

Courts Administration Service

2007-2008

Report on Plans and Priorities

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Minister of Justice and Attorney General of Canada

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SECTION I – OVERVIEW

Acting Chief Administrator's Message

The Courts Administration Service (also referred to as the "Service") is focused on becoming one of the leading organizations in the administration of justice and the support it provides to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada (also referred to as the "Courts"). We are embracing the adoption of new technology which will provide the Service with the necessary flexibility to deal with increasing workload and also enhance service to the legal and judicial community and to Canadians at large. We are striving to develop and deliver registry and judiciary services which will ensure the best utilization of public funds, while safeguarding the independence of the judiciary.

The Service has now entered into the fourth year of its amalgamation and even though we have achieved numerous strategic initiatives, I am determined to make the Service a model of a single-window approach that will provide greater access to the Judiciary system. Over the next planning period, our time and energy will be focussed on two principal areas; embracing new court technology and, developing and maintaining a highly qualified workforce. There is no doubt, that the implementation of new technology, and in particular a new case management system, will greatly facilitate the synergies between the registry services supporting the four Courts. As in many other organizations, and as indicated by the Clerk of the Privy Council, we need a sound and flexible human resources plan in order to recruit and maintain our employees. In that context, we will pursue our work on the succession planning front to foster a greater sense of belonging by our employees and to further promote the professional development of our workforce.

The Service is committed to providing a highly professional service to the Courts and the public. This will be achieved through ongoing consultations with the Chief Justices, judges, members of the legal professions and litigants to ensure the development of sound and efficient management practices.

In closing, I wish to express my sincere appreciation to the Chief Justices and the judges, the staff of the Service and officials of a number of provinces who provide support under existing arrangements, for their professionalism and dedication.

Raymond P. Guenette

Management Representation Statement

I submit for tabling in Parliament, the 2007-2008 Report on Plans and Priorities (RPP) for the Courts Administration Service.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's Strategic Outcome(s) and Program Activity Architecture that were approved by Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat in the RPP.

Name: Raymond P. Guenette
Title: Acting Chief Administrator

Summary Information

Reason for Existence

The role of the Courts Administration Service is to provide registry, judicial and corporate services to four courts of law: the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. These services permit individuals, companies, organizations and the Government of Canada to submit disputes and other matters to the Courts, and enable the Courts to hear and resolve the cases before them fairly, without delay and as efficiently as possible.

Financial Resources

2007-2008	2008-2009	2009-2010
\$61.6M	\$58.3M	\$58.3M

Human Resources

2007-2008	2008-2009	2009-2010
650	650	650

Departmental Priorities

Name	Type
Priority 1 Modernization of our business processes and registry services operations	ongoing
Priority 2 Implementation of a comprehensive, dynamic, and fully integrated work environment to support the delivery of our services to clients and the judiciary	ongoing

Program Activities by Strategic Outcome

This table reflects the expected results for the priorities presented in this RPP. However, the planned spending represents the total amount to be expended during the next three fiscal years for both on-going operations as well priorities indicated. The Service is currently reviewing its Performance Management Framework within the context of the Program Activity Architecture.

Strategic Outcome	The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.				
(\$ millions)		Planned Spending			
Program Activity	Expected Results	2007-2008	2008-2009	2009-2010	Contributes to the following priority
Registry Services	<ul style="list-style-type: none"> - Efficient CAS processes that provide timely access for Canadians to the registry and are responsive to the judiciary - A sustainable system of services to the courts that make better use of technology, optimize resources and ensure value for money spent 	37.2	37.2	37.2	Priority No.1 and 2
Judicial Services	<ul style="list-style-type: none"> - Records and information management that ensures the highest quality of information to users - Increased awareness and understanding of CAS and Courts by all stakeholders - The maintenance of effective and efficient services in support of the courts - Better reporting on results and value for money to Canadians and Parliament - Improved employee well-being - Excellence and professionalism in our workforce 	20.6	20.6	20.6	Priority No. 1 and 2

Departmental Plans and Priorities

The Operational Environment and Priorities

The Service is a relatively new organization that was established by amalgamating the former registries of the Federal Court of Canada and the Tax Court of Canada. The amalgamation took effect on July 2, 2003 with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (see <http://laws.justice.gc.ca/en>).

The Service is entirely funded through appropriations from Parliament.

Program Activity Architecture

Department/Agency	Courts Administration Service		
Strategic Outcome	The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.		
Program Activity	1. Provide registry services	2. Provide judicial services	3. Provide corporate services
Program Sub-activity	1.1 Federal Court of Appeal and Court Martial Appeal Court of Canada Registry Operations	2.1 Executive Offices	3.1 Office of the Chief Administrator
	1.2 Federal Court Registry Operations	2.2 Judicial Assistants	3.2 Finance and Corporate Services
	1.3 Tax Court of Canada Registry Operations	2.3 Law Clerk Program	3.3 Chauffeurs and Court Attendants Services
	1.4 Quebec & Atlantic Region *	2.4 Library	3.4 Human Resources
	1.5 Ontario Region		3.5 Information Management (Records Management)
	1.6 Western Region **		3.6 Information Technology
			3.7 Best Practices & Modernization

* include Nunavut Territory

** include Yukon Territory & Northwest Territories

Strategic Relationships

The Service maintains five main strategic relationships:

- ***The Department of Justice Canada***

The Department of Justice and other government departments/organizations initiate legislation and policies that have a direct bearing on the courts' workload, which in turn has an impact upon the workload of the Service. Moreover, the Attorney General of Canada designates representatives of the legal profession to sit on the Rules Committee of the Federal Court of Appeal and the Federal Court, as well as on the equivalent committee of the Tax Court of Canada (TCC). In addition, both rules committees include senior representatives of the Department of Justice (DOJ). Further the DOJ is a litigant in all matters heard at the TCC.

- ***Provinces and Territories***

Eight of the Service's seventeen regional offices are collocated with – and staffed by – provincial/territorial court employees on a contractual basis. As well, provincial courtroom facilities are used in partnership in many locations. There is an ongoing need to maintain a presence in these locations and to continue using available facilities and libraries.

- ***The Canadian Bar Association and Provincial Law Societies***

These organizations provide valuable feedback on processes and procedures to ensure the continued effectiveness of services provided by the Service. They also take into account regional sensitivities such as those relating to admiralty issues, Employment Insurance, Immigration and Income Tax.

- ***Quasi-judicial Tribunals and Boards***

The Service's ongoing efforts to achieve cost savings include the sharing of facilities and courtrooms across the country with federal tribunals, boards, commissions and the provinces while keeping in mind sensitivities relating to judicial independence.

- ***Citizenship and Immigration Canada (CIC) and the Immigration Refugee Board (IRB)***

Given that a large portion of the workload of the Federal Court is tied to the number of immigration cases being referred from CIC and the IRB, it is necessary for the Service to maintain a close relationship with these organizations to acquire knowledge of their present and future workflow and to plan accordingly.

Rationale behind the Priorities

Priority 1:

Modernization of our business processes and registry services operations.

The requirement for trials and the judicial process to become automated is increasing. This means, the Service must take into account the impact of new technologies on its work and the need to remain current with technological advances in order to provide the most cost-effective, efficient and secure services to judges, prothonotaries, counsel, the public and our employees. By employing up-to-date technological systems and tools, it will enable our decision-makers and employees to exchange information, to support case preparation, to manage the flow of cases through various stages and to communicate and consult with stakeholders.

The priority will be on continuing to improve and modernize the Service's business processes namely case management, information sharing, communications, recommendations for rules amendments, and support for the judiciary. New technologies such as digital recording, e-filing and electronic courtrooms will continue to be adopted and further enhanced for use by the Courts. Such initiatives will ultimately provide the public and the legal community more efficient options for greater access to the judicial system. The Service is committed to providing its services in the most efficient, effective and economical manner, and in maintaining excellence in serving our clients.

Priority 2:

Implementation of a comprehensive, dynamic and fully integrated work environment to support the delivery of our services to clients and the judiciary.

Led by senior management, the Service continues its efforts to form a single, highly skilled team to support the amalgamated registries of the four courts while preserving each court's separate identity.

The service to the courts relies heavily on the daily performance of people who provide the services and on the tools they use. In the years ahead, as in the recent past, the important matter of strengthening and maintaining workforce capacity will require much attention. The Service will make every effort to consolidate the staff in the National Capital Region in fewer physical locations and will keep a close watch on succession planning as about 20% of its workforce will be eligible to retire in the next two years. Training, recruiting, human resources planning and operational systems that set out clear accountabilities and result measurements are all part of this management priority.

The Service will continue to adopt the principles of the Management Accountability Framework (MAF) into its management culture and day-to-day operations. This will

ensure a continued focus on effective management of resources and decision making as well as a reinforcement of the importance of public service values, ethics, learning and innovation which are essential in the delivery of results to Canadians and to the development of its program and policies. We will do this by developing and continuously refining a performance management framework.

Challenges and Risks

Challenges of a similar nature face both the Service and the whole of the federal public service. There is the need, for example, to attract and keep the best people for its workforce, make better use of technology and meet the expectation of greater and faster services to Canadians. The Service has no control over the amount of work that must be done to support the courts. The challenge, then, is to somehow forecast what may be on the horizon or to be constantly prepared for an unanticipated surge in work. The Service is relying on more detailed planning and consultation with other entities as one method of preparing for workload increases.

The risks are high if sufficient resources are not acquired and retained. The high risk of missed deadlines and backlogged cases demands a flexible and adaptable organization. Without timely access to our courts systems, justice will be compromised, public confidence will erode, and the Service's reputation will be tarnished.

With fewer staff, training and cross-training will be crucial. Cross-training current staff and training new staff can cause delays in processing because time is lost when staff is away on training and because of the learning curve to transfer knowledge and skills back into the work environment once they have been trained.

The emphasis on succession planning and training and recruitment is critically important for the future of the Service. We will develop and implement an integrated business and human resources plan that is practical. Unique recruitment and retention strategies are needed, above and beyond the traditional government means of staffing positions. We will also develop a business continuity plan to address all of our organizational risks, including a pandemic matrix chart.

It is often difficult to anticipate and respond to the requirements of our Judiciary. As new judges arrive, they might bring new priorities and demands. We must respond to the judiciary or lose our reputation – in extreme circumstances the force of law can be used to ensure our response. The Courts form an essential component of constitutional government. Consequently, the failure of the Service to provide effective services has potentially severe consequences. To mitigate these risks we are proactive in our engagement and consultations with Judges and are formalizing our role on committees. We also keep up with best practices to be certain that our support systems are state-of-the-art and may be improved upon.

The Service needs sufficient stable resources to support the Courts on a sustained

basis and to ensure that the Service's mandate and its statutory obligations to judges, prothonotaries, litigants and the Canadian public are not negatively affected. This means developing the capabilities of the Service to anticipate future demands and new resource requirements.

The organization has no control over its workload and has had to deal with an increasing volume and complexity of cases, new security requirements and other unforeseen issues within its existing budget which requires a strict control over reallocation. In that context, consultation by the Service with government departments and agencies is crucial in order to define and assess the scope of the impact of new and proposed legislation, and to better predict upcoming workload.

Link to Government of Canada Outcome areas

The Service supports the Judicial Branch of the Government of Canada, as such; our contributions affect several of the broad outcome areas including economic affairs, social affairs, international affairs, and government affairs.

**SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY
STRATEGIC OUTCOME**

Detailed Analysis by Program Activities

The Service is committed to realizing the following strategic outcome:

The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

The key initiatives identified hereafter which support our strategic outcome and organizational priorities are intended to ensure broader public access to the Courts, more efficient processing of cases and more effective support to the Courts we serve, while ensuring transparency and full accountability for the use of public funds.

The Service's main priority is to continue to provide high levels of service to the public with due diligence pertaining to the use of public funds. To this end, we have developed preliminary performance indicators for each Program Activity. As the Service is moving toward the implementation of a new case management system, performance indicators will be further refined in conjunction with this system. The Service is highly committed to the priorities of government that call for increased accountability and transparency. Special attention is being paid to the documentation of results of the key initiatives described in this report and in the development and refinement of performance measures. Additionally, the Management Accountability Framework assessment has assisted the Service in pinpointing areas for improvement thereby strengthening our management practices.

Description of Program Activities in the Program Component

The Service has one business line, known as courts administration service. Its objective is to provide Canadians with the services needed to ensure accountability for the use of public money in support of the administration of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada, and, to facilitate public access to the Courts while safeguarding the principle of judicial independence. This business line is divided into three interrelated program activities: Registry Services, Judicial Services and Corporate Services.

- **Provide Registry Services** - The Registry Services provide administrative support to the courts to ensure the proper and efficient operation of the litigation process.

These supports include processing documents filed by or issued to litigants, attending at court sittings, recording proceedings, providing information to litigants, maintaining custody of the records and information base required by the Courts and issuing legal instruments to enforce the Courts' decisions;

- **Provide Judicial Services** – This service line provides judicial support to the Justices, including but not limited to judicial assistants, ushers and other staff

who provide direct support to the Justices in the discharge of their responsibilities.

These services also include the law clerks and the library services.

- **Provide Corporate Services** – additional information can be found in Section IV – Other Items of Interest.

Two of our program activities – provide registry services and provide judicial services are designed to produce expected results that maximize our processes and information that support our services to the judiciary and the Canadian public. These expected results will provide a system of judicial service that is fair, transparent, and expeditious.

Program Activity Name: Registry Services

Financial Resources:

2007-2008	2008-2009	2009-2010
\$39.7M	\$37.6M	\$37.6M

Human Resources:

2007-2008	2008-2009	2009-2010
418	418	418

Program Activity Name: Judicial Services

Financial Resources:

2007-2008	2008-2009	2009-2010
\$21.9M	\$20.8M	\$20.8M

Human Resources:

2007-2008	2008-2009	2009-2010
231	231	231

Program Activities supporting Priority 1

Priority 1:

Modernization of our business processes and registry services operations.

A. Program Activity – Provide Registry Services

Key Initiatives

Electronic Services

Based on the successful implementation of the electronic filing pilot project for intellectual property cases, the e-filing functionality will be expanded to include other types of cases such as immigration, admiralty and Income Tax certificates. The Service is also developing a strategy for full deployment of digital recording equipment in its courtrooms. With the support of the Chief Justices, we should be in a position to purchase the hardware and software and implement the digital recording system in the courtrooms. Each of these initiatives is going forward with the full involvement of an IT Committee comprised of Judges of the Courts and IT professionals.

Technology and Re-engineering in Case Management

The integration of the current case management systems will continue to be a priority in 2007-2008. The user requirements of the new case management system have been identified through focus groups. Their work will serve as the foundation of the functional and system designs of the new system. Additional technical expertise will be sought at different stages of the project to ensure full compliance with TBS policy. A new case management system will provide the registries with the tools required to better serve the public as well as harmonizing internal processes. Other projects such as scanning of documents and remote access assist the internal users in their delivery of service.

Review and Re-engineering of Registry Services

We will continue to re-engineer processes and systems to maximize the use of technology and deliver efficient registry and court services to the public. Concurrently, we will continue to focus on cross-training of registry staff across Canada. As a result, all registry officers will be in a position to better serve clients with respect to all four courts. These measures will enhance the use of our resources and provide a common access point for the public.

B. Program Activity – Provide Judicial Services

Key Initiative

Implementation of Outreach Activities

The Service will strive to ensure that the information it makes available to the public about the Courts it serves, whether via the Courts' Web sites or other communications tools, including the publication of judgments, is coordinated effectively. In addition, the Service, in conjunction with the Courts, will continue to use outreach activities, such as open houses, mock trials, symposia, Law Day, and Bench and Bar Committee with members of the Service sitting on the committees, to heighten public awareness of the Service, the Courts and judicial independence.

Additional efforts will be geared toward the promotion of the law clerk program to ensure the Service is able to attract best candidates.

The Service is stepping up its efforts to consult and collaborate with partners. We have a number of important relationships with partner departments and agencies and others. In managing these relationships our attitude stresses a close involvement that reaches well beyond the transaction of business.

Expected Results	Performance Indicators(*)
Efficient CAS processes that provide timely access for Canadians to the registry and are responsive to the judiciary	<ul style="list-style-type: none"> ▶ Average length of time for each step in the courts process by case complexity index. ▶ Average length of time for each business process within the registry by case complexity index
A sustainable system of services to the courts that make better use of technology, optimize resources and ensure value for money spent	<ul style="list-style-type: none"> ▶ Number and type of complaints from users regarding technology issues ▶ Percentage of work time that courtroom space is not utilized ▶ Cost per appeal and per case
Records and information management that ensures the highest quality of information to users	<ul style="list-style-type: none"> ▶ Rate of errors due to inaccurate or missing information ▶ Percentage of work time the system is not accessible ▶ Estimated cost savings for electronic records management
Increased awareness and understanding of CAS and Courts by all stakeholders	<ul style="list-style-type: none"> ▶ Number and type of inquiries ▶ Number and type of complaints from the public and judiciary ▶ Web site utilization statistics ▶ Number of candidates applying for Law Clerkship Program

(*) These indicators will be further refined as we will move forward with the development of the Performance Management framework.

Program Activities supporting Priority 2

Priority 2:

Implementation of a comprehensive, dynamic and fully integrated work environment to support the delivery of our services to clients and the judiciary.

A. Program Activity – Provide Registry Services

Key Initiatives

Physical Consolidation and Harmonization of Staff in the NCR

Employees located in the Lorne Building in Ottawa provide registries services for the Federal Court of Appeal and for the Federal Court. For several years, numerous health and safety issues relating to this building have been raised. To provide an adequate and suitable work environment, relocation of these employees is necessary in the short term. Talks continue with PWGSC, to find a suitable location to accommodate employees located the Lorne Building.

Develop and Integrate a Performance Management Framework based on Values and Ethics

The Service will develop a comprehensive Performance Measurement Framework (PMF) that will set out clear performance expectations for the Service. The framework will help the Service select performance indicators, set benchmarks for performance, capture and analyze performance information and interpret findings and take corrective action. Targets will not be arbitrarily set, but will be based on client requirements and in conjunction with the development of the new Case Management System. The PMF will also integrate performance measures with the existing planning, budgeting and evaluation processes. Additionally, shared Public Service values and ethics will guide the development and implementation of the PMF since the Service is extremely sensitive to the need to act at all times in a manner that upholds the public trust.

Workforce Capacity and Succession Planning

The knowledge economy demands heavy investment in human capital. In preparation for the future, we are constantly looking at ways of attracting top quality new employees and keeping our most valued current employees. The planning of Human resources involves forecasting future needs of the workforce and satisfying these needs. Special efforts will be made over the planning period in relation to succession planning to clearly demonstrate progress in the following areas:

- Developing core competencies
- Developing/supporting middle managers; and
- Formalizing the career continuum within Registry Operations.

B. Program Activity – Provide Judicial Services

Key initiative

Review of Judicial Services

As part of the integration process of the Service, studies will continue in 2007-2008 to develop an understanding of the various forms of judicial services which existed in the former registries of the Federal Court of Canada and the Tax Court of Canada. Services provided to judges, supernumerary judges, deputy judges, prothonotaries, umpires, and assessors continue to be examined and defined. The roles of judicial administrators, judicial assistants and the law clerks are also being studied in order to develop a greater understanding of the correlation of duties between these positions and the registry officers' positions.

We will continue reviewing all services, such as library services, court usher services and chauffeur services provided to the judges and judicial officers of the Courts to determine how to consolidate them more effectively. This will ensure that judicial services are structured in such a way that appropriate resources are allocated according to requirements, while enhancing fiscal accountability and service delivery. This analysis is important, for without the proper type and level of timely support, judges and other judicial officers may find themselves performing some tasks that could be better delegated to qualified support staff.

Expected Results	Performance Indicators*
The maintenance of effective and efficient services in support of the courts	<ul style="list-style-type: none">▶ Extent of fairness, accessibility, and transparency perceived by clients▶ Number and type of complaints from the public and judiciary
Better reporting on results and value for money to Canadians and Parliament	<ul style="list-style-type: none">▶ Cost savings from the reuse/recycling of equipment and furniture, and accommodation space not required and travel costs reduced due to co-location▶ Estimated cost-savings for electronic records management▶ Cost per case▶ Extent to which the performance measurement framework is followed
Improved employee well-being	<ul style="list-style-type: none">▶ Extent to which employees are satisfied and remain with CAS
Excellence and professionalism in our workforce	<ul style="list-style-type: none">▶ Extent to which the learning policy and plan is followed▶ Employees trained as percentage of total requiring training broken down by type of training▶ Average wait time for training▶ Employee satisfaction

(*) These indicators will be further refined as we will move forward with the development of the Performance Management framework.

SECTION III – SUPPLEMENTARY INFORMATION

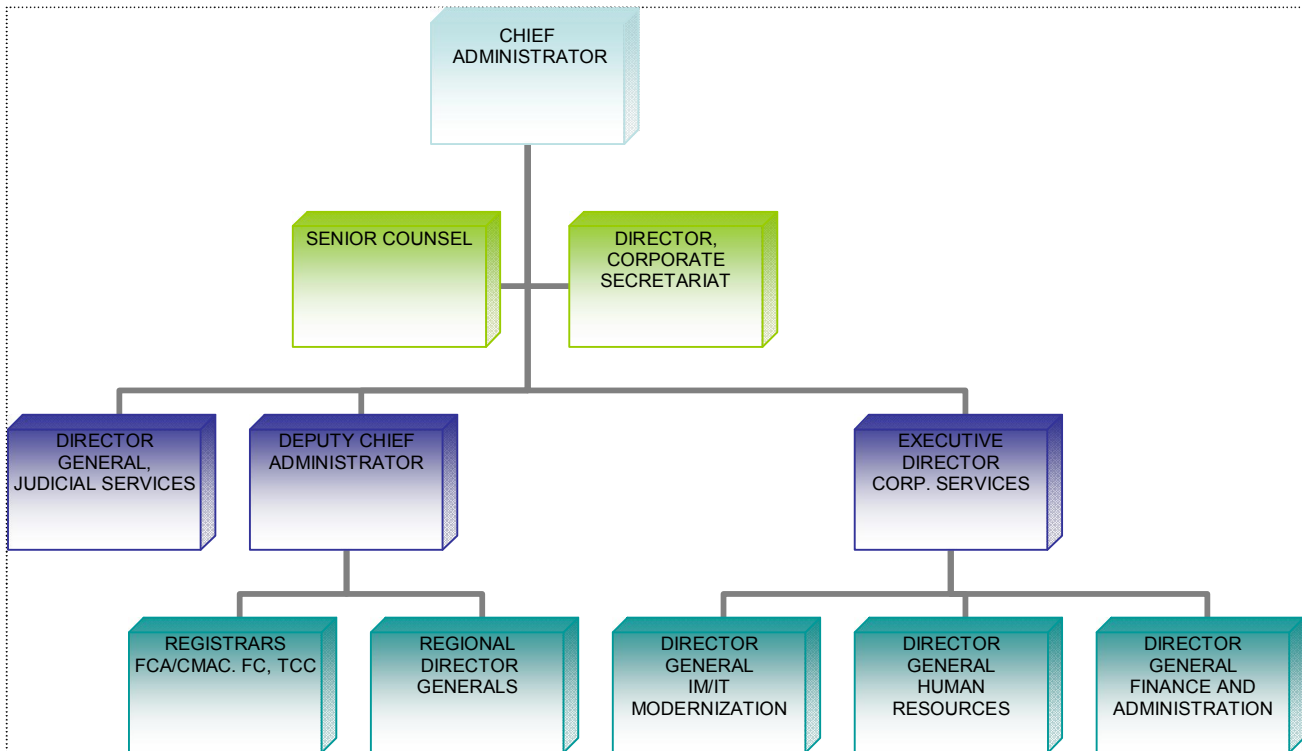
Organizational Information

Mandate

The mandate of the Service is to:

- Ensure the efficient provision of service to the Courts;
- Enhance the judicial independence of the Courts by placing them at arm's length from the government of Canada; and
- Enhance accountability for the use of public money.

Organizational Structure



FCA/CMAC Federal Court of Appeal / Court Martial Appeal Court of Canada
FC Federal Court
TCC Tax Court of Canada

Power of the Chief Administrator

Subsections 7(1), (2), (3) and (4) of the *Courts Administration Service Act* set out the powers, duties and functions of the Chief Administrator as follows:

(1) The Chief Administrator is the chief executive officer of the Service and has supervision over and direction of its work and staff.

(2) The Chief Administrator has all the powers necessary for the overall effective and efficient management and administration of all court services, including court facilities and libraries and corporate services and staffing.

(3) The Chief Administrator, in consultation with the Chief Justices of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada, shall establish and maintain the registry or registries for those courts in any organizational form or forms and prepare budgetary submissions for the requirements of those courts and for the related needs of the Service.

(4) The powers of the Chief Administrator do not extend to any matter assigned by law to the judiciary.

Subsection 9(1) adds the following:

A chief justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.

Departmental links to the Government of Canada Outcomes

2007-08 <i>(\$ millions)</i>					
	Operating	Gross	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
Strategic Outcome:	The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.				
Provide Registry Services	\$37.2	37.2	37.2	2.5	\$39.7
Provide Judicial Services	\$20.6	20.6	20.6	1.3	\$21.9
Total	\$57.7	57.7	57.7	3.9	\$61.6

Program Activity #1 contributes to the achievement of all the Government of Canada' strategic outcomes.

Program Activity #2 contributes to the achievement of all the Government of Canada' strategic outcomes.

Numbers in tables may not add up due to rounding.

Table 1: Departmental Planned Spending Table and Full-time Equivalents

(\$ millions)	Forecast Spending 2006-2007 ⁽¹⁾	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Provide Registry Services ⁽²⁾	\$40.3	\$37.2	\$37.2	\$37.2
Provide Judicial Services ⁽²⁾	\$22.2	20.6	20.6	20.6
Total Main Estimates	\$62.5	57.7	57.7	57.7
Adjustment				
Supplementary Estimates				
+ Operating budget carry forward	\$2.3	---	---	---
+ Program Integrity Funding ⁽³⁾	3.0	3.1	---	---
+ Federal Accountability Action Plan ⁽⁴⁾	0	0.8	0.6	0.6
Other ⁽⁵⁾				
+ Paylist Shortfalls - TB Vote 5	1.3	---	---	---
+ Internal Audit – TB Vote 10	0.0	0.1	0	0
+ Collective bargaining agreements - TB Vote 15	0.3	---	---	---
Total Adjustments	6.9	3.9	0.6	0.6
Total Planned Spending	69.4	61.6	58.3	58.3

Total Planned Spending	69.4	61.6	58.3	58.3
Less: Non-respendable revenue	(4.8)	(4.8)	(4.8)	(4.8)
Plus: Cost of services received without charge	23.5	23.6	23.6	24.0
Total Departmental Spending	88.1	80.4	77.1	77.5

Full-time Equivalents	610	650	650	650
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(1) Reflects the best estimate of total forecast departmental spending to the end of the fiscal year, including employee benefits.

(2) The Corporate Services Program Activity has been re-allocated to the remaining program activities on a pro rata basis.

(3) This funding is required for the additional fees for deputy judges, prothonotaries' salaries and their administrative support.

(4) These amounts were provided to CAS by the Treasury Board Secretariat. The Courts Administration Service was not involved in the development of this horizontal initiative, therefore CAS can not comment on the validity of these numbers to meet the Government's intended objectives.

(5) Treasury Board Vote 5 is for pay list shortfalls such as parental benefits, severance pay or vacation pay on departure from the Public Service.

Treasury Board Vote 10 is for horizontal government initiatives. In this case, it is principally funding related to establishment of an independent Audit Committee and additional audit work.

Treasury Board Vote 15 is for compensation for collective bargaining agreements.

Numbers in tables may not add up due to rounding.

Table 2: Voted and Statutory Items listed in Main Estimates

(\$ millions)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2007-2008 Main Estimates	2006-2007 Main Estimates
30	Program expenditures	\$51.3	\$55.9
(S)	Contributions to employee benefit plans	6.5	6.6
	Total Department or Agency	\$57.7	\$62.5

Explanation of differences between 2006/07 and 2007/08 Main Estimates

Add: Compensation for collective agreements	0.4
Less: Sunset funding for fit up requirements for CAS Federal Judicial Centre in Toronto	(4.5)
Less: Sunset funding to address Short-term Immigration Pressures to reduce inventory of citizenship grant and proof applications as well as sponsored parents and grandparent applications	(0.3)
Less: Expenditure Review Committee savings – Procurement savings	(0.3)
Less: Other	(0.1)
Total reduction in Main Estimates from 2006/07 to 2007/08	(4.8)

Numbers in tables may not add up due to rounding.

Table 3: Services Received Without Charge

<i>(\$ millions)</i>	2007-2008
Accommodation provided by Public Works and Government Services Canada	\$21.0
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	2.6
Salary and associated expenditures of legal services provided by the Department of Justice Canada	0.0
Total 2007-2008 Services received without charge	\$23.6

Table 4: Sources of Respendable and Non-Respendable Revenue

Non-Respendable Revenue

<i>(\$ millions)</i>	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
Provide Registry Services				
Service Fees ⁽¹⁾	\$1.6	1.6	1.6	\$1.6
Non Tax Revenue ⁽²⁾	3.2	3.2	3.2	3.2
Total Non-Respendable Revenue	\$4.8	4.8	4.8	\$4.8

(1) At the Courts Administration Service (the Service), non-respendable revenues consist primarily of fees levied for filing documents within the registries, for sales of photocopies of judgments and for other revenues such as fines imposed by the Courts (i.e. contempt of Court, criminal conviction, etc.). Fine revenues are impossible to forecast and vary significantly in amount from year to year. The actual fine revenue collected this year as well as last year is almost zero. As a result, CAS will forecast no fine revenue for future years, though actual amounts collected from fines from year to year could vary considerably from this estimate.

(2) Miscellaneous non-tax revenues consist primarily of other revenues, but mainly come from the Employment Insurance (EI) Account of Canada. At the end of each fiscal year, the Service determines the cost associated with the administration of Employment Insurance cases. The total cost allocated by the Service for handling EI cases are expended against Human Resources and Social Development Canada (HRDC), the department responsible for the EI account.

As such, HRDC would show an EI expense and the Service would show an equivalent, non-respendable revenue item. The purpose of this accounting exercise is to more accurately reflect the total cost of running the federal government's EI program and it is strictly internal to the government.

Table 5: Resource Requirement by Branch or Sector

2007-2008			
<i>(\$ millions)</i>	Provide Registry Services	Provide Judicial Services	Total Planned Spending
Federal Court of Appeal and Court Martial Appeal Court of Canada Registry Operations	1.2		1.2
Federal Court Registry Operations	4.9		4.9
Tax Court of Canada Registry Operations	2.0		2.0
Quebec and Atlantic Region	5.6		5.6
Ontario Region	5.5		5.5
Western Region	4.4		4.4
Office of the Chief Justices ⁽¹⁾		3.6	3.6
Judicial Services ⁽²⁾		10.6	10.6
Office of the Chief Administrator ⁽³⁾	1.7	0.8	2.5
Finance & Corporate Services, Chauffeurs & Court Attendants Services ⁽⁴⁾	8.8	4.2	13.0
Human Resources	1.7	0.8	2.5
IM IT, Record Mgmt, Best Practices & Modernization	3.9	1.9	5.8
Total	39.7	21.9	61.6

- (1) Includes Chief Justices' offices as well as their Executive Officers, Judicial Administrators, Administrative Support and Prothonotaries of the Federal Court.
- (2) Includes Office of the Director General of Judicial Services, Judicial Assistants, the Law Clerk program, the Library and the Revisors.
- (3) Includes Office of the Chief Administrator, Strategic Planning & Communications, and the Office of the Deputy Chief Administrator.
- (4) Includes Office of the Director General of Finance & Corporate Services, Facilities Management, Telecommunications, Capital Projects, Security Services, Accounting Policy and Systems, Financial Planning, Budgeting and Analysis, Material Management and Contracting, Administration Services and Translation.

The large drop in the requirements for the Finance and Corporate Services Branch compared to last year is mainly due to the completion of the CAS Federal Judicial Centre in Toronto in 2006/07. Those funds (\$4.5M) are no longer required in 2007/08.

Numbers in tables may not add up due to rounding.

Table 6: Details on Project Spending

Over the next three years the following projects have or are expected to exceed their delegated project approval level:

2007-2008

1. Merge Case Management
2. Physical consolidation in NCR

2008-2009

1. Merge Case Management

2009-2010

1. Merge Case Management

Supplementary information on Project Spending can be found at http://www.tbs-sct.gc.ca/rpp/0607/info/ps-dp_e.asp

Table 7: Internal Audits and Evaluations

1. Name of Internal Audit/Evaluation	2. Audit Type/Evaluation Type	3. Status	4. Expected Completion Date	5. Electronic Link to Report
Audit of Human Resources Management	Human Resources	Completed	January 2007	
6. Electronic Link to Internal Audit Reports: http://www.cas-satj.gc.ca/publications/pub_audit_e.php				

SECTION IV – OTHER ITEMS OF INTEREST

Description of Program Activity - Corporate Services

Provide Corporate Services provide services such as finance, human resources, information management / information technology, telecommunications, facilities, translation, strategic planning, communications, internal audit, general administration and security to the Courts and to the Service itself.

Significant Financial Issues for 2007-2008

The most important financial issue that will need to be resolved in 2007-2008 surrounds securing ongoing program integrity funding for 2008/09 and future years. This relates to unfunded salary and travel expenses of prothonotaries, new Deputy Judges' expenses, including their fees and travel expenses, ongoing lengthy trials (e.g., aboriginal) and certain new key positions that were required as a result of the Service's merger in 2003. CAS was able to secure temporary funding for 2006/07 and 2007/08 for the aforementioned expenses, but requires a permanent solution to this ongoing issue for the future stability of the Service.

Finally, the Expenditure Review Committee instituted mandatory cuts on all government departments and agencies. The Service will be expected to continue to save \$0.29M in 2007-2008 (the same amount identified for 2006/07) through procurement savings. The cuts attributed do not necessarily represent the actual amount of savings that can be generated by the Service. Negotiations between the Service and PWGSC to validate the amount of savings are ongoing.

People Capacity

In line with the *Public Service Modernization Act* (PSMA), managers will be required to develop human resources plans in line with their business plans, to determine their current and future needs. These will take into consideration the organization's employment equity and diversity, as well as official languages needs. Furthermore, the Human Resources Services Branch will continue to develop new staffing policies, guidelines, processes and tools to assist managers who will be receiving staffing sub-delegation. Further improvements on the human resources management practices will be implemented as a result of an Human Resources audit that was conducted in 2006-07.

Also, a working group, made up of managers and employees, has been established to work on succession planning. This is the driving force for the development of a developmental/leadership program for the organization. In the context of the implementation of the succession plan work will begin on the development of organizational competencies which will in turn support individual learning plans and performance evaluation.

Records Management

Since the mid-1990s, the number of cases filed has steadily increased. This growth has resulted in greater demand for space to store court records as required in the *Federal Courts Act* and the *Tax Court of Canada Act*.

The Records Management Committee is currently reviewing the requirements for managing the records of the Service, as well as court records. This Committee will be making recommendations to the Acting Chief Administrator in relation to the retention and treatment of administrative and operational records. It will also be making recommendations to the Chief Justices pertaining to the retention of court records. Its work should lead to significant reductions in the amount of records that are kept in storage by the Service.

The Committee will also be working jointly with the Real Property Services and other stakeholders to explore strategies such as digital imaging/archiving and e-retrieval services to provide a business solution to its records storage and retrieval needs and facilitate the compliance of its statutory requirements to preserve the records of the Courts.

Government On-Line

Canada's Government on-Line initiative has met its objectives. Canadians are now provided with a more accessible government, where information and services are organized according to their needs and are available 24/7 around the world, and in the official language of their choice. The Service has contributed to meeting these objectives by:

- Applying emerging technologies to current on-line services such as Proactive Disclosures and Docket Queries to ensure more efficient, responsive and accurate data.
- Streamlining internal workflow processes to accelerate the timeliness and availability of on-line services.
- Providing better accessibility to Court information by redesigning the navigational structure of the Federal Court internet site. One example would be the addition of Audience Views - each with their own distinct audience-related content. These were added to aide interest groups such as law students, immigrants, media and counsel in finding subject related content.
- Providing procedural self-help information such as an Immigration and Refugee Practice Guide and a Guide to information about Registry services to assist self represented litigants.

Other improvements in 2007-08 and 2008-09, such as the application of new Treasury Board Common Look and Feel Standards 2.0 (CLF 2.0) to the Service's existing internet site will ensure we meet the government's objective of providing a consistent and predictable presentation of government services and content while facilitating effective on-line interaction. A new case management system integrating

the Service's two existing operational systems will incorporate the best practices of the two former organizations and provide improved on-line services to the public.

Improved Strategic Management

In line with the government objective of strengthening public sector management, the Service will develop sound strategic management practices to enhance the overall performance of the organization. The results of the MAF assessment will serve as the basis for improving the Service results and performance.

The following initiatives will be implemented over the planning period:

- developing an integrated business and human resources planning framework;
- developing a Performance Management Framework.

Management practices and procedures at the Service will continue to be strengthened during this consolidation period. Our restructuring exercise is focused on accountability and responsibility for the cost-effective use of resources approved by Parliament to support the Service, while continuing to safeguard judicial independence. The Service will review improvements in accountability reporting against service and performance standards relating to the effective use of resources. As indicated, a review of our Program Activity Architecture will allow the Service to better align its performance indicators. It should be noted as well, the Office of the Auditor General will finalize and release its findings in fall of 2007 which will guide the Service in prioritizing further improvements in its management practices.

Security Services

The Service continues its efforts to improve the security of judges, prothonotaries, staff and members of the public using its facilities. The development of internal policies and procedures has been prioritized. Working groups comprised of judges and staff have worked together to develop several comprehensive policies and procedures while trying to minimize the inconveniences imposed to our users through the implementation of certain security measures. In addition, the Service has developed a program aimed at heightening security awareness throughout the organization.

In 2007-08, the Service will continue to work on its Business Continuity Plan to ensure the continued availability of essential services, programs and operations, in the event of interruptions caused by unforeseen events such as extended power failures, severe weather conditions, etc. Furthermore, should a major civil emergency occur, the Federal Court will be capable of continuing to provide essential services to the government through the application of the Government of Canada Business Continuity Plan developed in cooperation with the Continuity of Constitutional Government Steering Committee (CCGSC). The CCGSC is headed by representatives of the Office of Public Safety and Emergency Preparedness

Canada. A representative from the Service sits on the CCGSC ensuring the Courts requirements are met.

Facilities Management

The Service will continue to review its accommodation portfolio across Canada and at Headquarters with a focus on space optimization projects. Notably, the Service will monitor closely the situation in the National Capital Region in order to find an adequate alternative to house employees located at the Lorne Building (90 Elgin Street, Ottawa). In addition, the Service will lend its expertise and input in the development of the new Public Works and Government Services Canada (PWGSC) Judicial/Quasi-judicial Fit-up Standards. Revised courts standards will also be developed in cooperation with PWGSC based on current trends and needs to reduce overall government real estate costs.

Appendix I: Other Information

Contacts for Further Information

Further information on the strategic planning portion of this document can be obtained by contacting:

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TCC	- Tax Court of Canada

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