



Canadian Human Rights Commission

1997-98
Estimates

Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three 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 Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Approved

Preface

This report to Parliament shows how the resources voted by Parliament have been or will be spent. It is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of departments.

The document is divided into four sections:

- Executive Summary;
- Commission Plans;
- Commission Performance; and
- Supplementary Information

It should be noted that, in accordance with Operating Budget principles, human resources consumption reported in this document is measured in terms of employee full-time equivalents (FTEs).

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Section I

Executive Summary

Over the past few years, the Commission has taken a number of steps to improve service to the public. It has centralized the complaints process so that regional staff can concentrate on responding to inquiries from the public and working with local community groups. Centralizing the process has also reduced overhead, simplified management and eliminated duplication.

Under this new system, the Commission has managed to reduce the length of time it takes to investigate complaints (now an average of nine months from the signature of a complaint to review by the Commission) and has significantly reduced the backlog of complaints at investigation.

More recently, the Commission has been preparing itself for the audit role it will assume under the new *Employment Equity Act*. After consulting with interested parties, the Commission has developed its audit criteria and operational procedures. It has also embarked on a series of voluntary audits with various public and private sector organizations in order to test its procedures and make further adjustments.

Over the next year, the Commission will refine its ability to set priorities and review key aspects of its operations.

The Commission recently established a Human Rights Promotion Branch to oversee its communications activities throughout the country. The new Branch will build on the activities of the former Communications Branch and assume responsibility for the Regional Offices. In its first months, the new Branch will develop a comprehensive communications strategy.

Section II Commission Plans

A. Summary of Plans and Priorities

The Commission will continue to review its operations in order to manage them more efficiently and effectively, and to improve lines of communication with equality-seeking groups and the public in general.

More specifically, the Commission aims to:

- improve its priority-setting capability so as to better target particular human rights issues and ensure that these direct its work in all program areas: complaints, audits, promotion, and policy;
- improve the strategic selection and management of complaints; and,
- through its new Human Rights Promotion Branch, ensure that Canadians in all regions of the country are informed of the Commission's responsibilities under the *Canadian Human Rights Act* and the new *Employment Equity Act*. Specific programs will be aimed at discouraging teenagers from getting involved in hate activities; promoting the hiring and advancement of people with disabilities; reducing discrimination against Aboriginal peoples and visible minorities; and promoting women's rights as human rights.

B. Overview

1. Roles, Responsibilities and Mission



The Canadian Human Rights Commission was established in 1978 to administer the *Canadian Human Rights Act*. The purpose of the *Act* is to promote equality of opportunity and to protect individuals from discrimination based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or conviction for an offence for which a pardon has been granted.

The *Canadian Human Rights Act* complements the *Canadian Charter of Rights and Freedoms*. Proclaimed on March 1, 1978, it applies to federal government departments and agencies, Crown corporations, chartered banks, and private-sector companies in the areas of interprovincial transport, broadcasting and communications.

2. Organization and Program Composition

The Commission's program comprises three areas of activity: compliance, promotion, and employment equity.

The Commission investigates complaints of discrimination in employment and in the provision of goods and services customarily

available to the general public, based on the grounds enumerated above. It also investigates complaints of wage inequities between men and women in areas under federal jurisdiction. These complaints are investigated by staff and the findings submitted to the Commissioners for decision. The Commissioners consider the evidence in the investigation reports, review any submissions received from complainants or respondents, and decide how to dispose of each complaint. Commissioners can approve a settlement arrived at in the course of investigation, dismiss a complaint if there is insufficient evidence of discrimination, appoint a conciliator to attempt to resolve the matter, or refer the case to the Canadian Human Rights Tribunal.

Under the new *Employment Equity Act*, the Commission will conduct audits of federal government departments and federally-regulated private companies to help identify obstacles to the employment of women, Aboriginal peoples, persons with disabilities, and members of visible minorities. When obstacles are identified, the Commission will work with the employer to ensure that they are removed. The Act came into force in October 1996, and employers have one year in which to prepare themselves for auditing. During that period, the Commission is conducting a number of voluntary audits in order to test and refine its procedures.

The Commission has a statutory duty to discourage and reduce

discrimination through public education, liaison, and other means that it considers appropriate. It fulfils this responsibility by producing educational materials, conducting information programs, promoting human rights principles through the media, and working cooperatively with community groups, unions, employers, and service providers throughout the country.

Organizational Structure

The Commission consists of a Chief Commissioner and a Deputy Chief Commissioner and a maximum of six part-time members appointed by the Governor-in-Council. The Chief Commissioner and the Deputy Chief Commissioner are full-time members appointed for a term not exceeding seven years; other members are appointed for a term not exceeding three years.

As shown in Figure 10 page 20, the Commission delivers its program through the offices of the Chief Commissioner and the Secretary General, and the following headquarters branches: Anti-Discrimination Programs, Employment Equity, Human Rights Promotion, Policy and Liaison, Legal Services, the Executive Secretariat, and Corporate and Personnel Services. The Human Rights Promotion Branch is responsible for six Regional Offices in Vancouver, Edmonton, Winnipeg, Toronto, Montreal, and Halifax.

3. Corporate Objectives and Priorities

The Commission fosters the principle that individuals should have equal opportunity to participate in all spheres of Canadian life, consistent with their duties and obligations as members of society.

4. Resource Plans and Financial Tables

Figure 1: Authorities for 1997-98 - Part II of the Estimates			
Vote (thousands of dollars)		Main Estimates 1997-98	Main Estimates 1996-97
Canadian Human Rights Commission			
10 Program expenditures		12,598	14,279
(S) Contribution to employee benefit plan		1,577	1,438
Total Agency		14,175	15,717
<i>Vote - Wording and Amounts</i>			
Vote (dollars)		Main Estimates 1997-98	
Canadian Human Rights Commission			
10 Canadian Human Rights Commission - Program expenditures		12,598,000	
<i>Program by Activity</i>			
(thousands of dollars)	1997-98 Main Estimates		Main Estimates 1996-97
	<u>Budgetary</u>		
	Operating	Total	
Canadian Human Rights Commission	14,175	14,175	15,717

Figure 2: Commission s Overview				
(thousands of dollars)	*Estimates 1996-97	Estimates 1997-98	Planned 1998-99	Planned 1999-00
Main Estimates	15,717	14,175	14,166	14,202
Estimated cost of services provided by other Departments**	1,964	1,708	1,707	1,709
Total Program Cost	17,681	15,883	15,873	15,911

* Does not reflect Supplementary Estimates.

**See figure 16 on page 25 for additional information on services provided by other Departments.

Explanation of change: The decrease between the 1996-97 and the 1997-98 Main Estimates is due mainly to the fact that the Canadian Human Rights Tribunal is now a separate organization.

C. Details by Branch

1. Branch Description and Objectives

The **Office of the Secretary General** provides advice to the Commissioners and oversees the work of the branches.

The **Executive Secretariat** works closely with the Secretary General to provide administrative services to the executive offices, coordinate Commission meetings, provide support to the senior management team, and oversee activities related to access to information and privacy.

The **Human Rights Promotion Branch**, which includes staff at headquarters and in the Commission's six regional offices, promotes the principles of equality, fosters public understanding of the *Canadian Human Rights Act*, informs people about the work of the Commission, and conducts programs to reduce discrimination. The Branch is responsible for contacts with the media, activities in the community and for editorial services.

The **Regional Offices** carry out education and liaison activities with community groups, employers, service providers, unions and provincial human rights commissions. They are also the first point of contact for people wishing to file complaints of discrimination, and provide the Anti-Discrimination Programs Branch with assistance in the processing of complaints.

The **Anti-Discrimination Programs Branch** is responsible for investigating and conciliating all complaints filed with the Commission, and for monitoring employment equity settlements. The Branch also provides a quality assurance function for cases presented to the Commission, trains staff involved in compliance activities, and establishes performance standards and operational policies.

The **Employment Equity Branch** is responsible for conducting employment equity audits with employers in the private and public

sectors, to assess their compliance with the requirements of the new *Employment Equity Act*.

The **Policy and Liaison Branch** is responsible for providing policy, planning and research assistance. Human rights issues are monitored by the Branch, and policy proposals, guidelines, and research reports assist Commission decisions and support the operational branches. The Branch also coordinates the Commission's activities to assist Human Rights institutions outside Canada.

The **Legal Services Branch** provides advice to the Commission and staff on legal and policy issues and specific human rights cases. The Branch also represents the Commission in cases before the Human Rights Tribunal and the Courts. Its general objectives are to provide timely and effective legal advice and representation, and to assist the Commission in advancing equality at the federal level in Canada.

The **Corporate and Personnel Services Branches** provide headquarters and regional offices with support services in assets management, finance, informatics, information management, program evaluation, and library services. It also provide support services in staffing, classification, pay and benefits, staff relations, training and human resources planning, official languages, and health and safety.

2. Operating Context and Key Initiatives

Despite government commitments dating back to 1985, some important amendments to the *Canadian Human Rights Act* have yet to be enacted. There is a continuing need for

adjustments to the law, most notably to guarantee the right of "reasonable accommodation" for people with disabilities and others, and to repeal the provisions that protect mandatory retirement from the charge of discrimination.

These amendments are necessary to reinforce the law and ensure its continuing effectiveness as a tool for ensuring equality of opportunity and preventing discrimination. Delays in amending the *Act* also mean that legal issues, such as the scope and extent of the duty to accommodate, have to be resolved through litigation.

Other contextual factors which affect the Commission include:

- General economic constraints have tended to reduce the priority given by some organizations to implementing equal pay for work of equal value;
- The new *Employment Equity Act* requires operational adjustments and additional efforts in the areas of staffing, training of auditors, and the testing and refinement of auditing procedures;
- The Federal Court has imposed requirements aimed at ensuring the fairness of the Commission's decision making procedures (e.g. additional disclosure of materials to the parties, and additional evidence to support Commission decisions); and
- The general environment in human rights matters remains litigious; both complainants and respondents are more prepared to seek judicial intervention to

protect their interests; this has resulted in longer and more complex cases before the Tribunal and the Courts.

3. Results and Expectations by Branch

Initiatives Planned for 1997-98

The Commission will continue to develop policy positions, and plans to consult with community groups on program and policy issues.

It will provide educational materials on subjects such as pay equity, accessibility, and all forms of harassment and discrimination, and will produce new material to explain its approach to the promotion of employment equity. With its Barrier-Free Employment campaign, it will provide employers with practical information about how they can accommodate employees with disabilities.

In cooperation with provincial human rights bodies and non-governmental organizations, the Commission will: adapt its booklet to promote the human rights of Aboriginal peoples living in urban areas The Rights Path, for the Aboriginal peoples of Alberta and Saskatchewan; and adapt its human rights primer, Know Your Rights, for inclusion in human rights curricula aimed at children in Grades 1-3.

Regional Offices and headquarters will continue to participate, in partnership with provincial human rights bodies and non-governmental organizations, in special events, including: Black History

Month, International Women's Day, Aboriginal Awareness Day, National Access Awareness Week, and International Human Rights Day.

The Commission will enhance its information on Internet and SchoolNet by producing material that is specially tailored to meet the interests of employers, youngsters, educators, and others.

The Commission will review its current approach to complaints in order to achieve greater efficiency and effectiveness in the short term. This will include a review of the case management strategy and the effective utilization of increasingly scarce Commission resources.

In 1997-98, the Anti-Discrimination Programs Branch will develop standards, measurement systems and performance indicators for all its activities including pay equity complaints. It also plans to reinforce training of compliance staff to enhance their professional abilities.

The Commission will prepare a plan of its audit cycle and the number of audits to be undertaken in each year. Audits will start in November 1997, one year after the coming into force of the new *Employment Equity Act*.

The Commission will continue to encourage the settlement of major pay equity disputes but, where necessary, will pursue litigation in major equal wages cases involving government and private sector employees.

4. Comparative Financial Plans by Branch

Figure 3: Resources by Branch				
(thousands of dollars)	Estimates 1996-97	Estimates 1997-98	Planned 1998-99	Planned 1999-00
Chief Commissioner and Deputy Chief Commissioner	670	410	416	422
Part-time Commissioners	130	130	130	130
Legal Services	1,534	1,559	1,447	1,466
Secretary General	238	230	233	236
Executive Secretariat	303	370	367	373
Regional Offices	1,767	---	---	---
Anti-Discrimination Programs	4,225	3,854	3,861	3,920
Employment Equity	843	1,574	1,824	1,691
Human Rights Promotion	1,224	2,739	2,680	2,717
Corporate Services	1,880	2,034	2,011	2,031
Personnel Services	504	442	448	455
Policy and Liaison	439	833	749	761
	13,757	14,175	14,166	14,202
Human Rights Tribunals	1,960	---	---	---
Total	15,717	14,175	14,166	14,202

At the end of 1996, the Commission made a number of organizational changes. These changes are reflected in the estimates for 1997-98 onward. The Regional Offices now report through the Human Rights Promotion

Branch, and the Employment Equity Branch has had its budget increased in line with its new responsibilities under the *Employment Equity Act*. In addition, the Human Rights Tribunal became a separate organization during fiscal year 1996-97.

Section III Commission Performance

A. Summary and Overview

Significant activities in 1995-96 included:

- Responding to more than 40,000 inquiries;
- Completing the centralization at headquarters of primary responsibility for complaint reception and investigation. This, along with an improved computerized Complaints Management System, has allowed the Commission to achieve more effective client services: 52% of cases considered by the Commission in 1995-96 had been signed in that or the previous fiscal year (up from 20% in 1994-95). Centralization also facilitated working relationships with respondents whose headquarters are located in Montreal, Toronto and Ottawa;
- Completing the investigation of 10 major employment equity complaints against federal departments. Most of them were subsequently referred to conciliation;
- Helping to settle long-standing pay equity complaints by the Professional Institute of the Public Service against the Treasury Board;
- Considering 1,245 cases put before the Commission for decision.
- Continuing preparations to adapt to the audit role assigned by the new *Employment Equity Act*. The operational framework for auditing was defined, clear performance criteria developed, and interested parties were consulted on these documents;
- Publishing a series of posters aimed at discouraging discriminatory attitudes against people with disabilities, and a human rights booklet for Aboriginal peoples;
- Producing two public service announcements for television and two public service announcements for radio; and
- Establishing a World Wide Web site for the Commission on the Internet, and, in cooperation with several provincial human rights bodies, establishing a human rights menu on SchoolNet to provide better access by teachers and students to information on human rights in Canada.

B. Financial Table

Review of Financial Performance

Figure 4: Financial Performance for 1995-96			
(thousands of dollars)	1995-96		
	Actual	Estimates	Change
Total Program	16,757	16,415	342
Human Resources (FTE)*	180	211	(31)

* See Figure 12 and 13, page 22 for additional information on human resources.

Explanation of change: The difference between the 1995-96 Actual and the Main Estimates is due mainly to the 1994-95 carry forward which funded the restructuring of the Regional operations.

C. Details by Activity

Program Effectiveness

The Canadian Human Rights Commission will operate in 1997-98 with a budget of \$14.2 million. This represents a decrease of \$1.5 million from the 1996-97 budget, mainly due to the fact that the separate status of the Canadian Human Rights Tribunal has now been formalized and its Estimates are no longer included herein.

1. Human Rights Promotion

Based on meetings with community groups and other interested parties, the Commission is producing public service announcements for television and radio that take aim at specific rights problems brought to its attention. Through its Annual Report, speeches, media interviews, articles, and letters to the editor, the Commission presents clear information about what has been accomplished and what remains to be done in achieving equality.

Information about the work of the Commission is available in more than 40 languages. Its publications are produced in both official languages as well as in large print, braille, and on audio cassette and computer diskette, to ensure they are accessible to people who are blind or vision-impaired. The Commission has a web site on the Internet and is linked to SchoolNet.

The Commission makes available a range of publicity material to promote equality and combat discriminatory behaviour - including posters, T-shirts and bookmarks. These have been developed and marketed with the cooperation of community-based organizations.

Regional offices and headquarters staff meet regularly with community groups, employers and unions. These, in turn, offer educational programs tailored to meet the needs of their members and employees. They also help the Commission develop strategies and materials to deal with important current issues. Booklets to

inform Aboriginal peoples about their rights have been produced by the regional offices in B.C. and Manitoba. Similar initiatives are planned for Alberta and Saskatchewan. The B.C. Regional Office, in cooperation with a community-based organization, helped prepare material on human rights and AIDS in several Asian languages. A new poster and an interactive quiz on our Internet site aimed at teenagers will be launched in Spring 1997 to counter the effects of hate mongering.

The Commission is producing and airing radio public service announcements aimed at prejudices that keep qualified people with disabilities from being employed, and a television announcement aimed at combatting job discrimination against older workers.

The Commission has published *Unequal Access Survey Number 9, Accommodation of Employees with Disabilities in the Federal Public Service: A Case Study Approach, 1996.*

Other publications include: a calendar and Montreal-area transit ad campaign to mark Black History Month in Quebec; a series of bookmarks to mark International Women's Day, International Day for the Elimination of Racial Discrimination, and International Human Rights Day; a poster carrying the message "Equal Work Deserves Equal Pay", and another which features an office administrator who has manic depression (part of the "Real People" series).

Other activities include: producing and distributing an updated *Canadian Human Rights Booklet* to reflect organizational and legislative changes; distributing the International Human Rights Day bookmark to all federal public servants; reprinting a human rights booklet for Aboriginal peoples in British Columbia; producing a postcard to promote the Commission's Internet site; airing a television public service announcement to show the advantages of a diverse workforce, a poster promoting the rights of women, and a calendar with black role models.

2. Compliance

Figures 5 to 7 provide statistics on inquiries and complaints for the 1995-96 year and forecasts for 1996-97 and 1997-98.

Figure 5: Inquiries			
	Estimates 1997-98	Forecast 1996-97	Actual 1995-96
Total Inquiries	48,000	38,000	41,879

(**Figure 5**) The number of inquiries is projected to increase in the coming years as Canada's international activities keep the issue of human rights

in the eye of the public and increased communications activities in the Regions generate more inquiries from the public interest.

Figure 6: Complaints			
	Estimates 1997-98	Forecast 1996-97	Actual 1995-96
Complaints Accepted*	1,000	1,040	1,068
i) Signed complaints	750	620	613
ii) Early resolution without recourse to investigation	75	120	157
iii) Referral to alternate redress	175	300	298
Considered by the Commission**	1,000	1,000	1,245

* Total of i), ii) and iii).

** Includes preliminary reports on questions such as timeliness and jurisdiction, investigation reports and conciliation reports.

(Figure 6) In 1995-96, the Commission considered 1,245 cases. It expects to consider somewhat fewer cases in 1996-97 and future years since many large groups of complaints that had been awaiting court or tribunal decisions were resolved in 1994-95 and 1995-96.

In 1995-96, there were 157 early resolutions (settlement before a complaint is signed). Some cases are resolved after the signature of a complaint but before the completion of the investigation.

Figure 7: Status of Complaints at March 31		
	1996	1995
At Investigation	1,042	1,086
At Conciliation	87	154
At Tribunal	30	87
In Appeal	63	* 161
Total	1,222	1,488

* This number includes several groups of complaints which involved the same issue. There were 99 separate cases under appeal, including appeals of Tribunal decisions as well as Commission decisions.

(Figure 7) The number of outstanding complaints has declined by 18% over the year because:

- more complainants are being referred to alternate redress, where available and appropriate ;

- a revised complaints process, introduced in February of 1994, has led to more complaints being processed in a shorter period of time;
- a Policy Complaints unit allows the Commission to deal with related policy complaints as a group; and
- centralization of the primary responsibility for complaint investigation has allowed improved control of the case management process.

Figure 8 shows the outcome of cases considered by the Commission by fiscal year from 1989-90 to 1995-96.

Figure 8: Results of Cases Decided by the Commission by Fiscal Year							
Years	To Deal With*	Dismissed	Settled**	Other***	To Conciliation	To Tribunal	Total Submitted
95-96	11	255	149	656	125	49	1,245
94-95	23	268	170	599	134	46	1,240
93-94	29	300	122	692	196	40	1,379
92-93	23	287	125	437	223	74	1,169
91-92	51	326	196	381	168	55	1,177
90-91	74	212	142	290	175	20	913
89-90	80	132	75	114	228	51	680

* Refers to those cases where the Commission exercises its discretion to require a full investigation.

** Refers to those cases settled through conciliation or during investigation.

*** Includes the decisions not to deal with, no tribunal warranted, and no further proceedings (e.g. withdrawn cases, cases where contact with the complainant is lost) and cases suspended or stood down.

Legal proceedings:

The Commission helps to advance the rights of individuals and groups by arguing its position before tribunals and courts.

In 1995-96, several significant legal decisions were rendered that advanced equality rights and thus helped the Commission to achieve its objectives. In particular:

- the Supreme Court of Canada released its first decision on

sexual orientation issues under the *Canadian Charter of Rights and Freedoms*, in the case Egan and Nesbit v. Canada. The Commission intervened in this case, which involved a claim that the Spouse's Allowance as provided under the *Old Age Security Act* violated the equality provision of the *Charter* (s. 15) in that it extended the benefit to common law partners of the opposite sex but denied it to same-sex partners, no matter how long their relationship had

lasted. The Supreme Court recognized that sexual orientation discrimination is prohibited by the *Charter*, but concluded that this particular difference in treatment was a reasonable limit on equality rights given the special nature and purpose of the benefit concerned.

- the Federal Court, Trial Division, accepted the Commission's argument that a random, mandatory drug testing program can constitute discrimination under the *C.H.R.A.*; it could only be justified in relation to the job duties performed by the employees being tested. In the case of Canadian Civil Liberties Association v. Toronto Dominion Bank, the Court overturned the Tribunal decision and ordered that the matter be re-considered by a different Tribunal to determine whether the drug tests were indeed reasonably necessary in view of the job duties of the employees. The *C.H.R.A.* prohibits discrimination on the basis of previous or existing dependence on a drug or alcohol.
- in Andrews v. Department of Transport, a Human Rights Tribunal accepted that an employer's hearing acuity standards were an unfair bar to employment, given that a reasonable job-related test could have been used to assess whether the individual was able to perform the duties of the position.
- in Chander and Joshi v. Health Canada, a Human Rights Tribunal found that two scientists had been discriminated against by

Health Canada managers when they were interviewed for positions. The complainants were working as research scientists in Health Canada when they applied for two similar positions advertised by the Department. Finding that their job interviews were "subjective and perfunctory", and were conducted in an unprofessional manner, the Tribunal ruled that the Department had discriminated against both men when it deemed them unsuitable on the basis of those interviews. It directed that they be placed in the first available corresponding positions and compensated for lost wages.

- the Commission continued to pursue equal pay for work of equal value claims on behalf of federal public servants (P.S.A.C. v. Treasury Board) and in a case involving clerical employees at Canada Post (P.S.A.C. v. Canada Post Corporation).
- a Tribunal ruled that an Indian Band discriminated against women when it declared a "moratorium" on services to women or children who had regained their status pursuant to Bill C-31, which amended the *Indian Act*. In this case, Raphael, Gill, Phillipe and Cleary v. Montagnais du lac Saint-Jean Band, the women and children had been refused employment opportunities, and services such as education and housing; the Tribunal ruled that this discrimination was not justified by the Band's fears about its abilities to provide the services to these people.

- in a similar case, MacNutt, Pictou and Knockwood v. Shubenacadie Indian Band, another Tribunal ruled that the Shubenacadie Indian Band had discriminated when it refused to provide social assistance benefits to the non-native spouses of aboriginal Band members.

3. Administrative Services

Administrative Services were provided by the Corporate Services and Personnel Branches throughout the year. These services were delivered through the following organizational units: assets management, finance, informatics, information management, library, editorial and personnel services. In addition, Corporate Services responded to requests for information under the *Access to Information Act* and the *Privacy Act*.

4. Financial Performance

Figure 9: Commission Appropriated Planned and Actual Spending		
Activities	Main Estimates 1995-96	Actual 1995-96
(thousands of dollars)		
Human Rights Promotion	2, 231	2,243
Compliance	11,419	11,482
Administrative Services	2,765	3,032
Total	16,415	16,757

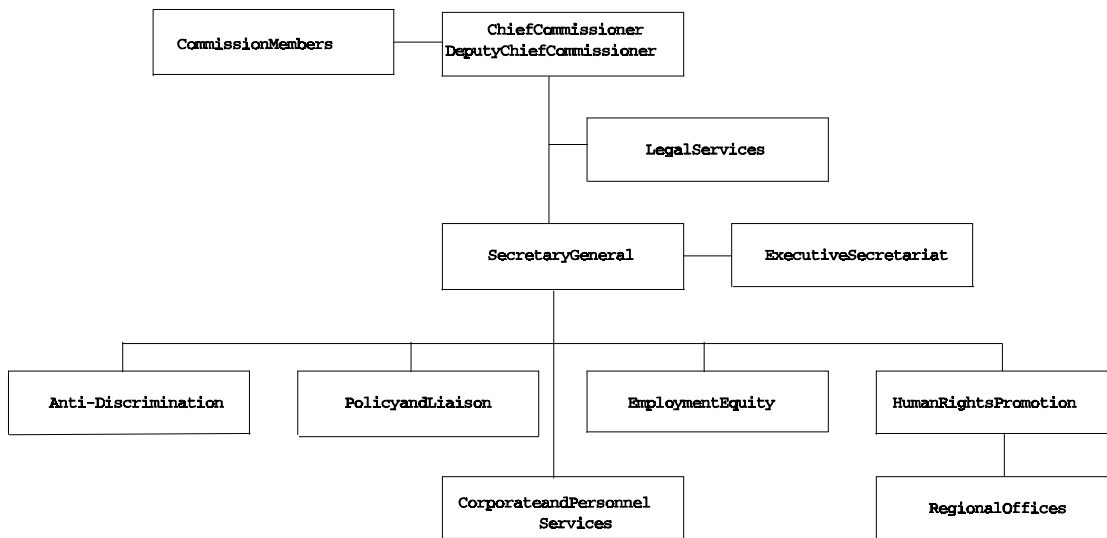
(Figure 9) The difference between the 1995-96 Actual and Main Estimates is due mainly to the 1994-95 carry forward which funded the restructuring of the Regional operations.

Section IV Supplementary Information

1. Organization

1.1 Organization Chart

Figure 10: Organizational Structure, as of January 1, 1997



1.2 Resource Requirements by Branch and Activity for 1997-98

Figure 11: Resources by Branch					
(thousands of dollars)	Human Rights Promotion	Compliance	Employment Equity	Administrative Services	Total
Chief Commissioner and Deputy Chief Commissioner	205	103	102		410
Part-time Commissioners		91	39		130
Legal Services		1,559			1,559
Secretary General	23	104	103		230
Executive Secretariat	166	148	56		370
Anti-Discrimination Programs		3,854			3,854
Employment Equity			1,574		1,574
Human Rights Promotion	2,739				2,739
Corporate Services				2,034	2,034
Personnel Services				442	442
Policy and Liaison	833				833
Total	3,966	5,859	1,874	2,476	14,175

2. Personnel Requirements

2.1 Personnel Requirements by Activity

Figure 12: Details of Personnel Requirements by Activity					
Activities	FTE Actuals 1995-96	FTE Estimates 1996-97	FTE Estimates 1997-98	FTE Planned 1998-99	FTE Planned 1999-00
Human Rights Promotion	25	44	50	47	47
Compliance	119	103	76	74	74
Employment Equity	0	12	23	23	23
Administrative Services	36	35	32	32	32
Total	180	194	181	176	176

2.2 Summary by Professional Category

The Commission's personnel requirements account for \$10.9 million or 77% of the Program's total expenditures (\$14.2 million). A profile of those requirements is provided in Figure 13.

Figure 13: Details of Personnel Requirements by Professional Category					
	FTE* Actuals 1995-96	FTE Estimates 1996-97	FTE Estimates 1997-98	FTE Planned 1998-99	FTE Planned 1999-00
Governor in Council Appointees	2	2	1	1	1
Executive Group	7	8	8	8	8
Scientific and Professional	15	16	15	14	14
Administrative and Foreign Service	111	127	117	113	113
Technical	3	3	4	4	4
Administrative Support	42	38	36	36	36
Total	180	194	181	176	176

* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

3. Additional Financial Information

3.1 Presentation by Activity

Figure 14: Details of Expenditures by Activity				
Total Expenditures by Activities (thousands of dollars)	Estimates 1996-97	Estimates 1997-98	Planned 1998-99	Planned 1999-00
Human Rights Promotion	3,748	3,966	3,826	3,880
Compliance	8,383	5,859	5,754	5,838
Employment Equity	1,202	1,874	2,127	1,998
Administrative Services	2,384	2,476	2,459	2,486
Total Expenditures	15,717	14,175	14,166	14,202

3.2 Presentation by Standard Object

Figure 15: Details of Financial Requirements by Object			
(thousands of dollars)	Estimates 1997-98	Estimates 1996-97	Actual 1995-96
Personnel			
Salaries and wages	9,275	9,916	10,236
Contribution to employee benefit plans	1,577	1,438	1,422
	10,852	11,354	11,658
Goods and Services			
Transportation and communications	794	1,121	1,183
Information	414	406	416
Professional and special services	1,383	2,089	2,418
Rentals	106	140	178
Purchased repairs and maintenance	176	129	234
Utilities, materials and supplies	248	276	330
Other subsidies and payments	2	2	1
Minor Capital	200	200	339
	3,323	4,363	5,099
Total Expenditures	14,175	15,717	16,757

Explanation of change: The decrease between the 1996-97 and the 1997-98 Main Estimates is due mainly to the fact that the Canadian Human Rights Tribunal is now a separate organization.

3.3 Total Cost of Program

Figure 16: Total Estimated Cost of the Program for 1997-98				
(thousands of dollars)	Main Estimates 1997-98	Add Other Costs*	Estimated Total Program Cost	
			1997-98	1996-97
Canadian Human Rights Commission	14,175	1,708	15,883	17,681

* Other costs of \$1,708 consist of:

◦ accommodation provided without charge from Public Works and Government Services Canada	1,160
◦ payments to employee insurance plans from the Treasury Board Secretariat	529
◦ compensation administration of the pay processing function from Public Works and Government Services Canada	10
◦ worker's compensation benefits provided without charge from Human Resources Development Canada	9

4. Other Information 320 Queen Street, Place de Ville, Tower A Ottawa, Ontario (613) 995-1151

1. Publications

- Annual Report 1995
- *Canadian Human Rights Act: A Guide*
- *Canadian Human Rights Act: Office Consolidation*
- Canadian Human Rights Commission Booklet
- Canadian Human Rights Commission and Employment Equity, Annual Review, 1993-1994 (July 1994)
- Canadian Human Rights Commission and Employment Equity, Annual Review, 1987-1992 (June 1993)
- Employment Equity: Fair Play at Work - Factsheet
- Equal Dollars Make Good Sense - Employee Booklet
- Equal Dollars Make Good Sense - Employer Booklet
- Equal Dollars Make Good Sense - brochure
- Equal Dollars Make Good Sense - Pay Equity Casebook
- Equity At Work - Excerpt from Annual Report
- Filing a Complaint with the Canadian Human Rights Commission - brochure
- Guide to Screening and Selection in Employment
- Harassment Casebook
- Harassment: What it is and what to do about it - brochure

- HIV-AIDS Discrimination: It's Against the Law - brochure
- Human Rights Forum - magazine
- Implementing Pay Equity in the Federal Jurisdiction
- Know Your Rights
- Multilingual Leaflets
- Prohibited Grounds of Discrimination - Chart

2. Posters

- Accessibility
- All Human Beings are Born Free and Equal
- Equal Dollars Make Good Sense
- Equality...We all have a hand in it
- Human Rights and the United Nations - 50 years of achievement, 1945-1995
- Real People Posters (Understanding Disabilities - Understanding Ourselves)
- Triumph of Ability
- Women's Rights are Human Rights (International Women's Day)

3. Policies

- Accommodation of Religious Observances
- Alternate Format Policy
- Bona Fide Justification Policy

- Bona Fide Occupational Requirement Policy
- Drug Testing Policy
- Harassment Policy
- Policy on Acquired Immunodeficiency Syndrome (AIDS)
- Policy Statement: Aboriginal Preferences
- Pregnancy/Childbirth Policy

4. Surveys

- Unequal Access: An Accessibility Survey of Selected Federal Offices, December 1990
- Unequal Access: Availability of Federal Government Publications in Alternate Formats, 1991
- Unequal Access: Availability of TDD Services by Federal Departments, 1991
- Unequal Access: An Accessibility Survey of Selected Banks, 1992
- Unequal Access: An Accessibility Survey of Selected Postal Outlets, 1992
- Unequal Access: Availability of TTY Services from Federal Departments and Private Sector Organizations, December 1993
- Unequal Access: An Accessibility Survey of Automated Banking Machines, 1995
- Unequal Access: Availability of Federal Government Publications in Alternate Formats, 1995

- Unequal Access: Accommodation of Employees with Disabilities in the Federal Public Service, 1996

5. Videos

- Equality...We all have a hand in it
- All Things Being Equal

6. Bookmarks

- Women's Rights Are Human Rights (International Women's Day)
- Equality...We All Have a Hand In It (International Day for the Elimination of Racial Discrimination)
- All Human Beings Are Born Free And Equal in Dignity And Rights (International Human Rights Day)

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