



Canadian Human Rights Commission

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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CANADIAN HUMAN RIGHTS COMMISSION
COMMISSION CANADIENNE DES DROITS DE LA PERSONNE

Canadian Human Rights Commission

2002–2003
Estimates

A Report on Plans and Priorities

The Honourable Martin Cauchon, P.C., M.P.
Minister of Justice and Attorney General of Canada

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Section I Message

1.1 *The Chief Commissioner's Message*

I am pleased to present the Canadian Human Rights Commission's Report on Plans and Priorities for the period 2002–2005.

Canadians have long been strong supporters of the principles of equality, respect and access for all. And perhaps now more than ever—in light of the events of September 11 — we need to remain vigilant in our defence of those principles and our protection of human rights and freedoms that make Canada such a great country to live in.

The face of human rights complaints in Canada is changing and, along with it, so is the nature of the work of the Commission. Complaints are becoming more complex and are increasingly argued in court, which adds significantly to the resources and time devoted to resolve them. On the other hand, recent changes to the complaints process are showing positive results. Over the coming year, the Commission will focus much of its efforts on continuing to improve both the efficiency and effectiveness of its complaints process. Recently introduced service standards will be reviewed and the Commission will undertake an evaluation of the human rights complaints process, to ensure that we are providing quality service to Canadians.

The Commission has recently undertaken an evaluation of its Employment Equity Audit Program to ensure that its objectives are being met and to improve on its overall approaches. In addition, the Commission is holding consultations with various groups with interest in the *Employment Equity Act* in order to gain insight into their particular concerns. The evaluation and consultations will help the Commission in its preparations for the government's five year legislative review of the Act. The Commission will also provide information and advice to the Pay Equity Task Force, which is reviewing pay equity legislation.

Almost two years ago, the Minister of Justice received a report entitled *Promoting Equality: A New Vision*. This report was produced by a committee headed by Mr. Justice Gérard La Forest and was intended to serve as a guide for the federal government in its review of the *Canadian Human Rights Act*. Revising and updating the Act would ensure that the Commission can carry out its mandate and strengthen the human rights of Canadians across the country.

In the face of these new challenges, the Commission will invest time and effort in adapting to the current realities of Canadian society in a way that ensures that it remains an effective promoter and defender of human rights and employment equity principles.

Michelle Falardeau-Ramsay, Q.C.
Chief Commissioner

1.2 *Management Representation*

I submit, for tabling in Parliament, the 2002–2003 Report on Plans and Priorities (RPP) for the Canadian Human Rights Commission.

To the best of my knowledge the information in this document:

- accurately portrays the Commission's plans and priorities.
- is consistent with the reporting principles contained in the *Guide to the Preparation of the 2002–2003 Report on Plans and Priorities*.
- is comprehensive and accurate.
- is based on sound underlying Commission information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

John Hucker, Secretary General
February, 2002

Section II Raison d'être

Our mission is:

- to protect and advance human rights by providing a forceful, independent and credible voice for promoting equality in Canada..
- to discourage discrimination and disadvantage and ensure compliance with the *Canadian Human Rights Act* and the *Employment Equity Act*.
- to share our experience and cooperate with human rights institutions in Canada and in other countries.

Section III Plans and Priorities by Strategic Outcome



Complaints

3.1 Management and Resolution of Human Rights Complaints

The Commission provides recourse to those in Canada who believe that their rights, as set out in the *Canadian Human Rights Act*, have been violated. The Act applies to federal departments and agencies and federally regulated employers and service providers.

The *Canadian Human Rights Act* empowers the Commission to investigate complaints of discrimination in employment and in the provision of goods and services customarily available to the general public, based on the eleven grounds enumerated in the Act. The Commission also has the authority to investigate complaints of wage discrimination on the ground of sex.

PLANS

The Commission plans to manage and resolve human rights complaints in a manner that is transparent, timely and fair. Complaints can include allegations of discrimination against particular individuals, allegations of systemic discrimination related to policies and practices, or allegations of wage discrimination on the ground of sex.

The complaints program is mandatory under the *Canadian Human Rights Act*. The Commission has no control over the number of complaints that are filed. It must accept complaints, and the Commissioners must render a decision on each signed complaint. A complaint moves through a number of different stages depending on the case:

Inquiry Services

An inquiry is any initial contact with the Commission by a person, group, or organisation seeking information or wishing to bring a situation or concern to the Commission's attention. The Commission receives approximately 50,000 inquiries each year.

Intake Services

During the three years of the plan, the Commission expects to complete work on approximately 1,200 complaint files each year. Some complaints will be discontinued either because the complainant decides not to take the matter further or because, after closer examination, it becomes apparent that the matter is not one with which the Commission can deal. Approximately 600 every year will result in signed complaints. A small number of these will be referred to other redress mechanisms. The remainder will be dealt with through mediation, investigation and/or conciliation, and will be presented to the Commissioners for decision.

Alternate Dispute Resolution

The Commission can appoint a mediator or a conciliator to work with the parties to settle a complaint at any time after a complaint has been filed. In 1999, to improve its service to Canadians, the Commission began offering pre-investigation mediation as soon as a complaint is signed. Mediation was introduced with the objective of speeding up the complaint process and ensuring greater client satisfaction through an early resolution of the complaint. Because it takes place in the early stages of the complaint process, mediation focuses on the interests of the parties in light of the alternative: an investigation and potential referral to the Tribunal. Mediation is offered to the parties in most cases, and is successful in approximately 75% of cases that choose this option. The Commission expects to resolve from one quarter to one third of its signed complaints through mediation.

Since its inception, the Commission has tried to resolve complaints through conciliation as envisaged by the Act. Conciliation is offered to the parties at the completion of an investigation, after the Commissioners have reviewed the investigator's report on the facts of the case. If the evidence supports the allegations in a complaint, the Commissioners will generally appoint a conciliator. Because it takes place toward the end of the complaint process, conciliation focuses primarily on remedies. If conciliation is unsuccessful, the complaint is returned to the Commissioners to decide whether to refer the matter to the Canadian Human Rights Tribunal. Conciliation is successful in approximately 50% of cases.

Investigation Services

If a complaint cannot be resolved in mediation, the Commission appoints an investigator. 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 eleven grounds enumerated in the *Canadian Human Rights Act*. It also investigates complaints of wage

discrimination on the ground of sex in federal departments and agencies and federally-regulated workplaces. The investigation of complaints and subsequent decisions on these cases by the Tribunal and the Courts result in case law and precedents guiding the protection of human rights in Canada.

The Commission expects to investigate approximately 400 complaints each year, not including pay equity complaints. Pay equity complaints are treated separately because they require more complex and lengthy investigation often involving external expertise and resources.

Complaints of Wage Inequities: Although the Commission receives a relatively small number of pay equity complaints, they affect a large number of individuals in female-predominant jobs. Their resolution can have a significant impact on the workplace. The complaints currently being investigated by the Pay Equity Branch (approximately 50 files) affect over 40,000 individuals.

Pay equity complaints are generally complex, requiring a great deal of analysis and discussion with employees, bargaining agents and employers. Because of their complexity and the financial implications for employers, such complaints are difficult to resolve and often require prolonged investigation and subsequent hearings at the Tribunal or the Courts.

Recent court decisions suggest that pay equity investigators conduct additional analysis prior to examining the merits of the pay equity complaint. In addition, legal counsel for respondents are making use of their right to raise procedural matters. All of this combines to prolong investigations to a point where reliable data may become increasingly difficult to obtain. Extra resources are required to address many of these challenges as well as to examine how investigative procedures used in pay equity complaints may be made more timely and effective.

In February 2001, the Commission issued a special report to Parliament, *Pay Equity: A Time for Action*. The report argues that the present complaints-based approach is not well-suited to addressing inequities in pay. The report proposes a different approach, one that encourages the parties to work together, that achieves pay equity in a comprehensive and timely fashion, minimizes administrative costs, and maintains pay equity once it is achieved.

A Pay Equity Task Force appointed in 2001 will report to the government on its review of federal pay equity legislation and guidelines. The Commission anticipates that its own report, *A Time for Action*, will be of assistance to the Task Force. The Pay Equity Branch will continue to be involved in providing information to the Task Force and following its progress.

Legal Services

The Legal Services Branch provides legal advice to the office of the Chief Commissioner, Commissioners and the Secretary General, as well as to all branches of the Commission.

The Legal Services Branch represents the Commission in cases referred to the Canadian Human Rights Tribunal. In calendar years 2001 and 2000, 85 and 123 cases respectively were referred to the Tribunal, compared with 37 in calendar year 1999. This higher volume is unlikely to decrease in the near future and may in fact continue to increase, albeit at a slower rate. The average number of hearing days per case remains relatively stable at 10.

PRIORITIES

The Commission's priorities for handling complaints in 2002-2003 are:

- to deal expeditiously with the expected caseload of 600 new complaints;
- to set up and begin implementing a special project to eliminate the backlog of complaints within five years;
- to deal with the pay equity complaints and examine current investigation processes in light of available resources; and
- to redesign the automated Complaint Management Information System (CMIS).

Dealing with new complaints is a statutory requirement that must be addressed every year. The priorities related to the backlog and the CMIS, however, are changes from previous years insofar as the Commission is expected to receive incremental special purpose funding for these one-time initiatives.

CHALLENGES AND RISKS

The Commission has just sufficient resources to keep up with the regular annual caseload, barring unforeseen occurrences. This challenge is greater in years where, for example, there was a significant increase in new complaints, staff turnover, illnesses, or other administrative pressure.

The Commission introduced 11 service standards on April 1, 2001. The standards cover all stages of the complaint process, and give the length of time a complaint would be expected to remain at each stage of the process *if the Commission had no complaint backlog and was in a position to deal with new cases as they come in*. Under the present circumstances, officers at all stages of the process are unable to deal with their new cases because they must complete the work on the older files first.

The result is that new cases are not being dealt with as soon as they are received, and the service standards are not being met. This in itself is cause for concern, as it means that complainants and respondents are not getting the prompt service they expect. In addition, the Courts have made it clear, most recently in the Supreme Court's *Blencoe* decision, that unreasonably long delays in the treatment of human rights complaints are unacceptable.

In the Fall of 2001, the Commission presented a business case to the Treasury Board and obtained additional resources to tackle the backlog and upgrade CMIS. These resources will assist the Commission to eliminate its backlog of complaints, deal with incoming cases as they come in, meet its service standards, and provide better service to Canadians.

RESOURCES

The Commission allocates a total of 110 FTEs and \$13,248,000 to the management and resolution of human rights complaints.

MONITORING

There are monitoring measures in place to ensure incoming complaints are dealt with in a timely manner, that reports to the Commission are of good quality, and that the requirements of natural justice are met in the way complaints are served on respondents and reports are disclosed to the parties. The measures include caseload management by supervisory staff, the provision of advice to staff by supervisors and legal advisors, and the review of all reports before they are presented to the Members of the Commission. All steps of the complaint process are clearly defined in the Commission's Policy and Procedures Manual.

The Commission will develop a work plan as part of the project to eliminate the backlog. The project will be coordinated by a senior manager, with regular reports to the Commission's Senior Management Committee.

A work plan will also be developed for the Complaint Management Information System and will be coordinated by a senior manager reporting to the Senior Management Committee.



Employment Equity

3.2 *Greater equality in the workplace for the four designated groups under the Employment Equity Act*

The Employment Equity Act gives the Commission the authority to audit federally regulated private sector employers with more than 100 employees, Crown corporations, and federal government departments and agencies to assess their compliance with the *Employment Equity Act* and to ensure cases of non-compliance are corrected. The four designated groups under the Act are women, Aboriginal peoples, persons with disabilities and members of visible minorities. The requirements of the *Employment Equity Act* are designed to ensure that employers take the necessary steps to identify, correct or eliminate under-representation of these groups.

PLANS

The Commission expects that employers will have in place employment systems that allow their work forces to become more representative and to comply with the requirements of the *Employment Equity Act*.

This will be achieved by a two step approach. The first step is to ensure compliance with the requirements of the Act by conducting compliance audits and, where necessary, requiring the correction of non-compliance. This is to ensure that employers determine areas of under-representation, remove employment barriers, implement plans with goals and undertakings, and take appropriate special measures to ensure that the representation of designated groups is consistent with their availability in the Canadian labour force.

The second step, once compliance has been achieved, is to monitor employers to ensure that they make reasonable progress towards full representation. This is done by monitoring annual employer reports to determine if hiring and promotion goals in the employer's employment equity plan are being achieved. Where they are not, a new audit may be initiated to determine if reasonable efforts have been made to implement the employer's plan.

Accordingly, the Commission intended to initiate audits with the approximately 414 employers covered by the *Employment Equity Act* within the initial five-year audit cycle which ends on March 31, 2003. The Commission found, however, that few employers were in compliance or near compliance at the time of an initial audit. While the success rate for achieving eventual compliance has been

over 80%, all but eight employers have been required to sign undertakings and undergo a second, follow-up audit. An additional 18 employers have failed to complete the signed undertakings, requiring the Commission to issue a formal Direction. Three employers have subsequently been referred to an Employment Equity Tribunal for failure to complete the Direction.

Adjustment of Priorities

In response to the requirement to conduct multiple audits with most employers, the Commission adjusted its strategy of random selection of employers for audit and has given priority to larger employers. As a result, as of December 31, 2001, the percentages of federally regulated employees working in organizations that have completed or are currently under audit are: public service, 97%; separate federal agencies, 96%; and private sector and Crown corporations, 77%.

The above does not include an additional 86 private sector employers with 24,000 employees notified for the first time in 2001 by Human Resources Development Canada (HRDC) that they are subject to the *Employment Equity Act*. These employers will be eligible for an audit in 2004. It also does not include the Canadian Forces, RCMP, and CSIS who are subject to the Act but can only be audited once an Order in Council has been approved; this had not been done by December 31, 2001. If the Order in Council is approved early in 2002, they too will require an audit, probably sometime in 2003.

Given the large number of small employers (100–300 employees) who remain to be audited, the Commission is in the process of determining if adjustments can be made to expedite the audit process for these employers.

Progress to Date

As of December 31, 2001, 215 initial audits had been started and 74 closed while an additional 20 were cancelled because the employer was no longer subject to the *Employment Equity Act*. A closed audit signifies that the employer has been found in compliance with the requirements of the Act and either has no areas of under-representation of the four designated groups or has established an employment equity plan which the Commission believes will result in reasonable progress towards full representation. An audit may require an evaluation at the initial, follow-up, post-Direction, and post-Tribunal

Order stages before it can be closed.¹ By March 31, the Commission expects to have initiated 235 audits.

Commission Directions and Tribunal Orders

The Commission will seek to ensure that all audits imposed by a Direction or a Tribunal Order are completed within six to nine months with a recommendation for compliance or further enforcement action.

PRIORITIES

The Commission's priorities in 2002-2003 for Employment Equity are to continue to conduct audits of employers and undertake follow-up and enforcement action until compliance is achieved. It expects to:

- begin in the order of 40 new audits, bringing total audits to approximately 340 employers, although, depending on the number of follow-up audits or Tribunals that prove necessary, this number may need to be reduced;
- begin assessment of reasonable progress on the approximately 100 employers it anticipates will be in compliance;
- initiate follow-up audits by the stipulated deadline date with those employers required to sign undertakings following initial audits;
- develop a response to recommendations and/or legislative changes emanating from the legislative review; and
- continue to assist employers in understanding the *Employment Equity Act*, their responsibilities, and the role and responsibilities of the Commission by developing and distributing clear resource material and audit guides and providing a minimum of 40 presentations and workshops annually to employers and employment equity public and private sector consultants.

¹ A follow-up audit follows the deadline for implementing signed undertakings resulting from a finding of non-compliance during an initial audit; a post-Direction audit follows the deadline for implementing a formal direction issued by the Commission; a post-Tribunal Order audit follows the deadline for implementation of the components of an Order issued by an Employment Equity Tribunal. If an employer fails to implement signed undertakings, the Compliance Review Officer may recommend to the Commission that it issue a formal Direction to complete the work. If the employer is found not to have implemented the Direction by the specified deadline, the Commission may refer the matter to an independent Employment Equity Tribunal.

CHALLENGES AND RISKS

In 2001–2002 the Commission contracted for an evaluation study of the Employment Equity Audit program. As noted, Parliament is also undertaking a five-year review of the *Employment Equity Act*. The primary challenges for the Commission will depend on the findings of the evaluation and the legislative review. If these reveal significant weaknesses in the program's effectiveness or result in amendments to the Act, the Commission will need to respond and make any necessary adjustments.

There have been no Tribunal decisions to date. A number of Tribunals are scheduled for the coming months. There is always a possibility that a Tribunal decision may introduce limitations on the ability of the Commission to carry out enforcement.

In early 2003, the results of the 2001 census on the availability rates of designated groups in the Canadian labour market will be available; it is expected that many of these will rise significantly. The Commission will then need to implement a strategy to ensure employers already in compliance make appropriate adjustments to update their assessment of gaps in representation.

RESOURCES

The Commission allocates a total of 30 FTEs and \$2,651,000 to the employment equity strategic outcome.

MONITORING

Performance assessment is undertaken on a regular basis. The Employment Equity Branch conducts regular Audit Review Committee assessments of the auditors' work to ensure consistency of approaches and holds a monthly meeting with all staff to review progress and discuss audit issues. The Employment Equity Audit Tracking System (EEATS) is a computerized management information used by the Branch to track audit progress and standards on an ongoing basis.



Human Rights Promotion

3.3 Increased understanding and acceptance of human rights and employment equity principles and reduced discriminatory practices in the workplace

The Promotion Branch of the Commission is responsible for developing and conducting information programs to foster public understanding of the *Canadian Human Rights Act* and the *Employment Equity Act*, and of the role and activities of the Commission. It must foster public recognition of and support for the human rights and employment equity principles that underpin the Acts.

The Policy and International Program Branch conducts research, including strategic inquiries, and develops policy.

PLANS

Promotion Branch

The Promotion Branch will continue to help increase the understanding of human rights and employment equity principles and practices amongst Canadians, federal departments, federally regulated employers and service providers in order to reduce discriminatory practices in the workplace and facilitate access to appropriate recourse.

Dissemination of Public Information

The Commission will continue to provide information to members of the general public across the country to inform them of the Commission's programs, services and jurisdiction. It will also provide information related to human rights services or programs offered by other federal government departments or agencies, provincial human rights commissions, non-governmental organisations, labour and business organizations or other provincial, municipal or community-based services. This information is used to help the public identify the agencies best able to assist them in resolving human rights and employment equity concerns.

The Promotion Branch receives approximately 50,000 inquiries each year, by mail, telephone or personal visits. Public information agents will respond to inquiries by referring complaints falling within the mandate of the *Canadian Human Rights Act* to the Investigations Branch, by providing general human rights information, including through the Commission's many publications, and

by referring inquiries falling outside of the mandate of the Commission to other human rights organisations.

Over the next three years, the Commission will develop a training program and service standards for public information officers, develop initiatives to enhance the use of the Internet to inform Canadians, and facilitate service delivery. It will also review, update and modernize the inventory of publications, posters and other promotion tools.

Development and Dissemination of Information to the Media and Employers

The Commission will continue to promote key human rights and employment equity issues, as well as the Commission's role, mandate, policies, programs and initiatives, through media relations, media events, interviews and news conferences.

The Commission will provide information to employers about how to integrate human rights and employment equity principles into the workplace and service policies of private and public sector decision-makers operating within the federal jurisdiction. It does this through meetings, workshops, publications and seminars.

Outreach Activities

The Chief Commissioner, senior managers and designated staff of the Commission exchange views on human rights issues with elected officials and senior business and government decision-makers. They make presentations to groups or organisations to promote and explain the human rights and employment equity principles or organize workshops to discuss in detail the requirements of the Acts. They also participate in a number of human rights events at both the national and regional levels, working with advocacy groups to increase awareness among Canadians, particularly those living in urban centres with diversified populations, of the need to respect human rights and diversity as a prerequisite to greater social stability.

Promoting Human Rights Through Partnerships

The Promotion Branch will develop partnerships with other departments and agencies as a way to expedite and facilitate its efforts. It participates on interdepartmental committees and working groups to provide advice and input on human rights issues.

Policy and International Program Branch

Policy Research and Development

The Commission's Policy and International Program Branch will:

- continue to develop policies and research papers on human rights issues to clarify the Commission's position. The Commission plans to release revised policies on Aboriginal Employment Preferences and Drug Testing in Employment to ensure that they reflect current law and best practices and to take into account the results of public consultations undertaken in 2001- 2002. The Commission will also be reviewing its policy on disability and the duty to accommodate.
- continue to study major new legislation or government policies to ensure consistency with human rights.
- undertake policy inquiries to address selected systemic human rights issues.
- ensure a rapid response capability on questions arising from individual cases through the provision of policy advice and research findings to the Commissioners and other Branches of the Commission.

Support and Strengthen National Human Rights Institutions Abroad

The Commission will:

- participate in key multilateral meetings such as the United Nations Commission on Human Rights
- take a lead role in 2002 in the first General Assembly of the Network of National Institutions for the Promotion and Protection of Human Rights in the Americas. The Commission will also play a key role in organizing the Network's first event—a hemispheric seminar on the human rights of indigenous peoples.
- continue its support of bilateral technical assistance to human rights commissions in Indonesia, India and Nepal, and, subject to available funding, develop strategies for further cooperation with human rights commissions in other countries, including Mexico.
- continue to provide expert advice to foreign visitors and, to the extent possible, facilitate internship programs with other countries seeking to expand their human rights expertise.

PRIORITIES

The Commission's priorities in 2002-2003 are to:

- rebuild the human resource capacity of the Promotion Branch in all specialized disciplines;
- develop a training program and service standards for public information agents;
- develop and implement a strategic communications plan that maximizes financial resources and provides a framework for all major promotional and educational activities of the Commission;
- develop partnerships with other departments and agencies by participating on interdepartmental committees and collaborating on human rights promotion and education activities across the country;
- explore alternative sources of funding to allow the development of collaborative promotional activities to strengthen the human rights culture in Canada;
- implement a strategic policy planning process to identify human rights policy priorities and integrate them into branch-level activities across the Commission;
- undertake policy inquiries or studies on the situation of federally incarcerated women prisoners, best practices of human rights commissions in addressing complaints of racism, and a regulatory/standards-based approach to compliance with the *Canadian Human Rights Act*; and
- refine its International Program Strategy to ensure a coherent policy and adequate external financing.

CHALLENGES AND RISKS

Over the past few years, funds available to the Commission's policy and promotional activities have not kept pace with the workload demands. The Commission will explore alternative sources of funding as well as partnerships with other federal departments, agencies and like-minded institutions.

RESOURCES

The Commission allocates a total of 41 FTEs and \$3,654,000 to this strategic outcome.

MONITORING

Reports generated by call monitoring are reviewed by supervisory personnel to assess the speed of service provided by public information agents. Regular meetings are held to review public information needs and quality of service and to discuss plans and commitments. Key promotional material will be evaluated to determine the usefulness of Commission publications. Monitoring of media activities will help assess the overall effectiveness of the Commission's strategic communications plan. Where possible, outreach activities will be evaluated using a common evaluation questionnaire.



Corporate Services

3.4 Management of the Commission's resources

Corporate Services personnel provide strategic and business planning, audit and evaluation, financial, administrative, human resources, informatics, library and records services to assist managers to fulfil the Commission's mandate and meet their responsibilities.

PLANS

The Commission will continue to enhance its management framework to support decision-making and performance assessment; to ensure the recruitment and retention of human resources with the skills and experience to function effectively; and over the long term, to enhance the information technology and management infrastructure to address the needs of staff, clients and interested Canadians.

The Commission retained an outside consultant in 2001 to conduct and prepare a workplace assessment report based on a detailed survey of current staff and former employees, as well as focus groups. As a result, the Commission has taken a number of important steps that will have a positive effect on its future undertakings: a comprehensive Action Plan, developed jointly by staff and managers, is being followed to effect across-the-board improvements; a new directorate has been created to strengthen the management of human resources; and a successful business case to the Treasury Board has resulted in increased resources to strengthen legal services, modernize the Case Management Information System, and eliminate the complaints case backlog over a five-year period. These measures will allow the Commission to redress chronic issues and be more resilient in the face of new challenges.

Human Resources Management

The focus continues to be on refining and implementing a Commission-wide plan for recruiting, retaining and developing the Commission's employees bearing in mind its obligations with respect to employment equity, accommodation for persons with special needs and official languages. The Commission will ensure it has in place the human resources systems, processes, tools, learning programs and supportive frameworks, that are needed to assist employees and managers, in developing the competencies valued by the organization.

Finance

The Commission has implemented Treasury Board's Financial Information Strategy (FIS) to enhance financial information available to decision-makers. The Commission will be looking to more clearly associate priorities, activities and resources with results.

Performance Measurement

The Commission is half-way through an initiative to evaluate its two core programs which together comprise over 68% of planned spending. The evaluation of the Employment Equity Audit Program will be completed by Spring 2002; and the evaluation of the Human Rights Complaints Process will be completed by Spring 2003. Performance measures will be developed in conjunction with these studies.

Audit and Evaluation

The Commission will develop internal audit and evaluation policies and implement an internal audit and evaluation planning process by March 2003. The Commission will revise annually its Internal Audit and Evaluation Plan in order to ensure that it continues to address Commission priorities and the requirements of the Government.

Risk Management

The Commission will develop its Risk Management Policy by March 2003. Once the policy is in place workshops will be held to promote risk management within the Commission.

Service Improvement Initiative

The evaluation of the complaints process in 2002–2003 will include client survey work that will allow the Commission to benchmark service to the public and hence future service enhancements.

Modern Comptrollership

The modernization of comptrollership emphasizes integrated financial and non-financial performance information, vigorous stewardship of resources, sound risk management, and open reporting of results. The Commission is committed to full implementation of this initiative within a 3-year period.

Information Management

The Commission has entered discussions with the National Archives on the information holdings that will be retained for historical purposes. It is necessary to ensure that future needs of legal personnel, researchers and staff are met. Any diminution of archiving services by the National Archives would represent a potential funding pressure for the Commission.

PRIORITIES

The Commission's priorities for Corporate Services in 2002-2003 are to:

- manage optimally the Commission's financial, human and materiel resources;
- ensure reliable work tools to support the delivery of the Commission's mandate;
- enhance the integrated planning and reporting system;
- have strong Internal Audit, Evaluation and Risk Management functions to assist senior managers to effectively discharge their responsibilities;
- ensure the Human Resources Information System (HRIS) serves as a reliable tool to help the Commission in the revitalization of its workforce and development of a human resources succession plan; and
- promote a continuous learning environment.

CHALLENGES AND RISKS

The Commission faces several challenges in the Corporate Services areas: benchmarking classification levels in order to attract and retain staff; creating opportunities for continuous learning; and ensuring that work tools are in place to facilitate the delivery of the Commission's mandate.

RESOURCES

The Commission allocates a total of 39 FTEs and \$3,715,000 to the corporate management of its resources.

MONITORING

Monitoring occurs for each function within Corporate Services. A formal monitoring system will be developed through the business planning process to identify actual activities versus planned, report deviations and ensure that managers take appropriate corrective action. In addition, regular management meetings are held.

Section IV Organisation

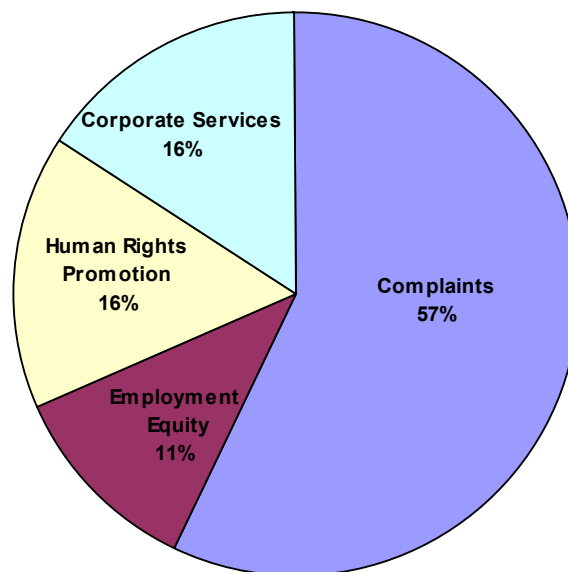
4.1 Strategic Outcomes and Business Lines

Business Line	Strategic Outcomes				Total
	Management and resolution of human rights complaints	Greater equality in the workplace for the designated groups under the EEA	Increased understanding and acceptance of human rights principles and reduced discriminatory practices	Management of the Commission resources	
CHRC (\$000)	\$13,248	\$2,651	\$3,654	\$3,715	\$23,268
FTEs	110	30	41	39	220

CHRC: Canadian Human Rights Commission.

EEA: Employment Equity Act

Resources (\$) by Strategic Outcomes



The Commission has one business line entitled The Canadian Human Rights Commission. Its purpose is to foster the principle that every individual should have equal opportunity to participate in all spheres of Canadian life consistent with his or her duties and obligations as a member of society.

4.2 Accountability

The Chief Commissioner is responsible for the operations of the Canadian Human Rights Commission, supported by the Secretary General of the Commission (\$23,268,000; 220 FTEs).

The following is a brief description of the mandate, roles and responsibilities of the Commission:

The Canadian Human Rights Commission was established in 1977 to administer the *Canadian Human Rights Act*. The purpose of the *Canadian Human Rights 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.

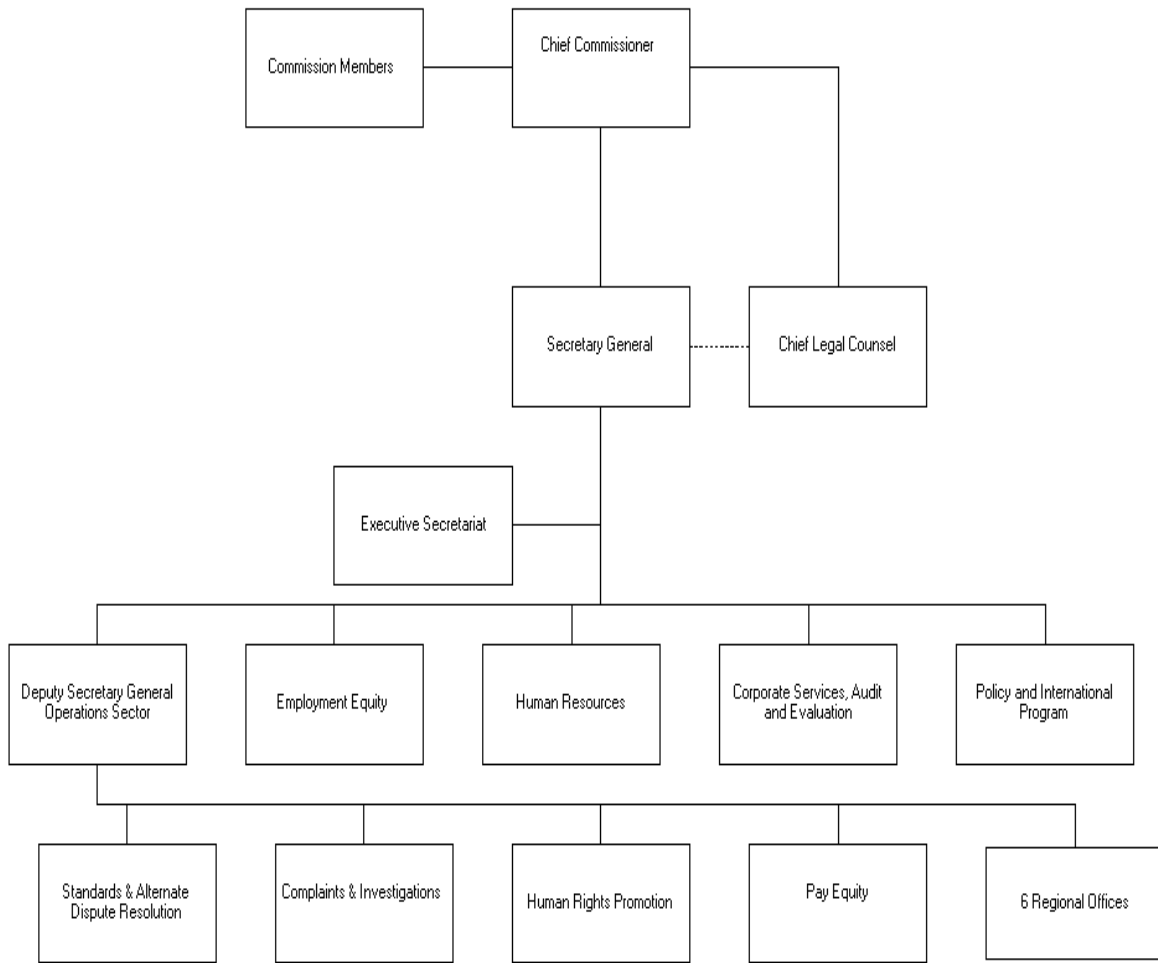
The Commission also has a mandate under the *Employment Equity Act*, which seeks to achieve equality in the workplace and to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities, and members of visible minorities.

Both the *Canadian Human Rights Act* and the *Employment Equity Act* apply to federal departments and agencies, Crown corporations, and federally regulated private sector companies.

The Canadian Human Rights Commission works to discourage and reduce discriminatory practices by investigating complaints of discrimination under the prohibited grounds in the *Canadian Human Rights Act*; conducting research and information programs; working closely with other levels of government, employers, service providers, and community organizations to promote the human rights principles of the *Canadian Human Rights Act*; and conducting audits to ensure compliance with the *Employment Equity Act*.

The Commission is made up of two full-time members and up to six part-time members. The Chief Commissioner and Deputy Chief Commissioner are appointed for terms of up to seven years, and the other Commissioners for terms of up to three years.

Canadian Human Rights Commission



4.3 Commission Planned Spending

(thousands of dollars)	Forecast Spending 2001-2002*	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates (gross)	17,453.0	17,894.0	17,101.0	15,932.0
Non-Budgetary Main Estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	17,453.0	17,894.0	17,101.0	15,932.0
Adjustments **	4,618.4	5,374.0	4,829.0	3,729.0
Net Planned Spending	22,071.4	23,268.0	21,930.0	19,661.0
Less: Non-respendable revenue	-	-	-	-
Plus: Cost of services received without charges	2,360.3	2,394.3	2,355.2	2,302.4
Net cost of Program	24,431.7	25,662.3	24,285.2	21,963.4

Full Time Equivalents	204	220	209	195
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* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget initiatives, Supplementary Estimates, etc.

Explanation of changes: The difference of \$1,230,000 between the 2001-2002 Forecast spending and the 2002-2003 Planned spending is attributable mainly to increases awarded for collective bargaining agreements signed before October 30, 2001 and \$120,000 for program evaluation.

Section V Annexes

5.1 Net Cost of Program for 2002–2003

(thousands of dollars)	Total
Net Planned Spending	23,268.0
<i>Plus : Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1,522.6
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS	865.7
Workers' compensation coverage provided by Human Resources Canada	6.0
	2,394.3
2002-2003 Net cost of Program	25,662.3

5.2 Government-wide Initiatives

Modern Comptrollership

The Commission is committed to full implementation of this initiative within a 3-year period. It is planning to carry out a modern comptrollership capacity check in fiscal year 2003-2004.

Service Improvement Initiative

The Commission plans to continue working on developing service standards for all stages of the complaint process. A first set of standards was developed and implemented in April 2001 on a trial basis. The standards will be reviewed and modified early in 2002 with the goal of implementing the revised standards in fiscal year 2002-2003. In addition, the evaluation of the complaints process will include client survey work that will allow the Commission to benchmark service to the public and hence measure future service enhancements.