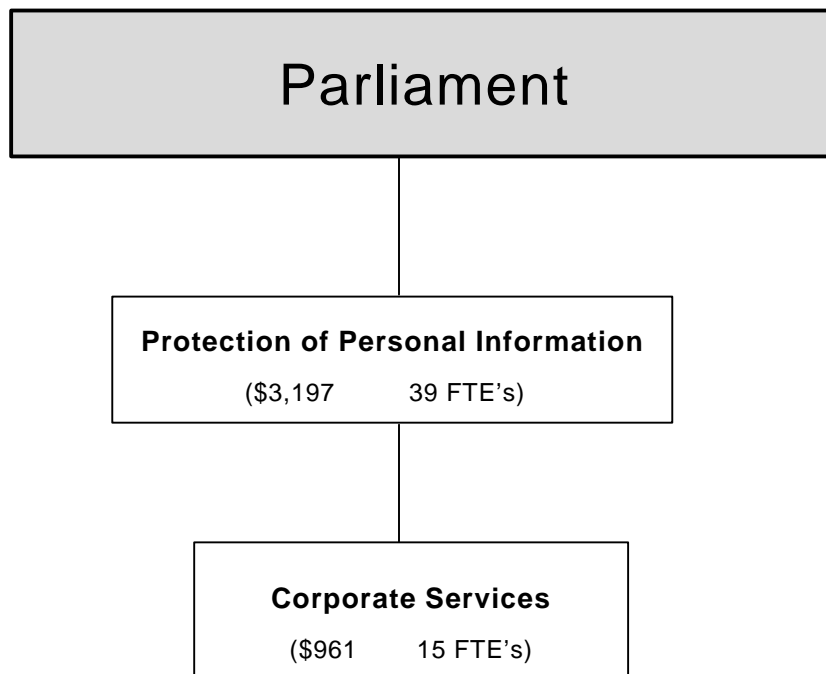
The Office of the Privacy Commissioner of Canada has one business line, see Figure 7 on page 14, which contributes to program objectives (***protection of personal information***) and one internal business line (corporate services). The protection of personal information held by federal institutions is the key performance expectation of the organization's business line. This expectation benefits both individual clients and society by making government more accountable.

The Chart of Key Results Commitments, see Figure 8 on page 15, provides a guide to the performance information associated with the Commissioner's operations.

During 1998-99, the Office dealt with an increasing workload of complaints, inquiries and issues; responded to possible changes to legislation; implemented important enhancements to investigation processes; and is currently implementing, to the extent resources permit, the recommendations of an A-base review of the Office's resource base. The A-base review was conducted during the latter half of 1998-99.

This report is an overview of the Office's performance during 1998-99, the factors that have influenced change and how the Commissioner has administered his program.

Figure 7: Accountability for Business Line Results Achieved with the 1998-99 Resources (\$000's) and Authorities Provided



Protection of Personal Information: The objective of this business line is investigating complaints, reviewing and auditing departmental privacy performance, responding to written and telephone inquiries, assessing the impact on privacy of new technologies implemented or being considered for implementation by government agencies, monitoring legislation, advising Parliament as well as federal departments and agencies, and investigating issues which will have an impact on the privacy of Canadians.

Corporate Services: The objective of this internal business line is to ensure that administrative policies, practices and systems are in place to support access to information and privacy program management decisions and accountability.

**Figure 8: Chart of Key Result Commitments
Protection of Personal Information**

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
Protection of personal information held by federal institutions.	<ul style="list-style-type: none"> • Investigating and resolving complaints to ensure individuals are accorded their Privacy Act rights. • Reviewing and auditing federal department privacy performance to ensure that they comply with established fair information management practices. • Responding to inquiries aimed at improving awareness of personal information rights. • Advising parliamentarians and federal departments on the adequacy of legislative initiatives in furthering privacy protection for Canadians. 	<ul style="list-style-type: none"> • DPR pages 16-20 • DPR pages 16-20 • DPR pages 16-20 • DPR pages 16-20

Commissioner's Message

The Office of the Privacy Commissioner has had to contend with budgetary and workload pressures over the years, which are well documented in previous reports to the Treasury Board. Several initiatives have been put in place to reduce these pressures, including streamlining the investigation and review process and implementing specific measures to reduce the backlog of outstanding complaint investigations.

The Treasury Board recognized the Office's financial crisis and allocated additional funds to hire more staff on a one-year term basis, pending a review of the Office's resource requirements. In response to the Office's financial crisis and climbing caseload, the Treasury Board Ministers and the Commissioner agreed that existing resource levels were inadequate and that an A-base review was necessary to re-establish appropriate resource levels.

The results of the initiatives implemented and the additional funds have allowed the Office to achieve its operational objectives within the parameters of its quality service standards. This places the Office in an ideal position to take on an expanded role, expected during 1999-00, as a result of the Government's plan to extend privacy protection to cover the private sector (Bill C-54).

Mandate and Objectives

The Office of the Privacy Commissioner of Canada is mandated by the Privacy Act to investigate complaints alleging that a federal government institution has denied an individual access to personal information requested under the Act, or is collecting, using, disclosing or disposing of personal information in a manner that breaches the Act.

The Privacy Commissioner is a special ombudsman who reports directly to the Speakers of the Senate and House of Commons. As an ombudsman, the Commissioner cannot order an institution to comply with his recommendations. If he finds that a government agency has improperly denied a complainant access to personal information and cannot negotiate a satisfactory resolution to the complaint, he may ask for a Federal Court review. He may also report directly to Parliament on matters he considers important or urgent.

The Privacy Act is the legislative authority for the activities of the Privacy Commissioner and his Office. The strategic objectives of the program are:

- to ensure that the rights of complainants under the Privacy Act are respected and that the privacy of individuals with respect to personal information about themselves, held by a federal government institution, is protected; and
- to encourage the growth of fair information practices by government institutions.

The program's clients include Canadian citizens and any other person legally present in Canada who believe that their rights under the Privacy Act have been violated, and anyone seeking information about the Act and privacy issues generally.

Operating Environment

With the implementation of new and more powerful technologies, Canadians are turning increasingly to the Commissioner's Office for recourse and reassurance that their privacy is not threatened. Canadians are demonstrating growing awareness of privacy threats, increased sophistication in framing complaints and a greater demand for respect for their privacy rights.

The federal government's call for a leaner and more efficient public service has encouraged every federal institution to use computer technology to streamline operations and eliminate inefficiencies. This has prompted federal agencies to link or integrate information systems and deliver services on-line, often in concert with other governments or the private sector. The growing danger is that these initiatives by Government, in conjunction with similar activities in a largely unregulated private sector, will subject Canadians to increased information surveillance in the name of safety and efficiency.

Extending the Commissioner's mandate to all federally regulated institutions (for example, banks, telecommunication companies, airlines) and the private sector presents an immediate resource problem for the Office. Cabinet approval was obtained to draft a new law for the private sector. Bill C-54, the Personal Information Protection and Electronic Documents Act, was introduced in Parliament in October 1998. At the time of this writing, Parliament recessed for the summer with the Bill on the Order Paper for Third Reading. It is anticipated that the Bill will be re-introduced in its existing form when Parliament returns in October 1999.

Concerned about the Office's resource and workload crisis, the Treasury Board Ministers noted the Commissioner's difficulties in fulfilling his mandate and provide quality service with current resources. They and the Commissioner agreed to a full review of the Office's resource base (an A-base review). The review was conducted during the latter half of 1998-99 by an independent consulting firm and the resulting report analysis and recommendations are currently being assessed with a view to implementation during 1999-2000. It was the Commissioner's hope that the review, based on a careful assessment of the Office's resource base, standards of service and program delivery, would resolve the financial crisis and the information technology and information management infrastructure needs of the Office.

Note: At this writing, the Office has received approval (TB 827287) for an additional \$709,000 in 1999-00.

Business Line Performance

i) Performance Expectations

The Commissioner's priorities are to encourage the growth of fair information practices by government institutions, to be pro-active and service oriented, and to pre-empt problems through consultation and assistance to government staff, with less emphasis on formal investigations.

Protection of personal information held by federal institutions is the key performance expectation of the Office's business line. This performance expectation benefits both individual clients and Canadians by making government more accountable. To attain this expectation, the Commissioner's Office:

- improved the public's awareness of their privacy rights;
- improved public officials' awareness of their privacy obligations; and
- sought to settle disputes through negotiation rather than recourse to the Federal Court.

The Office has revised its structure to help meet increasing public demand for its services--duties required of it by law. Equally, the organization continued to refine the framework for enhancing program effectiveness and accountability. Figure 9 illustrates the linkages between the organization's business line, key results and performance measurement strategies.

Figure 9: Linkages Between OPC's Business Line, Key Results Reporting and Performance Measurement Strategies

Legislative Acts	Key Results/Outcomes	Measurement Strategy	Accountability
Privacy Act	<ul style="list-style-type: none"> • Protection of personal information held by federal institutions. 	<ul style="list-style-type: none"> • Investigating and resolving complaints to ensure individuals are accorded their Privacy Act rights. • Reviewing and auditing federal departmental privacy performance to ensure that they comply with established fair information management practices. • Responding to inquiries, aimed at improving awareness of personal information rights. • Advising parliamentarians and federal departments on the adequacy of legislative initiatives in furthering privacy 	Privacy Commissioner

		protection for Canadians.	
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ii) Performance Accomplishments

The Commissioner's findings and recommendations, made to heads of government institutions, serve to ensure that the rights of complainants are respected and to encourage the growth of fair information practices by government institutions.

Equally, investigators adhere to established quality service standards (turn around times aimed at reducing the time and effort required to investigate complaints) and spend more time on consultation and assistance to government staff and less on formal audits and follow-ups. Pre-empting problems is the priority.

Mindful of the government's restraint programs and in addition to ongoing activities (complaint investigation, auditing of departmental privacy performance, inquiry resolution and issue research), the Office continued using its business practices and service standards to provide clients with a better and more timely service; and produced annual and special reports and speeches in-house. Equally, the Commissioner continued to make every reasonable effort to resolve each complaint in a timely manner without resorting to the court system.

In addition to Figure 9 on page 18, illustrating the linkage between the Office's key results to be reported on and the associated performance measurement strategies, the Office undertook selected evaluation studies of identified changes in ministerial practices and attitudes towards the protection of personal information.

In the reporting year, 3,105 complaints were made to the Commissioner against government institutions. The Commissioner completed 1,925 complaint investigations of which 36 per cent concerned denial of access, 53 per cent concerned time limits, and 11 per cent were privacy related. It is clear that there remains a system-wide, chronic problem of non-compliance with the Act's response deadlines. Solving this problem remains the Office's first priority.

As seen from Figure 10, the overall turnaround time for complaint investigations was reduced to 6.8 months from the previous year's 8.6 months. This improvement should not obscure the fact that the turnaround time is not acceptable; it does not meet the three-month period recommended by the Standing Committee on Justice and the Solicitor General in 1987.

Figure 10: Complaints Completed - Turnaround Time (Months)

<u>Complaint Category</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Actual</u>	1998-99 <u>Actual</u>
Access	13.7	12.8	9.6	8.4
Privacy	15.6	16.4	15.4	14.7
Time Limit	4.7	3.9	3.3	4.1
Overall	<u>9.7</u>	<u>9.7</u>	<u>8.6</u>	<u>6.8</u>

iii) Presentation of Financial Information

Figure 11 shows the Office's resource plan at the beginning of the year, what additional resources were approved to accommodate changing priorities and unforeseen events, and what is actually spent.

Figure 11: OPC's Financial Performance

Planned Spending	\$ 3,197,000
<i>Total Authorities</i>	\$ 3,624,269
1998-99 Actuals	\$ 3,628,407

SECTION III - CORPORATE SERVICES

Objectives

The Corporate Management Branch provides administrative support services to both the Information and Privacy Commissioners' offices. The services -- finance, personnel, information technology and general administration -- are centralized in the Branch to avoid duplication of effort and to save money for both government and the programs.

The objective of the Corporate Management Branch and its business line is to ensure that internal overhead functions are in place to support Access to Information and Privacy program management decisions and accountability.

Business Line Performance

During the year, Corporate Management Branch staff provided the requisite administrative support services to both the access to information and privacy business lines. The Branch is a frugal operation with a staff of 15 (who perform multi-functional tasks) and a budget that represents approximately 14 per cent of total 1998-99 expenditures. Figure 12 illustrates the linkages between the organization's business line, key results reporting and performance measurement strategies.

Figure 12: Linkages between CMB's Business Line, Key Results Reporting and Performance Measurement Strategies

Legislative Acts	Key Results/Outcomes	Measurement Strategy	Accountability
Corporate Services	<ul style="list-style-type: none">• Cost-effective administrative support services that meet the operational requirements of the program.	<ul style="list-style-type: none">• Service quality within published standards.• Assessment of client satisfaction with service levels.	Director General, Corporate Management

Figure 13 shows the Branch's resource plan at the beginning of the year, what additional resources were approved to accommodate changing priorities and unforeseen events and what was actually spent.

Figure 13: CMB's Financial Performance

Planned Spending	\$ 961,000
<i>Total Authorities</i>	<i>\$ 1,517,893</i>
1998-99 Actuals	\$ 1,516,629

SECTION IV - FINANCIAL PERFORMANCE

Financial Performance Overview

Although the Commissioners continually pursue innovative approaches to delivery of their programs without adversely affecting business line objectives, the offices can barely manage their programs in an efficient and effective way because of reductions to the resource base from year to year. Operating budget reductions to date have hampered business line ability to provide a quality level of service.

Mindful of the offices' resource and workload crisis, the Treasury Board Ministers, at their April 1998 meeting, noted the Commissioners' difficulties in carrying out their respective operations efficiently and providing quality service with their current resources. They and the Commissioners agreed to a full review, within the 1998-99 fiscal period, of the offices' resource base (an A-base review). The resulting report analysis and resource recommendations are currently being assessed by program management with a view to the adequacy of resources recommended versus workload increases.

The offices' combined budget for the 1998-99 fiscal year was \$8,128,000. Actual expenditures for 1998-99 were \$8,084,150, of which personnel costs of \$6,201,525 and professional and special services expenditures of \$1,010,179, accounted for more than 89 per cent of all expenditures. The remaining \$872,446 covered all other expenditures including postage, telephone, office equipment and supplies.

Table 1: Voted Appropriations

Financial Requirements by Authority (\$ millions)			
Vote	1998-99 Planned Spending	1998-99 Total Authorities	1998-99 Actual
Offices of the Information and Privacy Commissioners of Canada			
40 Program Expenditures	5.8	7.1	7.1
(S) Contributions to employee benefit plans	1.0	1.0	1.0
Total Agency	6.8	8.1	8.1

Note: Total Authorities are Main Estimates plus Supplementary Estimates plus other Authorities.

Table 2: Comparison of Planned to Actuals

Planned Versus Actual Spending by Business Line (\$ millions)									
Business Line	FTE	Operating	Capital	Voted Grants and Contri- butions	Subtotal: Gross Voted Expend- itures	Statutory Grants and Contri- butions	Total Gross Expend- itures	Less: Respend- able Revenues	Total Net Expend- itures
Information Commissioner									
Planned Spending	33	2.6	-	-	2.6	-	2.6	-	2.6
Total Authorities	<i>33</i>	<i>3.0</i>	-	-	<i>3.0</i>	-	<i>3.0</i>	-	<i>3.0</i>
Actual	32	3.0	-	-	3.0	-	3.0	-	3.0
Privacy Commissioner									
Planned Spending	39	3.2	-	-	3.2	-	3.2	-	3.2
Total Authorities	<i>39</i>	<i>3.6</i>	-	-	<i>3.6</i>	-	<i>3.6</i>	-	<i>3.6</i>
Actual	35	3.6	-	-	3.6	-	3.6	-	3.6
Corporate Services									
Planned Spending	15	1.0	-	-	1.0	-	1.0	-	1.0
Total Authorities	<i>15</i>	<i>1.5</i>	-	-	<i>1.5</i>	-	<i>1.5</i>	-	<i>1.5</i>
Actual	15	1.5	-	-	1.5	-	1.5	-	1.5
Totals									
Total Authorities	<i>87</i>	<i>6.8</i>	-	-	<i>6.8</i>	-	<i>6.8</i>	-	<i>6.8</i>
Actual	82	8.1	-	-	8.1	-	8.1	-	8.1
Other Revenues and Expenditures									
Non-Respendable Revenues									-
Total Authorities									-
Actual									-
Costs of services provided by other departments									0.9
Total Authorities									<i>0.9</i>
Actual									0.9
Net Cost of the Program									7.7
Total Authorities									<i>9.0</i>
Actual									9.0

Note: Numbers in italics denote Total Authorities for 1998-99 (Main and Supplementary Estimates and other Authorities). Bolded numbers denote actual expenditures/revenues in 1998-99.

Table 3: Historical Comparison of Total Planned Spending to Actual Spending

Planned Versus Actual Spending by Business Line (\$ millions)					
Business Line	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Information Commissioner	2.7	2.5	2.6	3.0	3.0
Privacy Commissioner	3.1	2.7	3.2	3.6	3.6
Corporate Services	0.9	0.9	1.0	1.5	1.5
Total	6.7	6.1	6.8	8.1	8.1

Note: Total Authorities are Main Estimates plus Supplementary Estimates plus other Authorities.

It should be noted that the following Tables are not applicable to the Offices of the Information and Privacy Commissioners of Canada and have not been included herein.

Table 4	Crosswalk between Old Resource Allocation and New Allocation
Table 5	Resource Requirements by Organization and Business Line
Table 6	Revenues to the Vote
Table 7	Revenues to the General Government Revenues
Table 8	Statutory Payments
Table 9	Transfer Payments
Table 10	Capital Spending by Business Line
Table 11	Capital Projects by Business Line
Table 12	Status of Major Crown Projects
Table 13	Loans, Investments and Advances
Table 14	Revolving Fund Financial Summaries
Table 15	Contingent Liabilities
Table 16	Special Travel Policies

SECTION V - SUPPLEMENTARY INFORMATION

1. Year 2000 Readiness

The Treasury Board has asked Ministers to assess the impact of government-wide issues on their departments. While the Commissioners' Offices are within the Department of Justice portfolio, the Offices are independent and thus not affected by that department's policies and program delivery. Nonetheless, there is one horizontal issue the Commissioners wish to address.

The Commissioners' Offices rely, to a significant extent, upon information technology in the provision of services to Canadians. The Offices have recognized the Year 2000 computer system problem for some time and in the Fall of 1996, an assessment of the Offices' information technology (IT) and information management (IM) infrastructures was conducted.

That assessment confirmed that most of the Offices' existing IT infrastructure had to be upgraded if it was to be Year 2000 compliant. It was equally recognized that the Offices did not have sufficient funds within the existing resource base to purchase the requisite hardware and software applications.

An IT Plan and associated TB submission were drafted and received approval of Treasury Board Ministers on June 4, 1998. However, not all of the funds requested were granted, only \$452,000 of the \$728,700 funds requested for 1998-99 were approved by TB Ministers (TB 826164). A decision on the residual 1998-99 funds, and all future year funding, would be given in concert with the recommendations of an A-base review of the Commissioners' resource base.

Although management expected that the Review, based on a careful assessment of the current resource base, standards of service and program delivery practices, would resolve the Offices' financial crisis and IT/IM infrastructure needs; only 44 per cent (for 1999-00) and 48 per cent (2000-01) of the funds requested for IT/IM projects were approved by the Board. Program management are assessing the impact of the funds shortfall on Year 2000 readiness.

2. Legislation Administered by the Information and Privacy Commissioners

The Information and Privacy Commissioners have an oversight responsibility to Parliament for the following Acts:

<i>Access to Information Act</i>	R.S.C., 1985, ch. A-1, amended 1997, c. 23, s. 21
<i>Privacy Act</i>	R.S.C. 1985, ch. P-21, amended 1997, ch. 20, s. 55

3. Statutory Annual Reports and Other Publications

The Commissioners' annual reports and position papers on access to information and privacy issues are available on the Commissioners' internet web sites.

- **Information Commissioner's 1998-99 Annual Report.** Ottawa: Minister of Public Works and Government Services Canada, 1999. (Available from the Office of the Information Commissioner, Ottawa, Canada K1A 1H3; (613)995-2410).
- **Privacy Commissioner's 1998-99 Annual Report.** Ottawa: Minister of Public Works and Government Services Canada, 1999. (Available on audio cassette, computer diskette and hardcopy from the Office of the Privacy Commissioner, Ottawa, Canada K1A 1H3; (613)995-2410 and on the Office's Internet home page).
- **Performance Report to Parliament, for the period ending March 31, 1998.** Ottawa: Minister of Public Works and Government Services Canada, 1998. (Available through local booksellers or by mail from Public Works and Government Services - Publishing, Ottawa, Canada K1A 0S9).
- **1999-00 Estimates: A Report on Plans and Priorities.** Ottawa: Minister of Public Works and Government Services Canada, 1999. (Available through local booksellers or by mail from Public Works and Government Services - Publishing, Ottawa, Canada K1A 0S9).
- Office of the Information Commissioner of Canada Internet home page:
<http://infoweb.magi.com/~accessca/>
- Office of the Privacy Commissioner of Canada Internet home page:
<http://privcom.gc.ca/>

4. Contact for Further Information

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