



# **Immigration and Refugee Board of Canada**

## **Part III – Report on Plans and Priorities**

**2007-2008  
Estimates**

---

**Diane Finley  
Minister of Citizenship and Immigration**



# Table of Contents

<b>Section 1: Overview</b>	<b>1</b>
Message from the Chairperson	1
Management Representation Statement	5
Summary Information	6
Plans and Priorities	11
<b>Section 2: Analysis of Program Activities by Strategic Outcome</b>	<b>19</b>
Refugee Protection Program Activity	21
Admissibility Hearings and Detention Reviews Program Activity	27
Immigration Appeal Program Activity	33
<b>Section 3: Supplementary Information</b>	<b>39</b>
Organizational Information	39
Departmental Links to Government of Canada Outcomes	41
Financial Plans	42
<b>Section 4: Other Items of Interest</b>	<b>47</b>
Corporate Management and Services Program Activity	47
IAD Innovation	50
Integration of Adjudicative Support	52
Information and Contacts	54

---



# Section 1: Overview

## Message from the Chairperson

*“Integration is the approach that I have championed to see us through a time of transition. Integration of our operations will build a stronger, more flexible institution that will enable the IRB to respond effectively to future challenges, and we are well on our way to delivering on this vision for operational integration.”*

Jean-Guy Fleury  
Chairperson



I am pleased to present the *2007-2008 Report on Plans and Priorities* for the Immigration and Refugee Board of Canada (IRB).

The IRB is an administrative tribunal whose work reflects Canada's humanitarian values and respect for our international obligations. As an arms-length, quasi-judicial tribunal, the IRB hears a wide variety of cases ranging from family reunification, detention reviews, admissibility to Canada and appeals from removal orders to claims for refugee determination.

The Board fully recognizes the importance of these cases and the consequences of the decisions it renders. It is with this sense of responsibility to those who appear before us, and to all those who count on us to uphold the integrity and fairness of the decision-making process, that we undertake the plans and priorities presented in this report.

## Focus on Current Initiatives

To ensure the consistent delivery of high-quality administrative justice in an ever-changing environment, the IRB has been engaged in a process of transformation over the past five years, and has undertaken a number of major initiatives to become more proactive and dynamic. We are currently pursuing several initiatives designed to further

integrate our three Divisions. In addition to continuing to deliver case management tools and modernized processes that will improve efficiency and productivity, our efforts in 2007-2008 will be concentrated on key initiatives currently underway. Our focus will be on ensuring excellence in implementation and execution.

*“The IRB is engaged in a process of transformation to become more responsive and flexible, as befitting its role as a tribunal.”*

Jean-Guy Fleury  
Chairperson



As previously promised, the IRB will also review its current governance structures, with a view to clarifying and improving the Board’s organizational design.

## ***Decision-maker Appointments and Reappointments***

Although the IRB successfully eliminated a substantial inventory of claims in the Refugee Protection Division over recent years, delays in Governor-in-Council reappointments and appointments have led to an increase in inventories in both the Refugee Protection Division (RPD) and the Immigration Appeal Division (IAD). As a result of the continued shortfall of decision-makers in these two Divisions, 2007-2008 will not be business as usual as the Board attempts to mitigate the effects of this shortfall.

We will continue to pursue recruitment efforts to re-build capacities and build new capacity while also seeking new strategies to address the growing inventories of refugee claims and immigration appeals. In addition, the IRB will evaluate the need to seek further resources. As a result of the shortfall of decision-makers in the RPD and IAD, the projected forecasts for these two Divisions are given in upper and lower ranges due to the ongoing productivity uncertainty.

## *Key Priorities for 2007-2008*

To continue our process of organizational transformation, we have identified four strategic priorities for 2007-2008 that build on those from the previous fiscal year, and are as follows:

- Consolidate the integration of the work of the Board's Divisions to ensure quality, consistency and fairness in the efficient resolution of cases in a time of transition
- Continue to build an organization that strengthens its operational and leadership capacity, its diversity and its flexibility
- Continue to improve adjudicative and case management strategies, including the implementation of Stage 1 of the Integrated Case Management System (ICMS)
- Implement a horizontal and fully integrated management plan that reflects the IRB's current reality

In line with these strategic priorities, we will focus our resources on our existing initiatives in the year ahead. These include:

- Implementation of the IAD Innovation initiative, which will transform how the IAD processes and adjudicates immigration appeals
- Implementation of components of the Integrated Adjudicative Support initiative, which is intended to expand the level of adjudicative support to the decision-making process across all three IRB Divisions and improve quality and consistency through effective pre-hearing preparation and resolution of cases
- National deployment of ICMS in the Refugee Protection Division, which will support the IRB in its efforts to improve case preparation and management by streamlining and automating business processes, and will provide all IRB employees with access to a national repository of information required to support quality decision-making

- Conducting professional development for existing and new members
- Continue to deliver on our commitment on applying modern management practices and ensuring accountability at all levels of the IRB as well as the ongoing implementation of our People Management and Outreach Strategies

## *Looking Ahead*

In the coming year, we will remain focused on the integration of our operations. Key to our efforts will be the continued dedication and professionalism of our people and our ability to adapt to change in order to deliver on our mandate. I invite you to read this report and to visit our website at [www.irb-cisr.gc.ca](http://www.irb-cisr.gc.ca) for more information about the IRB, and its plans and priorities for the next fiscal year.



*Jean-Guy Fleury*  
Jean-Guy Fleury  
Chairperson



## **Management Representation Statement**

I submit for tabling in Parliament, the *2007-2008 Report on Plans and Priorities* (RPP) for the Immigration and Refugee Board of Canada.

This document has been prepared based on the reporting principles contained in the *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 Treasury Board Secretariat guidance;
- It is based on the department's Strategic Outcome(s) and Program Activity Architecture that were approved by the 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 Secretariat.



Jean-Guy Fleury  
Chairperson

# Summary Information

## Raison d'être

### Who we are

The Immigration and Refugee Board of Canada (IRB) is an independent administrative tribunal that reports to the Parliament of Canada through the Minister of Citizenship and Immigration Canada (CIC).

As an organization responsible for applying administrative justice, the IRB adheres to the principles of natural justice, and its decisions are rendered in accordance with the law, including the *Canadian Charter of Rights and Freedoms*. This mandate is reflected in our mission, vision and values, which help shape our corporate priorities and identify the qualities we strive to embody. It also guides our day-to-day decisions, to ensure that everyone and their work at the IRB is aligned with our mission and our vision for the future.

MISSION	
The Immigration and Refugee Board of Canada is an independent tribunal established by the Parliament of Canada. Our mission, on behalf of Canadians, is to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly, and in accordance with the law.	
VISION	VALUES
We will excel in everything we do and will deal simply, quickly and fairly with everyone. Through innovation and flexibility, we will be a leading-edge administrative tribunal and a creative partner in building the future of the Canadian immigration system.	<ul style="list-style-type: none"><li>▪ Excellence in delivery</li><li>▪ Valuing people</li><li>▪ Open, honest, timely communication</li><li>▪ Relevant, responsive and accountable management</li><li>▪ Working together effectively</li></ul>

As Canada's largest federal tribunal, the IRB consists of three Divisions each of which has its own mandate under the *Immigration and Refugee Protection Act* (IRPA):

- **Refugee Protection Division (RPD)**
- **Immigration Division (ID)**
- **Immigration Appeal Division (IAD)**

The IRB employs approximately 1,025 people in its headquarters office and regional offices. Through each Division, the IRB delivers a simpler and faster form of justice than that provided by the courts, but with no less attentiveness to the rigour of the law. The IRB is a human rights tribunal, and the men and women who work at the Board respect the human dignity of all those who come before it.

The IRB is fully committed to applying fairness to all aspects of its work, which in turn means being just, lawful, honest, open and without bias. This includes recognizing that some individuals who appear before our Board have experienced very difficult circumstances, and respecting the diversity of cultures of individuals who appear before the IRB. Most importantly, it means recognizing that the determination of each case directly and profoundly affects the lives of people.

## Benefits to Canadians

Immigrants and refugees have always made significant contributions to Canada's growth and development. In the delivery of its mandate, the IRB benefits Canadians in three important ways:

- Its hearings on refugee claims ensure that Canada accepts those in need of protection in accordance with international obligations
- Its hearings on admissibility and detention reviews help ensure the security of Canadians
- Its independent mechanism for resolving sponsorship, removal order and permanent residence status appeals ensures fairness of process for appellants and their families

Through the decisions it makes, the IRB also contributes more broadly to the quality of life of Canada's communities by strengthening our country's social fabric, and by reflecting and reinforcing core values that are important to Canadians. These include respect for:

- Human rights
- Equality
- Fairness
- Peace
- Rule of law

## What we do

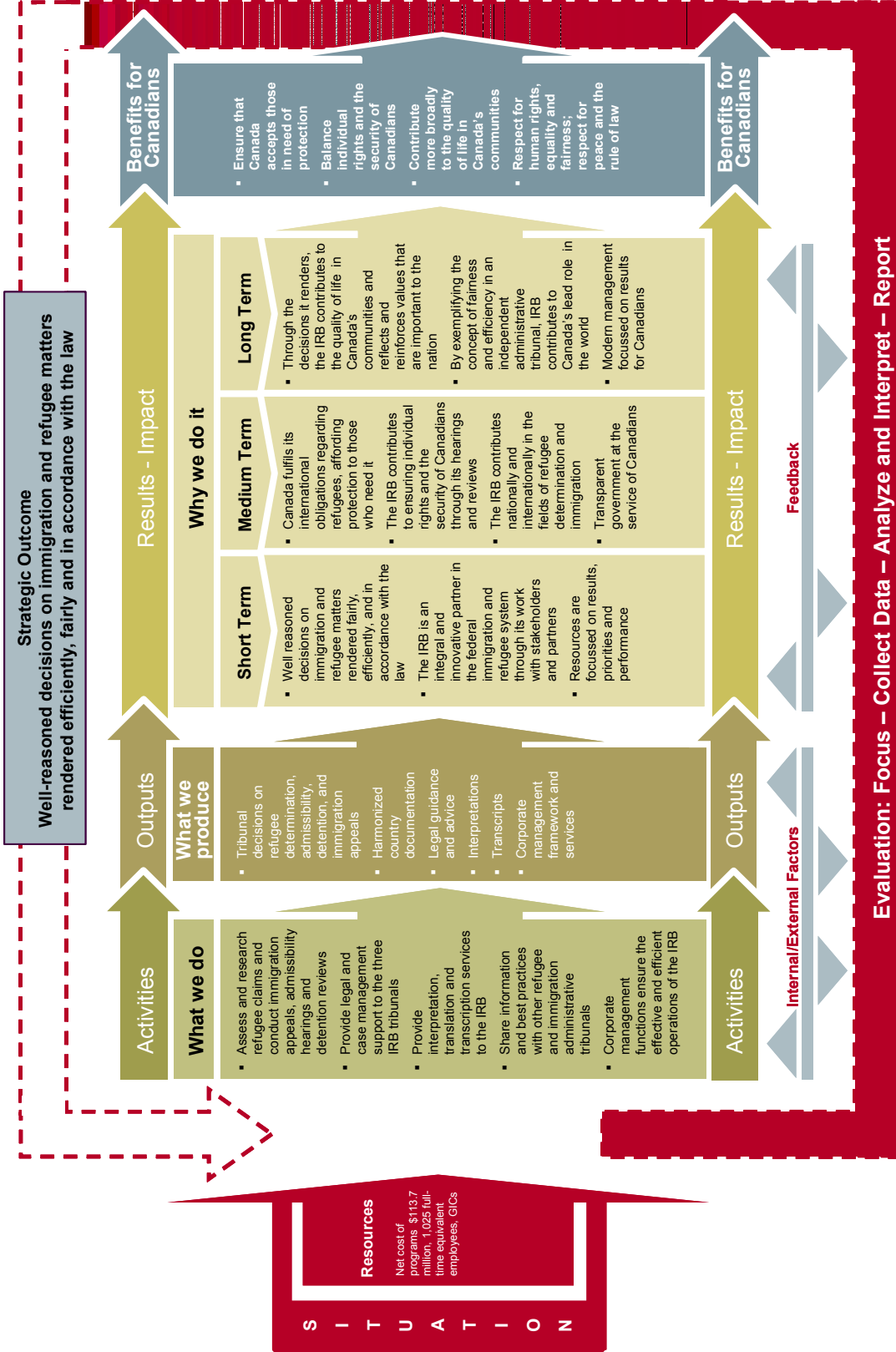
Based on the Program Activity Architecture, the work of the IRB and its Divisions is conducted through four program activities; the first three are responsible for all the tribunal decisions made at the Board.

Immigration and Refugee Board of Canada	
<b>Refugee Protection Program Activity</b>	<ul style="list-style-type: none"><li>▪ Renders quality decisions in a timely manner on claims for refugee protection made by persons in Canada. In making these critical decisions, Canada fulfils its obligations as a signatory to a number of international human rights conventions</li><li>▪ Makes decisions on applications for vacation of refugee status</li><li>▪ Meets the information needs of decision-makers by providing and making publicly available current and reliable information related to human rights and to refugee and migration issues</li></ul>
<b>Admissibility Hearings and Detention Reviews Program Activity</b>	<ul style="list-style-type: none"><li>▪ Conducts admissibility hearings for foreign nationals or permanent residents who seek entry into Canada, or who are already in Canada and are considered to be inadmissible</li><li>▪ Conducts detention reviews for foreign nationals or permanent residents who are detained for immigration reasons</li></ul>
<b>Immigration Appeal Program Activity</b>	<ul style="list-style-type: none"><li>▪ Hears appeals of sponsorship applications refused by CIC</li><li>▪ Hears appeals from certain removal orders made against permanent residents, Convention refugees and other protected persons, and holders of permanent resident visas</li><li>▪ Hears appeals by permanent residents against whom a CIC officer outside of Canada has decided that they have not fulfilled their residency obligation</li><li>▪ Hears appeals by the Minister from decisions of the Immigration Division at admissibility hearings</li></ul>
<b>Corporate Management and Services Program Activity</b>	<ul style="list-style-type: none"><li>▪ Supports the three IRB decision-making program activities through a range of human resources, legal services, communications, strategic planning, audit and evaluation, risk management, values and ethics, financial services, information technology, and management activities</li><li>▪ Provides the IRB with efficient management processes and administrative services while promoting organizational effectiveness</li><li>▪ Ensures that all corporate management services are integrated into the business of the IRB</li></ul>

## IRB Logic Model

What we do, what we produce and the impact of these activities are captured in the following diagram. It represents a dynamic process in which information is shared throughout the IRB to ensure that everyone at the Board is focused on the appropriate activities and outputs in order to achieve the expected results for Canadians.

# IRB Logic Model



## Total Financial and Human Resources

The IRB's three-year forecast for its total financial and human resources is as follows:

Financial Resources (\$ millions)		
2007-2008	2008-2009	2009-2010
113.7	113.6	113.6

Human Resources (Full-time Equivalents)		
2007-2008	2008-2009	2009-2010
1,025	1,025	1,025

## IRB Strategic Outcome and Strategic Priorities

To achieve its strategic outcome, the IRB has identified four strategic priorities for fiscal year 2007-2008. These contribute to the achievement of the IRB's strategic outcome by ensuring that the Board's plans and expected results emphasize high-quality, consistent and efficient measures across the organization, and an open environment that values its people, and promotes flexibility, accountability and continuous improvement.

Strategic Outcome	
Provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.	
Strategic Priorities 2007-2008	
1. Consolidate the integration of the work of the Board's divisions to ensure quality, consistency and fairness in the efficient resolution of cases in a time of transition.	Ongoing
2. Continue to build an organization that strengthens its operational and leadership capacity, its diversity and its flexibility.	Ongoing
3. Continue to improve adjudicative and case management strategies including the implementation of Stage 1 of the Integrated Case Management System (ICMS).	Ongoing
4. Implement a horizontal and fully integrated management plan that reflects the IRB's current reality.	Ongoing

## IRB Program Activities by Strategic Outcome

The IRB's four program activities (Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, and Corporate Management and Services) are carried out with the goal of achieving the IRB's strategic priorities and strategic outcome. The following table outlines the planned spending for each program activity over the next three fiscal years.

Estimated Financial Resources by Program Activity			
Strategic Outcome: To provide Canadians with well-reasoned decisions on immigration and refugee matters rendered efficiently, fairly and in accordance with the law.			
Planned Spending (\$ millions)			
Program Activities	2007-2008	2008-2009	2009-2010
Refugee Protection Program Activity	85.5	85.4	85.4
Expected Results: Refer to Section 2			
Contributes to IRB Strategic Priority 1, 2 and 3			
Admissibility Hearings and Detention Reviews Program Activity	15.2	15.2	15.2
Expected Results: Refer to Section 2			
Contributes to IRB Strategic Priority 1, 2 and 3			
Immigration Appeal Program Activity	13.0	13.0	13.0
Expected Results: Refer to Section 2			
Contributes to IRB Strategic Priority 1, 2 and 3			
Corporate Management and Services Program Activity	---	---	---
Expected Results: Refer to Section 4			
Contributes to IRB Strategic Priority 1, 2, 3 and 4			
<b>Total</b>	<b>113.7</b>	<b>113.6</b>	<b>113.6</b>

**Note:** The total Corporate Management and Services planned spending per year is \$24.9 M and includes \$14.5 M for personnel, \$2.7 M for the Employee Benefit Plan (EBP) and \$7.7 M for other operating expenditures. The amount of \$24.9 M is proportionally reallocated to the other program activities: \$18.7 M to Refugee Protection, \$3.3 M to Admissibility Hearings and Detention Reviews and \$2.9 M to Immigration Appeal. The reallocation is based on respective budget expenditures trends.

## Plans and Priorities

The IRB develops an Integrated Business Plan for each upcoming fiscal year, in which business, HR and financial resources for the Board's four program activities are integrated. It also identifies how the plans and expected results for each program activity contribute to the achievement of the Board's stated strategic priorities for each fiscal year and its strategic outcome. (The plans and expected results for each of the IRB's decision-making program activities are presented in Section 2.)

In addition, the IRB's Integrated Business Plan is aligned with the stated plans and priorities of the Board's Report on Plans and Priorities, and is monitored for progress and performance via mid-year and senior management reviews. The IRB has introduced initiatives (e.g., IAD Innovation, Integrated Adjudicative Support and the Integrated Case Management System) that improve value for money in the organization, which go directly to achieving better results for Canadians.

The direct impact is felt through the increased efficiencies in case processing, including resolving cases as early as possible in the process. The IRB also develops and implements policies that deal effectively with representatives appearing before the IRB's three Divisions.

In addition, the Board has developed financial and non-financial (human resources, risk and procurement) management processes which align the IRB's activities with modern management principles and ultimately contribute to the government's commitment to be accountable for results to Canadians.

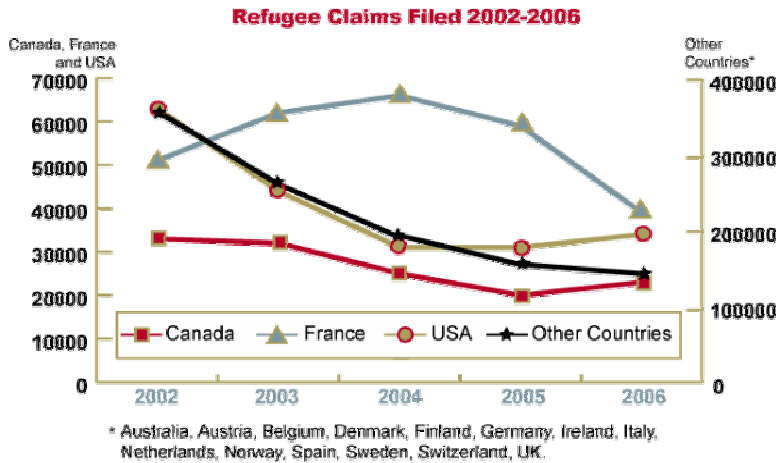
## ***Working Environment***

The IRB carries out its mandate within a complex and ever-changing environment. Both international and internal factors can influence the Board's working environment and context. For example, conflicts and country conditions abroad can result in refugee movements, which in turn affect the number of refugee protection claims made in Canada. The same is true of unanticipated shifts in international patterns of migration, which can affect the number of people seeking admission to Canada. Domestic immigration policies and changing government priorities can have a direct impact on the IRB's workload and on the nature and type of cases and appeals that come before the Board.

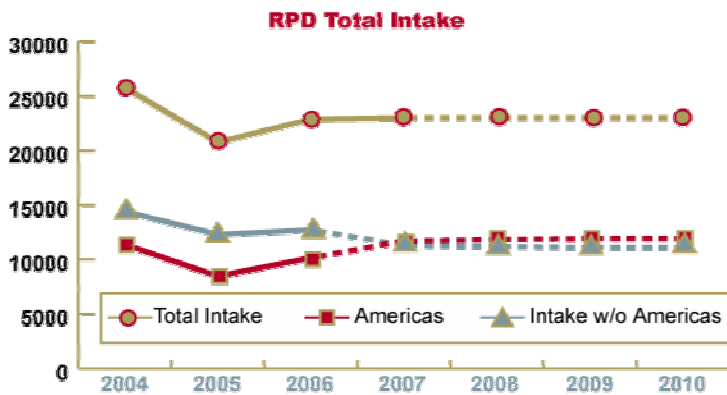
## **Changing refugee trends**

According to the latest figures from the UN Refugee Agency, the number of claims for refugee protection lodged in industrialized nations declined in the first half of 2006; a continuation of the trend witnessed on a global scale for the past few years.





In Canada, however, after years of declining refugee claims, a 16 per cent increase in claims for protection was recorded in 2006. Latin American and Asian countries, specifically Mexico, Colombia and China remain the top source countries for refugee protection claims. While the Americas account for 45 per cent of all claims referred, Mexico continues to comprise an increasing portion of all IRB referrals at 23 per cent.



## Trend of family sponsorships

Immigration continues to be very important for Canada, as immigrants represent an increasing part of the population. Canada's population of immigrants is expected to reach between 7.0 and 9.3 million by 2017.

In this context and given the Government of Canada's priority of promoting family reunification, family-class sponsorship applications have increased at Canadian visa posts around the world. As a result, the IRB continues to experience a high volume of family sponsorship appeals.

## Internal factors

A series of transitions in government since 2004 has significantly delayed the rate at which IRB decision-makers are appointed and reappointed to the Board. Consequently, as the number of decision-makers hearing refugee claims and immigration appeals has declined, the pending inventory of cases has increased – a trend already evident in the Refugee Protection Division.

The impact of the shortage of decision-makers in the Immigration Appeal Division will also become evident by the end of fiscal year 2007-2008, expressed as lower productivity achievements for the Division. The shortfall of members has also increased average processing times and has had a negative impact on the Board's ability to provide prompt services in both official languages and meet its obligations under the *Official Languages Act*.

## Modernization and accountability

Public interest in the work of the IRB continues, along with a greater demand for accountability and transparency in government. The IRB continues to respond to this demand by adopting more modern management practices and operations, continuing strategic and operational planning, reviewing performance measurements, and continuing to improve the quality, consistency and efficiency of its decision-making.

## Protocol addressing member conduct issues

The IRB was the first federal administrative tribunal to institute a formal process for addressing complaints about the conduct of members (decision-makers) appointed to the IRB by the Governor in Council. The Protocol Addressing Member Conduct Issues instituted in October 1999, recognizes that high standards of conduct are required of public officials, such as IRB decision-makers, whose decisions profoundly affect people's lives. Over the planning period, the IRB will continue to monitor the Protocol and take remedial action where warranted. The IRB will also be revising the Code of Conduct over the next fiscal year to make it more comprehensive and consistent with the *Federal Accountability Act*.

## Government-wide initiatives

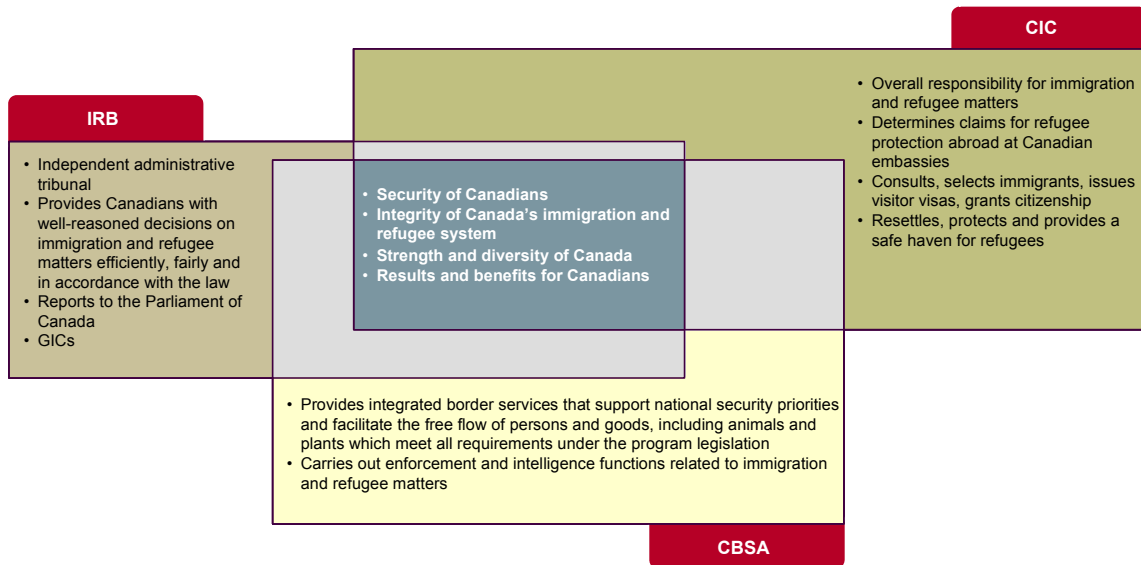
The Government of Canada has put a strong emphasis on the importance of accountability and modernization. The IRB understands this, both in terms of being accountable for its decisions, and public servants and decision-makers being accountable for theirs. In line with the objective of strengthening public sector management, the IRB will continue to modernize and strengthen its management practices in order to enhance the organization's overall performance. In 2007-2008, the IRB will continue to ensure that the necessary infrastructure is in place in the areas of management, human resources, information technology and communications.

## Portfolio Management

As key partners within the immigration and refugee portfolio, the IRB, CBSA and CIC collaborate on operational and policy matters, while respecting each other's distinct mandates and the independence of the Board. The portfolio approach has created opportunities for effective communication and coordination. Relationships within the portfolio reflect strengthened efforts in this regard on issues relating to the overall management of the portfolio and take into account evolving case management initiatives designed to meet ongoing challenges.

The IRB and CIC have had a Memorandum of Understanding (MOU) in place since December 1996. The agreement clearly defines the administrative relationship between the two organizations, while underlining the institutional independence of the IRB and its decision-makers. The agreement facilitates workload management and the effective use of resources.

However, with the creation of CBSA and the transfer to that organization of many enforcement and intelligence functions formerly carried out by CIC, the 1996 MOU has become largely obsolete. Therefore, the IRB, CBSA and CIC are currently negotiating a trilateral MOU which will clearly define their institutional relationships and reflect today's operational environment and priorities. The agreement is expected to be signed in 2007. Flowing from this new MOU, further priorities for collaboration on an operational level will be established and reflected in various sub-agreements.



## Partners and Agencies

The IRB also works closely with central agencies, for example, with the Privy Council Office on Governor-in-Council (GIC) appointments of IRB members and on regulatory initiatives, and with the Treasury Board Secretariat on program management and accountability. Furthermore, the IRB works with Public Works and Government Services Canada on procurement and accommodation issues, and with the Public Service Commission, Public Service Human Resources Management Agency of Canada and the Canada School of Public Service on human resources management issues. The IRB continues to contribute to the annual conferences of the Council of Canadian Administrative Tribunals (CCAT). These meetings provide an opportunity for all Canadian administrative tribunals to share best practices and new approaches to emerging issues.

## Stakeholders

The IRB's Consultative Committee on Practices and Procedures (CCPP) encourages systematic contact between the IRB and non-governmental stakeholders at the national level. The Committee is composed of representatives of the Canadian Council for Refugees (CCR), the Canadian Bar Association (CBA), the Refugee Lawyers Association (RLA), *L'Association québécoise des avocats et des avocates en droit de l'immigration* (AQAADI) and the

United Nations High Commissioner for Refugees (UNHCR). The CCPP provides a forum for consultation, advice, information sharing and the resolution of issues of mutual concern regarding procedures and practices.

The IRB is building on efforts it has initiated over the past fiscal year to establish new and flexible mechanisms to enhance ongoing dialogue and to ensure that relationships continue to be responsive to evolving needs. This includes bilateral meetings with select organizations on specific issues.

Regional offices maintain relationships with their own regional stakeholders, including immigration consultants and bar associations, refugee and refugee law associations and non-governmental organizations.

## *International Activities*

In the context of the IRB's mandate, resources and abilities, the Board participates in international intergovernmental and non-governmental organizations, which includes regular participation in three forums:

- The International Association of Refugee Law Judges (IARLJ)
- The Executive Committee of the United Nations High Commissioner for Refugees (EXCOM)
- The Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC)

The IRB has developed good relations with a number of refugee-receiving countries through the IGC network, and works with its counterparts in various states such as Australia, Mexico, New Zealand, Sweden, the United Kingdom and the United States.

The IRB also participates in the European Union Network for Asylum Practitioners (Eurasil) and in Metropolis, an international forum for comparative research and public policy development about population migration, cultural diversity and immigrant integration in cities in Canada and around the world.

## *Alignment with Government of Canada Outcome Areas*

Canada's federal organizations play an important role in the quality of life of Canadians. All government policies, outcomes, departmental mandates and programs are directed at fulfilling this role. The IRB's strategic outcome and supporting program activities are aligned with a number of key Government of Canada outcome areas.

<b>Strategic Outcome</b>	
Provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.	
<b>Program Activity</b>	<b>Links to Government of Canada Outcome Areas</b>
Refugee Protection	A safe and secure world through international cooperation
Admissibility Hearings and Detention Reviews	Safe and secure communities
Immigration Appeal	A vibrant Canadian culture and heritage

# Section 2:

## Analysis of Program Activities by Strategic Outcome

Based on the Program Activity Architecture, this section provides information on the plans, expected results and financial and human resources of the IRB in support of the achievement of the Board’s strategic priorities and strategic outcome.

Immigration and Refugee Board of Canada	
<b>STRATEGIC OUTCOME</b> <i>Provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.</i>	
Program Activity Architecture (PAA)	
<b>Refugee Protection</b>	
<ul style="list-style-type: none"> <li>• Decision-making</li> <li>• Decision-making Support               <ul style="list-style-type: none"> <li>• Case Management and Research</li> <li>• Translation/Interpretation/Transcription</li> </ul> </li> <li>• Legal Support</li> <li>• Other</li> </ul>	
<b>Admissibility Hearings and Detention Reviews</b>	
<ul style="list-style-type: none"> <li>• Decision-making</li> <li>• Decision-making Support</li> </ul>	
<b>Immigration Appeal</b>	
<ul style="list-style-type: none"> <li>• Decision-making</li> <li>• Decision-making Support</li> </ul>	
<b>Corporate Management and Services</b>	
<ul style="list-style-type: none"> <li>• Executive Offices</li> <li>• Planning</li> <li>• Finance and Administration</li> <li>• IM/IT</li> <li>• Legal Services</li> <li>• Human Resources and Professional Development</li> <li>• Strategic Communications and Partnerships</li> </ul>	

As noted in Section 1, the IRB has developed an Integrated Business Plan for 2007-2008 which brings together the plans and expected results for its four program activities. The plan identifies both the common areas of activities and the distinct areas of activities for each program activity that contribute to the achievement of the IRB’s strategic priorities and strategic outcome. Presented in this section are the plans and expected results for the Common

Elements and for each of the decision-making program activities. The plans and expected results for the Corporate Management and Services program activity are presented in Section 4.

### **Common Elements Plans and Expected Results for 2007-2008**

<b>Strategic Outcome: Provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.</b>	
<b>STRATEGIC PRIORITY 1 Consolidate the integration of the work of the Board's divisions to ensure quality, consistency and fairness in the efficient resolution of cases in a time of transition.</b>	
Plans	Expected Results
<i>Policy Instruments and Procedures</i>	
Elaboration of IRB detention/security framework and implementation of selected elements across the Divisions	<ul style="list-style-type: none"> <li>▪ Enhanced framework to address detention/security issues developed and in place</li> <li>▪ Elements of the framework are identified as priorities, and are developed and implemented</li> </ul>
Initiate the development of a common/shared policy on the use of videoconferencing and new technology	<ul style="list-style-type: none"> <li>▪ Completed common policy on the use of videoconferencing and new technology</li> </ul>
Develop and implement IRB policy governing conduct of representatives	<ul style="list-style-type: none"> <li>▪ A common approach to dealing with representatives appearing before all Divisions of the IRB</li> </ul>
<i>Case Management Strategies</i>	
Implement integrated adjudicative support model	<ul style="list-style-type: none"> <li>▪ More targeted and effective adjudicative support</li> <li>▪ New structure and increased public service expertise and understanding in supporting the work of all three Divisions</li> <li>▪ Flexibility in allocating public service resources between Divisions in response to adjudicative support needs</li> <li>▪ Increased work diversity for tribunal staff and career mobility</li> </ul>
Cross-divisional integration initiatives: <ul style="list-style-type: none"> <li>- Western region integration pilot project</li> <li>- ID-IAD streamlining pilot project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successful pilot project to meet operational needs with maximum flexibility for IAD and RPD in Western Region</li> <li>▪ Successful ID-IAD pilot project, with effective participation by appellants' counsel and the CBSA, and beginning of plans to expand nationally</li> </ul>
<i>Performance Measures</i>	
Continue to develop and refine a standardized approach to present IRB Divisional reports, including meaningful cross-divisional indicators, both quantitative and qualitative	<ul style="list-style-type: none"> <li>▪ A standardized approach and common presentation for IRB Divisional reports, including both quantitative and qualitative indicators, in order to produce more consistent analyses</li> </ul>
<b>STRATEGIC PRIORITY 2 Continue to build an organization that strengthens its operational and leadership capacity, its diversity and its flexibility.</b>	
Plans	Expected Results
Pursue recruitment efforts of GICs for RPD and IAD	<ul style="list-style-type: none"> <li>▪ Recruitment campaigns conducted</li> <li>▪ Effective merit-based selection processes</li> <li>▪ Establishment of a list of successful candidates to meet IRB requirements</li> </ul>
Review and deliver comprehensive new member training in light of anticipated renewal of workforce	<ul style="list-style-type: none"> <li>▪ New decision-makers equipped with the knowledge and skills to perform duties and to facilitate integration initiatives</li> </ul>



Plans	Expected Results
Develop and implement comprehensive cross-divisional training program for RPD and IAD members and for Tribunal Officers (including joint training where appropriate among all Divisions)	<ul style="list-style-type: none"> <li>▪ Members are provided with the appropriate tools and training to do their jobs, leading to more RPD and IAD members who are able to conduct proceedings in both Divisions as required (once new members are trained in their primary divisions)</li> <li>▪ Joint training developed for IRB Divisions, with initial focus on RPD and IAD</li> <li>▪ Training program developed against Tribunal Officer competency profile</li> <li>▪ Tribunal Officers equipped with the expertise and skills to provide increased support to Divisions</li> </ul>
Deliver focused and quality training on priority topics on an ongoing basis in order to meet the needs of members and to promote quality in handling of cases by staff and members: <ul style="list-style-type: none"> <li>▪ RPD: state protection, delivery of reasons, exclusion and Vulnerable Persons Guidelines</li> <li>▪ ID: National training session in May 2007, and specific training needs on emerging issues</li> <li>▪ IAD: coordinated with implementation of IAD Innovation, namely streaming, ADR, proactive hearings, various adjudicative strategies, etc. (for both staff and members)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experienced members of all Divisions equipped with the knowledge and skills in all areas identified by Divisions</li> <li>▪ RPD decision-makers equipped with the knowledge and skills to effectively apply the concepts of state protection and exclusion to their decision-making as well as enhancing their sensitivities toward Vulnerable Persons appearing before them; legal challenges based on flawed application of concept minimized</li> <li>▪ RPD and IAD decision-makers equipped with the knowledge and skills to conduct proactive hearings and deliver effective and sound reasons, including oral reasons where possible</li> <li>▪ National ID training session in May 2007</li> <li>▪ Focused training session delivered on emerging issues for ID members</li> <li>▪ Expertise maintained on key recurrent and thematic issues (no knowledge gaps across the Divisions)</li> <li>▪ Increased use of Infonet to share decisions among members across Canada in support of increased consistency in decision-making</li> </ul>
Action IAD-RPD deployment policy when member complement allows	<ul style="list-style-type: none"> <li>▪ Spikes in workflow mitigated by movement of decision-makers between Divisions (IAD/RPD) and by bringing on part-time and short-term GIC and public servant appointments, where necessary</li> <li>▪ Increased mobility between Divisions and flexibility in workload planning</li> <li>▪ Operational demand and expertise driving assignments</li> </ul>

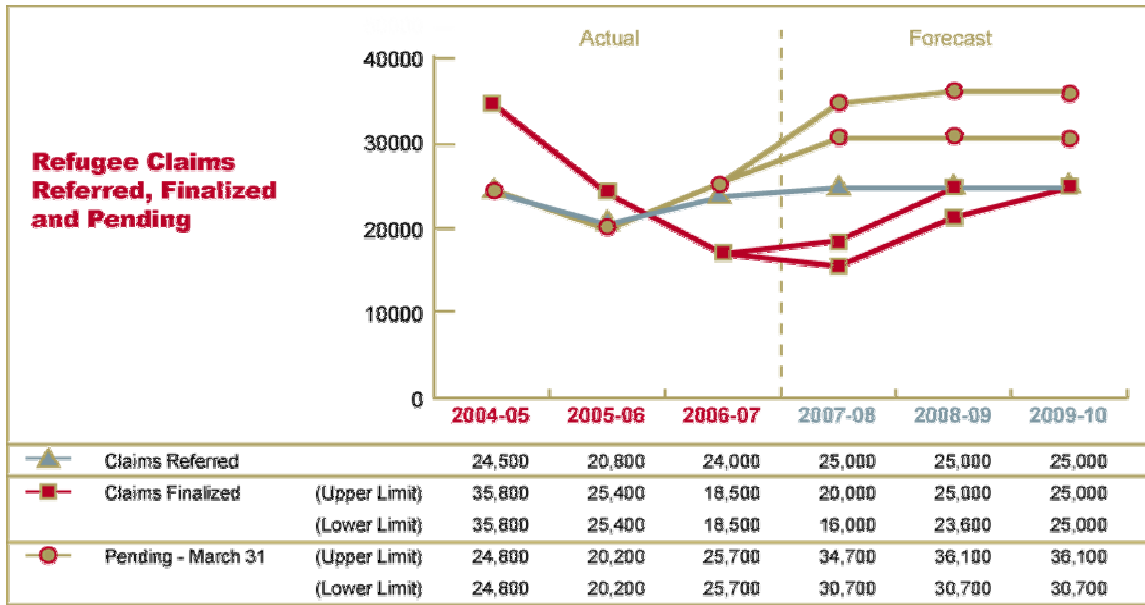
## ***Refugee Protection Program Activity***

The Refugee Protection Division delivers the IRB's Refugee Protection program activity, and continues to play a pivotal role in enabling the Board to achieve its strategic priorities. A major share of IRB resources is committed to this program activity, which is focused on rendering quality decisions in a consistent, timely manner on refugee protection claims made in Canada.

<b>Financial Resources (\$ millions)</b>		
2007-2008	2008-2009	2009-2010
85.5	85.4	85.4

<b>Human Resources (Full-time Equivalents)</b>		
2007-2008	2008-2009	2009-2010
815	815	815

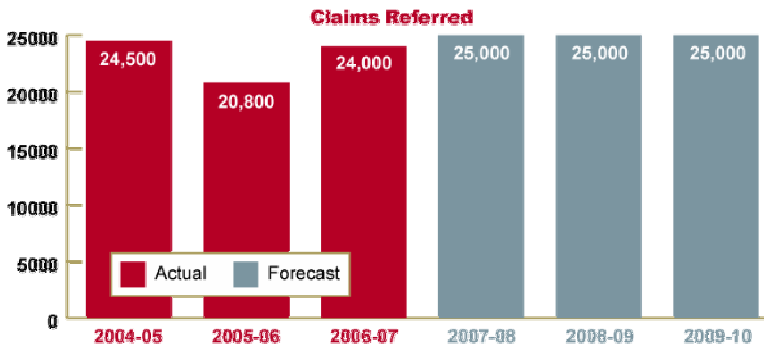


## 2007-2008 Outlook

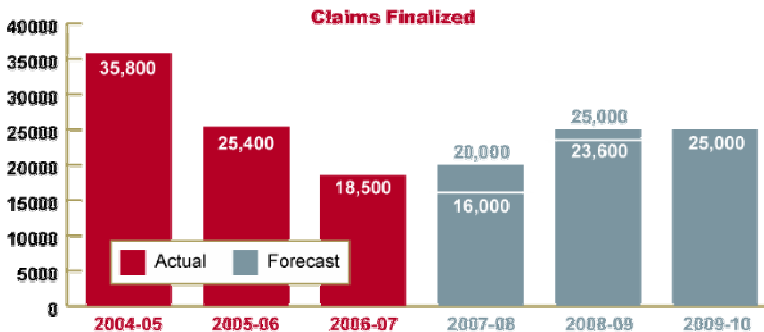
The uncertainty surrounding appointments and reappointments of decision-makers to the RPD remained constant throughout fiscal year 2006-2007. As 2006 drew to a close, the RPD was short more than 40 decision-makers. As time progresses, decision-makers continue to reach the end of their mandates thus increasing the overall shortfall of decision-makers. New appointments or reappointments must be sufficient enough in number to both make up for the already established deficit of decision-makers, and the ongoing loss of decision-makers, which continues to accrue on a monthly basis.

Because of the uncertainty surrounding the appointments and reappointments of decision-makers to the RPD, a range of finalizations for 2007-2008 is projected. The lower limit of the range assumes that the IRB does not reach its full member complement over the fiscal year; instead half of the members required by end of fiscal year 2006-2007 are appointed to the RPD during 2007-2008. The upper limit of the range is based on the assumption that a full complement of decision-makers is received as of 1 April 2007. Both allow some time for new appointments to acquire the productivity of a seasoned member.

For fiscal year 2007-2008, the Refugee Protection Division expects that it will receive approximately 25,000 new claims, 4 per cent more than in fiscal year 2006-2007. It is expected that 2007-2008 will be marked by an increase in refugee claims from Mexico and claimants deemed eligible to file land border claims through the Canada-U.S. Safe Third Country Agreement.



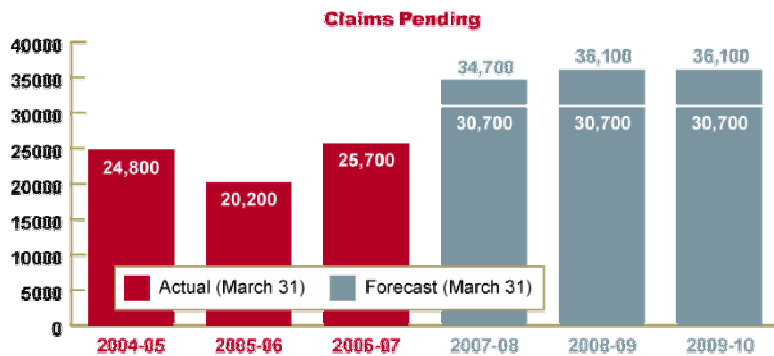
In 2007-2008, the Refugee Protection Division expects to finalize between 16,000 and 20,000 cases. The upper limit of 20,000 cases is 8 per cent more than in fiscal year 2006-2007. The projected increase in finalizations anticipates the appointment of decision-makers.



Based on 16,000 claim finalizations, the average cost per claim is expected to be \$4,700 for 2007-2008; based on 20,000 claim finalizations, the average cost per claim is expected to be \$3,900 for 2007-2008. These average costs per claim are higher than the 2005-2006 actual average cost of \$3,175 per claim. In 2005-2006, there were 25,400 claims finalized. The increase in average costs for 2007-2008 is mainly attributable to a higher share of fixed costs per unit caused by a drop in volume under both volume finalizations scenarios as well as some salary increases.

The cost per claim includes the decision-making costs and costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services and administrative support. It also includes a share of the costs from the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

Due to the increase in the number of claims referred and the low level of finalizations in 2006-2007, some of the successes in reducing the inventory of claims pending accomplished in 2005-2006 and previous years have been lost. Because it is projected that referrals will again surpass finalizations in 2007-2008, the pending inventory could climb to as high as approximately 34,700 claims by the end of the 2007-2008 fiscal year. Further resources may be required in future years to lead to any significant reduction in the pending inventory.



If the projected inventory grows, the average processing time could increase to 13.5 months by the end of 2007-2008.

## Key Plans and Expected Results

To achieve its forecasts for fiscal year 2007-2008, and in line with the strategic priorities set out for the organization, the Refugee Protection program activity will undertake the planned activities with the expected results outlined in the following table.

**Program Activity: Refugee Protection  
Plans and Expected Results for 2007-2008**

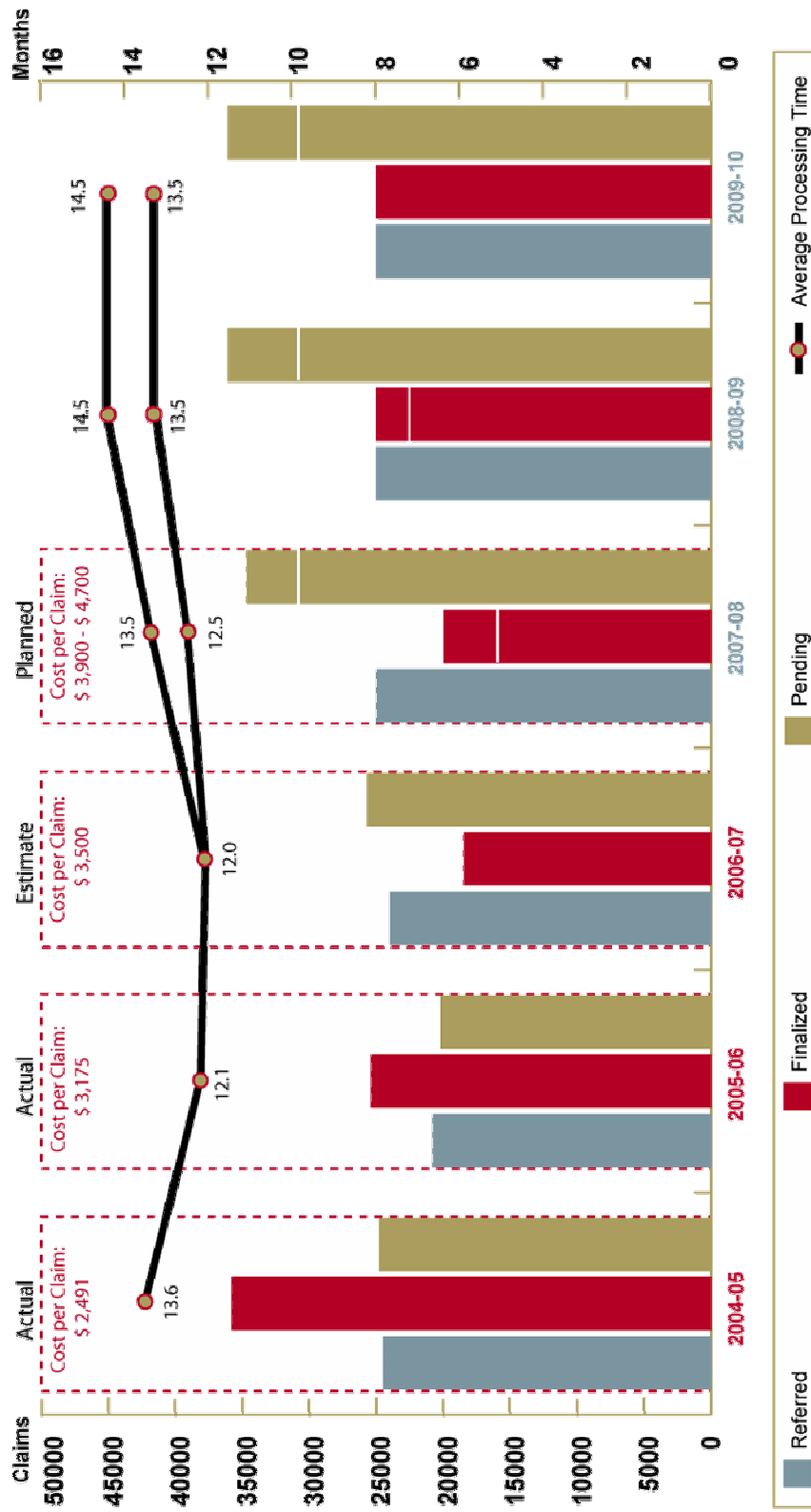
**Strategic Outcome: Provide Canadians with well-reasoned decisions  
on immigration and refugee matters efficiently, fairly and in accordance with the law.**

**STRATEGIC PRIORITY 3  
Continue to improve adjudicative and case management strategies including  
the implementation of Stage 1 of the ICMS.**

Plans	Expected Results
Mitigate increasing pending inventory, processing times and cost per claim by monitoring and expanding the Fast Track initiative, reducing adjournments and postponements, and through a more sophisticated streamlining	<ul style="list-style-type: none"> <li>▪ Consistent application of streamlining instructions and relevant and responsive instructions</li> <li>▪ Reduction in postponement rates (assuming sufficient member complement)</li> <li>▪ Pending inventory and processing times managed</li> </ul>
Further monitoring of RPD Action Plan in order to ensure implementation	<ul style="list-style-type: none"> <li>▪ Increased efficiency and consistency in case management</li> <li>▪ Hearings focused on determinative issues</li> </ul>
Pursue measures to further streamline RPD processes	<ul style="list-style-type: none"> <li>▪ Improved streamlining as a result of strict application of rules on disclosure, Guideline on PIF receipt within 28 days and in the application of pre-hearing applications</li> </ul>
Continue to implement and monitor the strategic approach to quality adjudicative support and decision-making through quality issue sessions, discussion groups, additional National Documentation Packages, Jurisprudential Guides and Persuasive Decisions, as needed, and Guidelines for Vulnerable Persons	<ul style="list-style-type: none"> <li>▪ Increased ability to respond to and discuss emerging trends and documentary evidence</li> <li>▪ Quality, consistency and efficiency in decision-making</li> <li>▪ Quality and nationally consistent country documentation</li> <li>▪ Jurisprudence developed with respect to Guideline 8</li> </ul>
Launch ICMS Stage 1 for RPD	<ul style="list-style-type: none"> <li>▪ National deployment of ICMS in April 2007; effective and gradual ramp-up and integration of the application as the primary case management and preparation tool for the RPD as claims are referred post 1 April 2007</li> <li>▪ Gradual decommissioning of STAR for the RPD within 12 to 18 months</li> </ul>

## Refugee Protection Master Graph

The following graph provides detailed information and offers a comparison of the main activities.

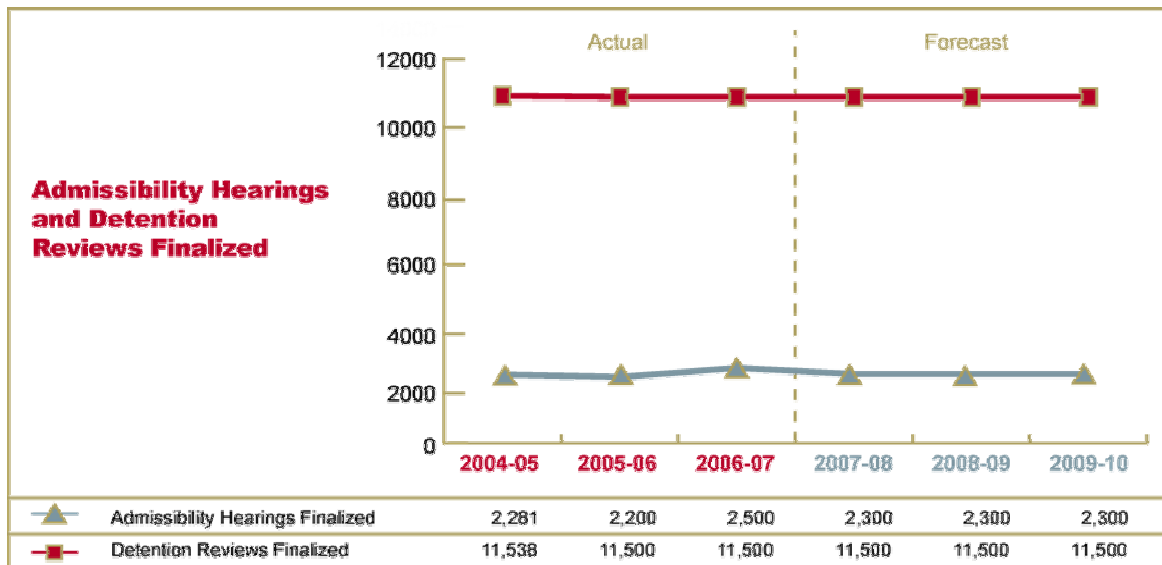


## ***Admissibility Hearings and Detention Reviews Program Activity***

The Immigration Division delivers the IRB's Admissibility Hearings and Detention Reviews program activity. Admissibility hearings are held for foreign nationals or permanent residents who are alleged to be inadmissible to Canada pursuant to the provisions of IRPA. Detention reviews are held for permanent residents and foreign nationals detained under IRPA authority, and must be conducted within specific timeframes set out in IRPA. Decision-makers must balance the rights of individuals to liberty with the security interests of Canadians and persons in Canada. The number of admissibility hearings and detention reviews conducted by the IRB depends on the number of cases referred to it by the CBSA and CIC.

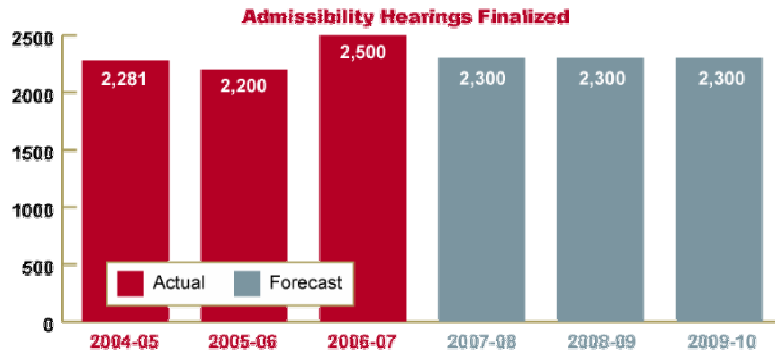
<b>Financial Resources (\$ millions)</b>		
2007-2008	2008-2009	2009-2010
15.2	15.2	15.2

<b>Human Resources (Full-time Equivalents)</b>		
2007-2008	2008-2009	2009-2010
90	90	90

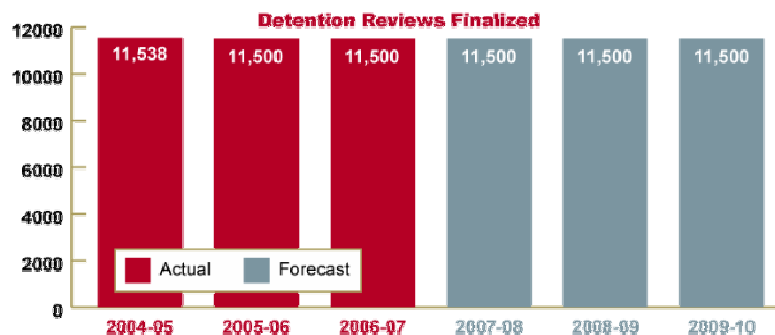


## 2007-2008 Outlook

The number of referrals for admissibility hearings has remained stable over the past three years. The Immigration Division expects to finalize 2,300 admissibility hearings in 2007-2008, a decrease of 8 per cent from the estimated 2006-2007 finalizations. The Division also forecasts that it will finalize 2,300 admissibility hearings in both 2008-2009 and 2009-2010.



The number of detention reviews has also remained stable. The Division anticipates that it will finalize approximately 11,500 detention reviews in 2007-2008 and in the following two fiscal years. Ongoing challenges include the pressure associated with meeting statutory timeframes, travelling to detention facilities to conduct reviews and increased public scrutiny in balancing the rights to liberty of individuals with the security of Canadians and persons in Canada. Criminality, an important factor in detention reviews, is an element that is present in a high proportion of cases, particularly those that involve long-term detention.





Based on 2,300 admissibility hearings and 11,500 detention reviews, the average cost is expected to be \$1,100 and \$800 respectively for 2007-2008. These average costs are slightly higher than the 2005-2006 actual average costs of \$1,015 per admissibility hearing finalized and \$710 per detention review finalized due mainly to increases in salary wages and increased translation costs.

The cost per admissibility hearing and detention review includes decision-making costs and costs of related activities such as case preparation, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, as well as administrative support. It also includes a share of the costs from the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

### ***Key Plans and Expected Results***

To achieve its forecasts for fiscal year 2007-2008, and in line with the strategic priorities set out for the organization, the Admissibility Hearings and Detention Reviews program activity will undertake the planned activities with the expected results outlined in the following table.

**Program Activity: Admissibility Hearings and Detention Reviews  
Plans and Expected Results for 2007-2008**

**Strategic Outcome: Provide Canadians with well-reasoned decisions  
on immigration and refugee matters efficiently, fairly and in accordance with the law.**

**STRATEGIC PRIORITY 2  
Continue to build an organization that strengthens its operational and leadership capacity,  
its diversity and its flexibility.**

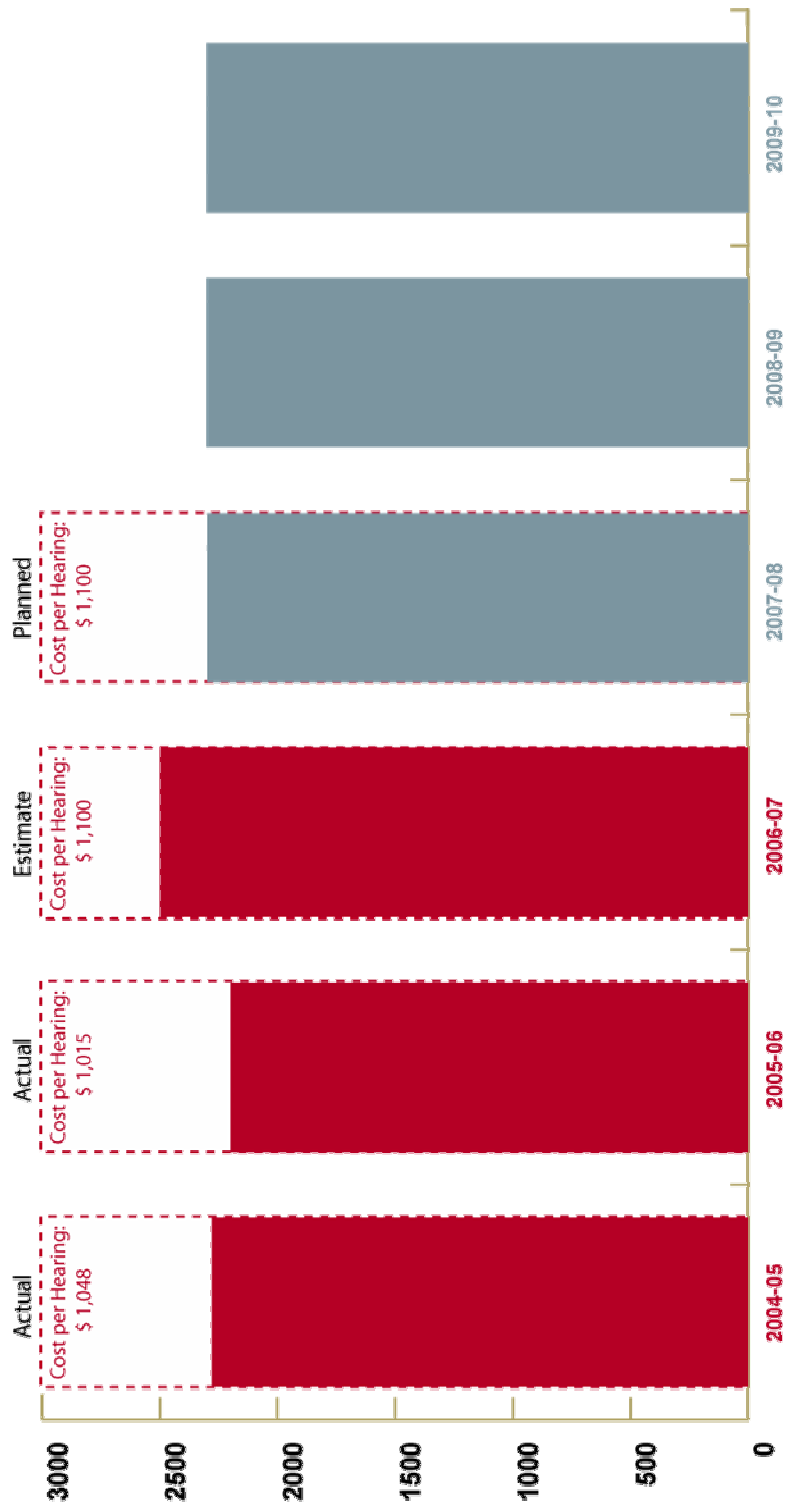
Plans	Expected Results
Pursue succession recruitment efforts and integration of new members	<ul style="list-style-type: none"> <li>▪ Staffing requirements are met and necessary support provided for the integration of new members</li> <li>▪ Seamless succession and fully qualified members and associated knowledge base available on a continuous basis</li> <li>▪ Implementation of HR plan</li> </ul>

**STRATEGIC PRIORITY 3  
Continue to improve adjudicative and case management strategies  
including the implementation of Stage 1 of the ICMS.**

Plans	Expected Results
Introduce and implement innovative approaches to processes by further developing and promoting tools that will support quality, consistency and efficiency in decision-making	<ul style="list-style-type: none"> <li>▪ Modernized processes resulting in improved efficiency and productivity</li> <li>▪ Cases dealt with simply, quickly and efficiently in accordance with legislative requirements; movement to core administrative tribunal values and processes:               <ul style="list-style-type: none"> <li>- As close as possible to 100% of all conclusions meet the legal time requirement for detention reviews</li> <li>- A more streamlined process for admissibility hearings</li> <li>- Increased sharing of best practices among regions and decision-makers leading to improved quality and consistency in decisions</li> </ul> </li> <li>▪ Increased visibility of the Division internally and externally</li> </ul>
Develop harmonized processes and adopt a more flexible resource management approach to help meet the legislative timeframes and operational requirements to achieve finalization of all cases referred to the Division in a timely fashion	<ul style="list-style-type: none"> <li>▪ Improved efficiency and consistency in case management both at the national and regional levels</li> </ul>

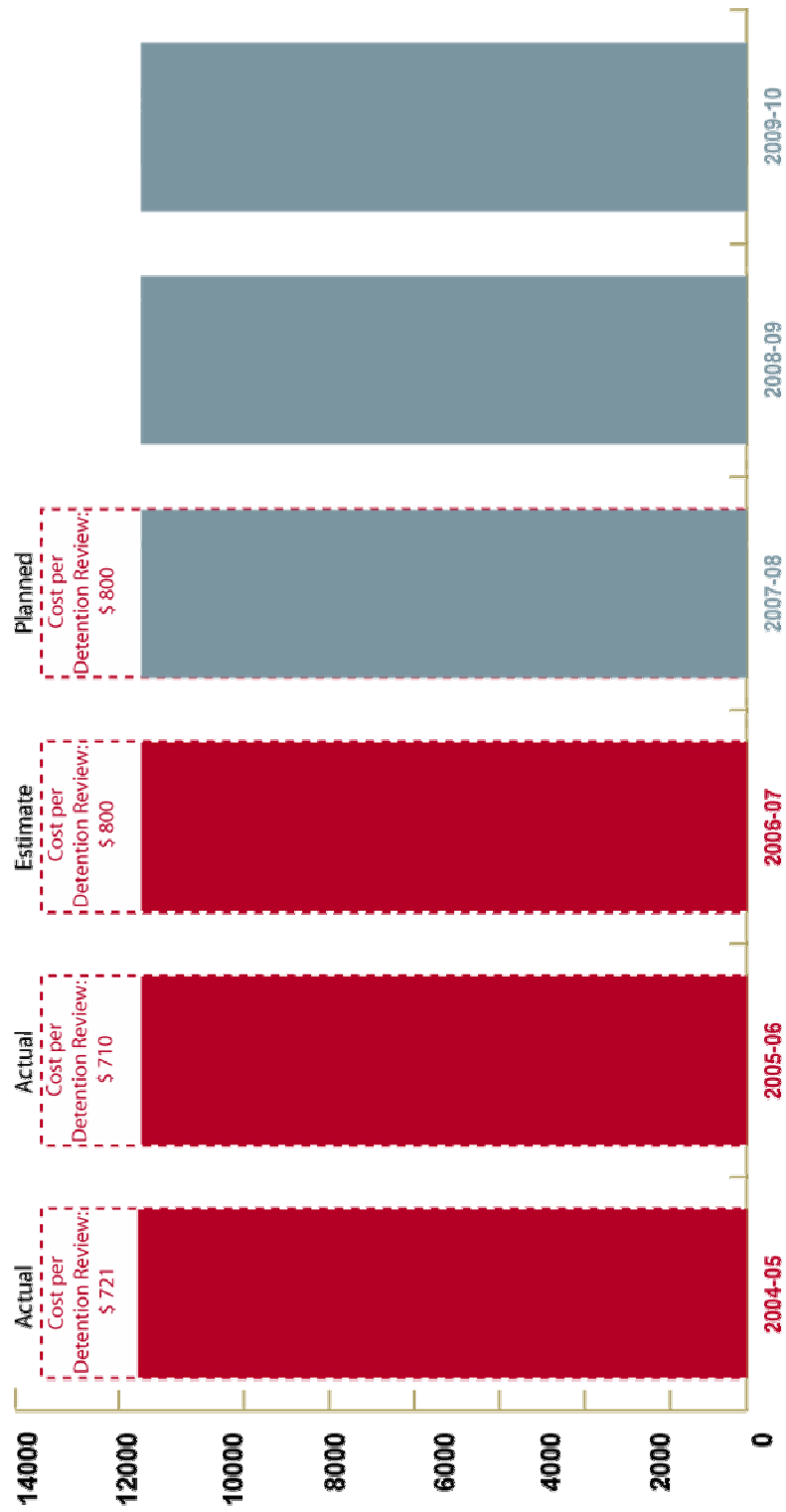
## Admissibility Hearings Master Graph

The following graph provides detailed information and offers a comparison of the main activities.



## Detention Reviews Master Graph

The following graph provides detailed information and offers a comparison of the main activities.



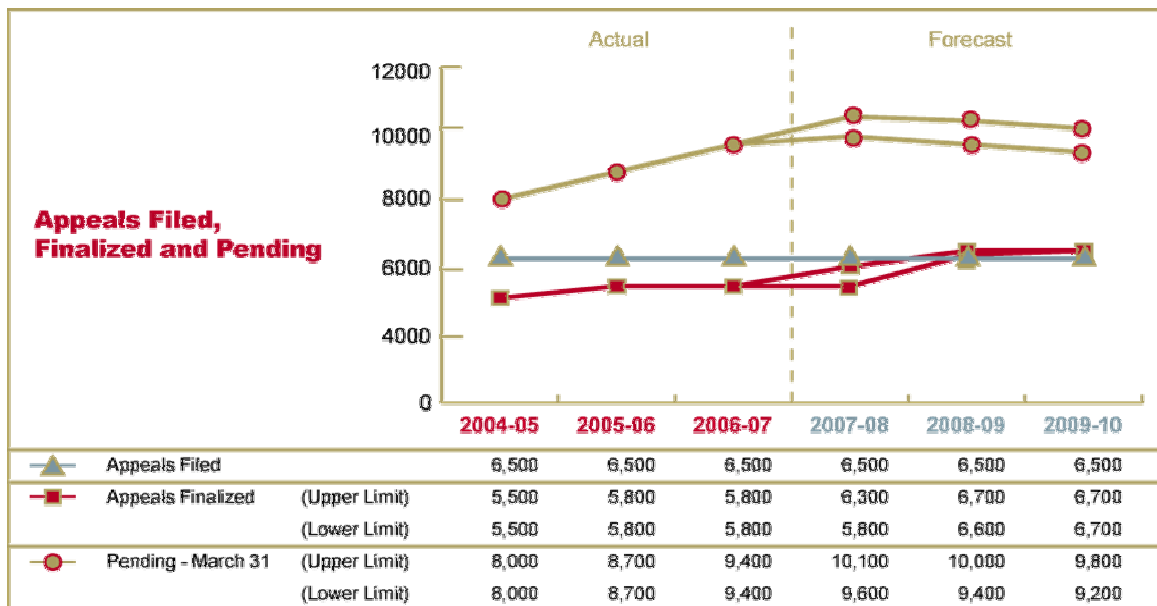
## Immigration Appeal Program Activity

The Immigration Appeal Division delivers the IRB's Immigration Appeal program activity. It hears immigration appeals from Canadian citizens and permanent residents whose applications to sponsor close family members to Canada have been refused. Other key functions include hearing appeals from permanent residents, foreign nationals with a permanent resident visa, and protected persons who have been ordered removed from Canada, as well as from permanent residents outside of Canada who have not fulfilled their residency obligation.

Financial Resources (\$ millions)		
2007-2008	2008-2009	2009-2010
13.0	13.0	13.0

Human Resources (Full-time Equivalents)		
2007-2008	2008-2009	2009-2010
120	120	120



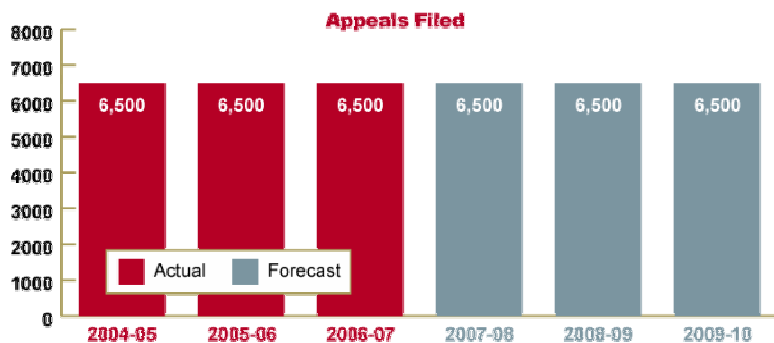
### 2007-2008 Outlook

The uncertainty surrounding appointments and reappointments of decision-makers to the IAD remained constant throughout fiscal year 2006-2007. As 2006 drew to a close, the IAD was short more than one-third of its

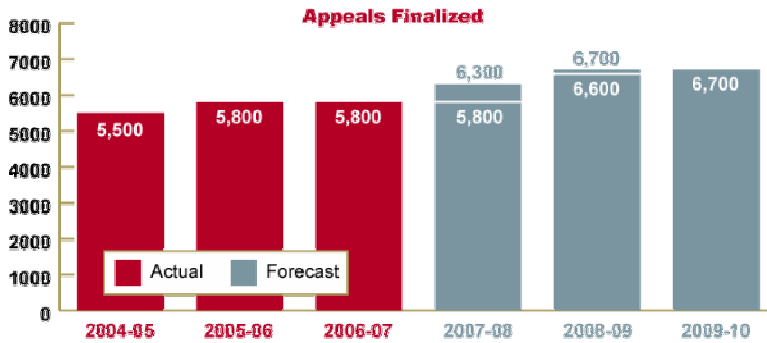
decision-makers. As time progresses, decision-makers continue to reach the end of their mandates thus increasing the overall shortfall of decision-makers. New appointments or reappointments must be sufficient enough in number, and made on a timely basis, to make up for the ongoing shortfall of decision-makers.

Because of the uncertainty surrounding the appointments and reappointments of decision-makers to the IAD, a range of finalizations for 2007-2008 is projected. The lower limit of the range assumes that the IRB does not acquire its full member complement over the fiscal year; instead the IAD will increase by only half of its new member complement over the course of 2007-2008. The upper limit of the range is based on the assumption that the IAD receives a full complement of decision-makers by the end of the fiscal year 2006-2007, through a combination of reappointments and new appointments. Both the upper and lower limits of the range provide some time for new appointments to meet the potential of a fully productive member.

In fiscal year 2007-2008, the IAD anticipates 6,500 appeals to be filed, which is a volume consistent with the number of appeals received over the last three years. This level of intake is expected to continue in 2008-2009 and 2009-2010. Sponsorship appeals are expected to continue to make up an increasing proportion of appeals filed.



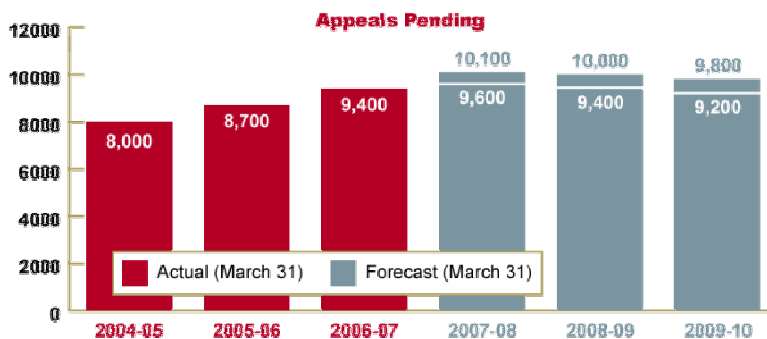
In 2007-2008, the Immigration Appeal Division expects to finalize between 5,800 and 6,300 appeals. The upper limit of 6,300 appeals is 9 per cent more than in fiscal year 2006-2007. The projected increase in finalizations anticipates the reappointment and appointment of decision-makers in accordance with the assumptions outlined above.



Based on 5,800 appeal finalizations, the average cost per appeal is expected to be \$2,300 for 2007-2008; based on 6,300 appeal finalizations, the average cost per appeal is expected to be \$2,200 for 2007-2008. These average costs per appeal are higher than the 2005-2006 actual average cost of \$1,865 per appeal due mainly to a higher share of fixed costs per unit caused by a drop in volume under both volume finalization scenarios, some salary increases and higher translation costs.

The cost per appeal includes the decision-making costs and costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, as well as administrative support. It also includes a share of the costs from the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

The pending inventory is expected to continue to grow in the short term, resulting in 9,600 to 10,100 appeals waiting for a decision by the end of fiscal year 2007-2008. Further resources may be required in future years to lead to any significant reduction in the pending inventory.



The average processing time is expected to increase to approximately 11.0 months in 2007-2008.

## Key Plans and Expected Results

To achieve its forecasts for fiscal year 2007-2008, and in line with the strategic priorities set out for the organization, the Immigration Appeal program activity will undertake the planned activities with the expected results outlined in the table below.

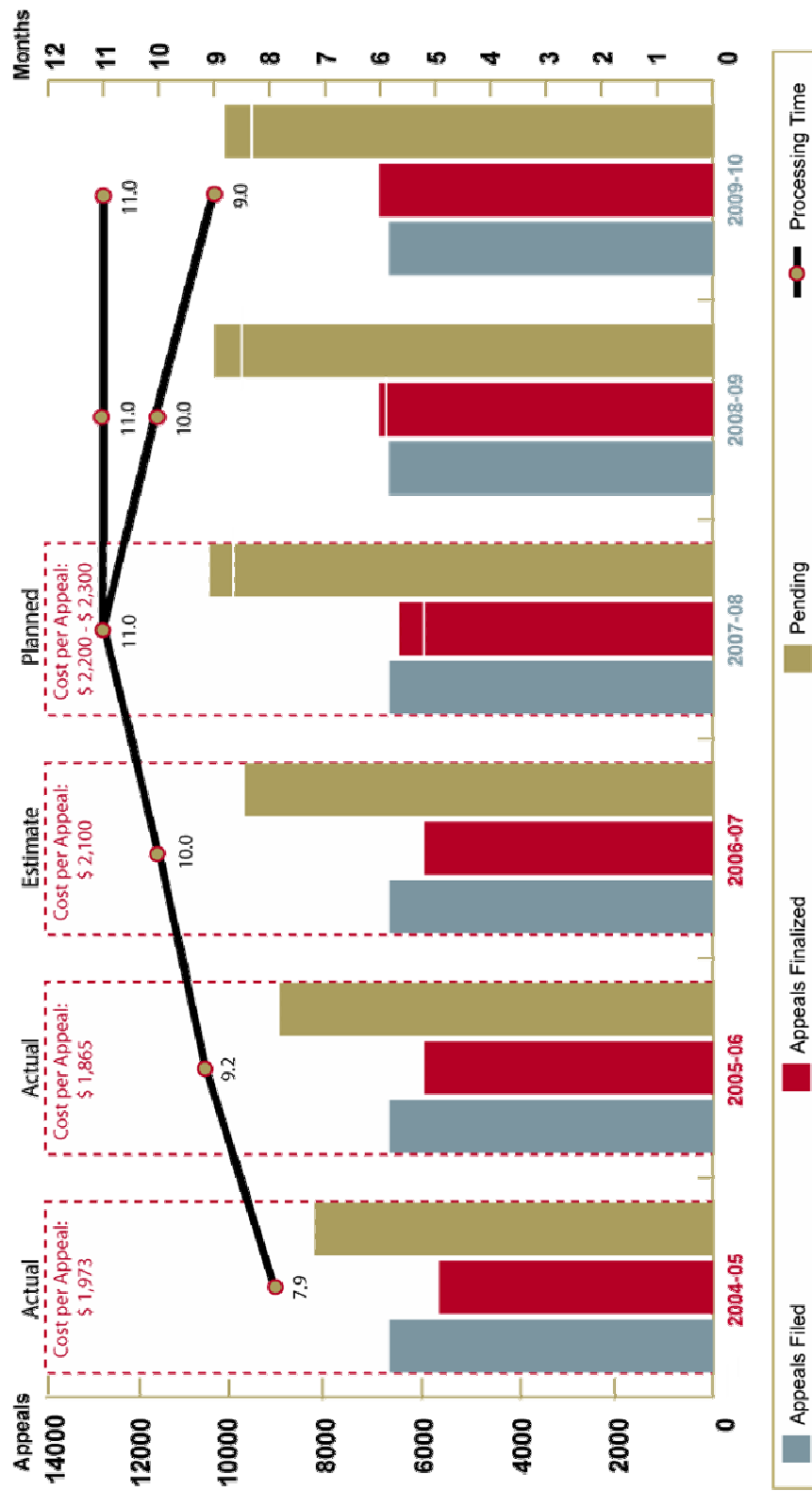
### **Program Activity: Immigration Appeal Plans and Expected Results for 2007-2008**

<b>Strategic Outcome: Provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.</b>	
<b>STRATEGIC PRIORITY 3 Continue to improve adjudicative and case management strategies including the implementation of Stage 1 of the ICMS.</b>	
<b>Plans</b>	<b>Expected Results</b>
IAD Innovation – Continued implementation of IAD Innovation proposals to transform IAD into a more flexible and proactive division	<ul style="list-style-type: none"> <li>▪ Timely progress in implementation of IAD medium and long-term action items, some of which are dependent on cooperation from CBSA/CIC</li> <li>▪ Increased productivity and reduced case processing times (assuming increased member complement), while maintaining fairness</li> <li>▪ Effective reporting tools for management to assess and improve the new adjudication strategy and case management initiatives and associated pilot projects</li> </ul>
Early Information Gathering and Early Informal Resolution – Obtain more information from both parties earlier, to support earlier screening, streaming and resolution	<ul style="list-style-type: none"> <li>▪ Earlier receipt of appeal record with cooperation from CBSA/CIC</li> <li>▪ Earlier and more effective streaming of files informed by the earlier receipt of information from both appellant and Minister's counsel</li> <li>▪ More appeals resolved through early informal resolution, including ADR</li> </ul>
Alternative dispute resolution (ADR) – Finish transition of ADR program to Public Service, and increase early informal resolution through successful ADR by public servants	<ul style="list-style-type: none"> <li>▪ Maintain at least 50% ADR resolution rate</li> <li>▪ More cases settled in whole or in part through early informal resolution</li> </ul>
Hearings – Ensure files are hearing-ready and have hearings conducted in a more proactive manner	<ul style="list-style-type: none"> <li>▪ Further reduction in adjournment rate to below 10%; and reduction in postponement rate from 35% to 25% (assuming sufficient member complement)</li> <li>▪ More focused, effective and efficient hearings</li> <li>▪ Successful coordination with CBSA to implement and expand hearings stream in which Minister's counsel appears only through written submissions</li> </ul>
Adjudication strategy and consistency – Develop and promote consistent and strategic approaches, including in areas such as removal order appeals and stays, proactive hearings, adjournments and postponements, and the applicant's testimony in marriage sponsorship appeals	<ul style="list-style-type: none"> <li>▪ More effective identification and consideration of consistency issues through increased cross-regional communication and coordinated professional development</li> <li>▪ Effective development and implementation of IAD adjudication strategies in priority areas, to promote more consistent and strategic approaches</li> </ul>



## Immigration Appeal Master Graph

The following graph provides detailed information and offers a comparison of the main activities.





# Section 3: Supplementary Information

## ***Organizational Information***

### ***Chairperson***

The Chairperson is the IRB's Chief Executive Officer, senior decision-maker and spokesperson. Providing overall leadership and direction to the Board's three decision-making divisions, the Chairperson is responsible for creating and promoting a vision of the IRB that unifies all IRB personnel around the common purpose of making timely and just decisions on immigration and refugee matters.

In addition to the broad responsibility of the management of Governor-in-Council appointees, the Chairperson has a range of statutory powers at his disposal to provide assistance to decision-makers in order to enhance the quality, consistency and efficiency of decision-making. The Chairperson is accountable to Parliament and reports to it through the Minister of Citizenship and Immigration.

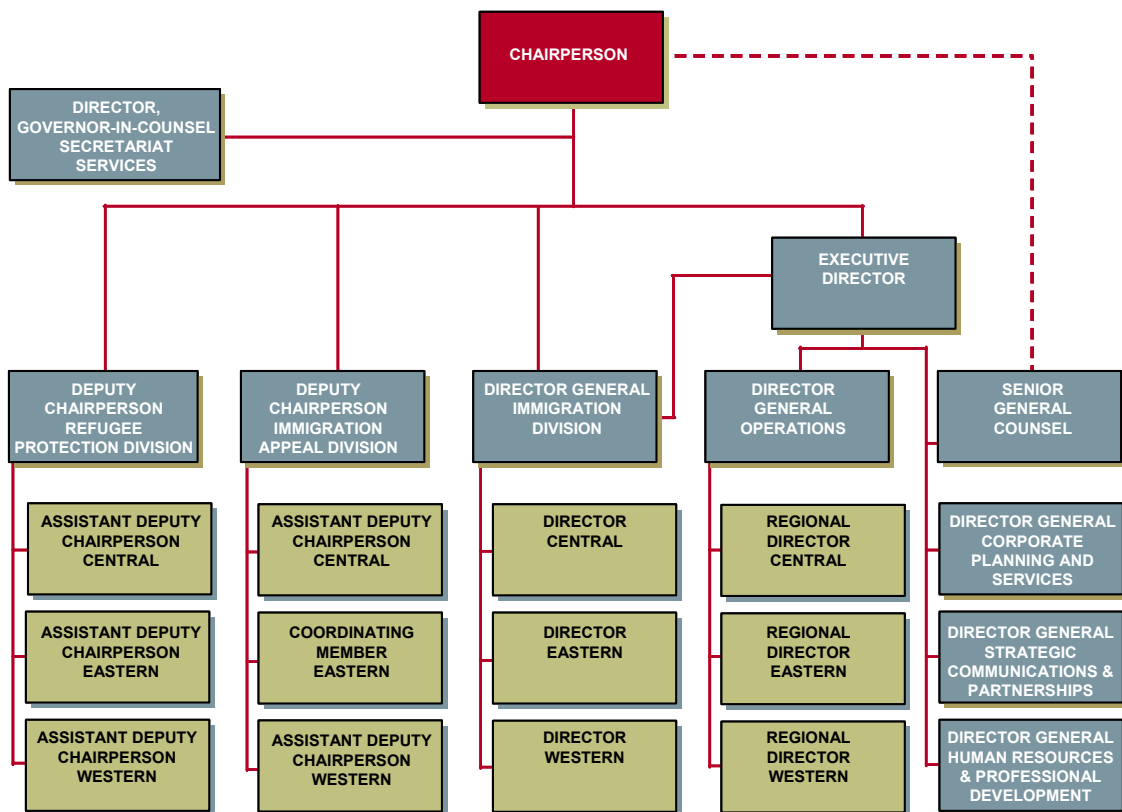
### ***Executive Director***

The Executive Director is the IRB's Chief Operating Officer and reports to the IRB Chairperson. The Executive Director is responsible for IRB operations and the administration of the Board's three decision-making divisions. The Executive Director is responsible for the complement of public servants, including those who provide direct support to decision-making activities at the IRB. This position is currently vacant.

## Senior Management

Two Deputy Chairpersons (appointed by the Governor-in-Council) and one Director General (appointed under the *Public Service Employment Act*) oversee the decision-making in the three Divisions. Four Directors General and a Senior General Counsel (all appointed under the *Public Service Employment Act*) are responsible for the corporate management and services functions, operations of the IRB and legal services.

## Organization Chart



## Departmental Links to Government of Canada Outcomes

The table below presents information on how the IRB plans to spend its resources by decision-making program activities in the next fiscal year and on the IRB's links to Government of Canada outcome areas.

2007–2008					
Strategic Outcome: To provide Canadians with well-reasoned decisions on immigration and refugee matters rendered efficiently, fairly and in accordance with the law.					
Program Activity	Budgetary (\$ millions)			Total Main Estimates	Total Planned Spending
	Operating	Gross Budgetary Expenditures	Net Budgetary Expenditures		
<b>Refugee Protection Program Activity</b>					
The Refugee Protection Program Activity contributes to the achievement of the Government of Canada's "A safe and secure world through international cooperation" outcome area.	85.5	85.5	85.5	85.5	85.5
<b>Admissibility Hearings and Detention Reviews Program Activity</b>					
The Admissibility Hearings and Detention Reviews Program Activity contributes to the achievement of the Government of Canada's "Safe and secure communities" outcome area.	15.2	15.2	15.2	15.2	15.2
<b>Immigration Appeal Program Activity</b>					
The Immigration Appeal Program Activity contributes to the achievement of the Government of Canada's "A vibrant Canadian culture and heritage" outcome area.	13.0	13.0	13.0	13.0	13.0
<b>Total</b>	<b>113.7</b>	<b>113.7</b>	<b>113.7</b>	<b>113.7</b>	<b>113.7</b>

## **Table 1: Departmental Planned Spending and Full-Time Equivalents**

*This table shows the IRB's forecasted spending for 2006-2007, as well as the planned spending and full-time equivalents for the fiscal years 2007-2008, 2008-2009 and 2009-2010.*

(\$ millions)	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Refugee Protection	86.8	85.5	85.4	85.4
Admissibility Hearings and Detention Reviews	15.3	15.2	15.2	15.2
Immigration Appeal	15.3	13.0	13.0	13.0
Budgetary Main Estimates (gross)	117.4	113.7	113.6	113.6
Less: Respendable revenue				
<b>Total Main Estimates</b>	<b>117.4</b>	<b>113.7</b>	<b>113.6</b>	<b>113.6</b>
Adjustments:				
Procurement Savings				
1. Refugee Protection	(0.3)			
2. Admissibility Hearings and Detention Reviews	(0.1)			
3. Immigration Appeal	(0.1)			
Supplementary Estimates				
1. Operating budget carry forward	4.4			
2. Compensation for collective agreements	1.0			
Other				
1. Employee Benefit Plan (EBP)	0.2			
Total Adjustments	5.1			
<b>Total Planned Spending</b>	<b>122.5</b>	<b>113.7</b>	<b>113.6</b>	<b>113.6</b>
Total Planned Spending	122.5	113.7	113.6	113.6
Plus: Cost of services received without charge	19.6	19.2	19.2	19.2
<b>Net cost of Program</b>	<b>142.1</b>	<b>132.9</b>	<b>132.8</b>	<b>132.8</b>
<b>Full-Time Equivalents</b>	<b>1,050</b>	<b>1,025</b>	<b>1,025</b>	<b>1,025</b>

The variance between the 2006-2007 Forecast Spending and Planned Spending in 2007-2008 and future years is a decrease of \$8.8 million. This decrease is mainly due to:

- A decrease of \$2.0 million due to the end of temporary funding relating to administrative measures in support of reforms to the Refugee Protection Program Activity;
- A decrease of \$2.0 million due to the end of temporary funding relating to short-term pressures to reduce the inventory of family-class applications in the Immigration Appeal Program Activity;
- The operating budget carry forward provision for 2005-2006 of \$4.4 million; and
- A decrease of \$0.4 million to adjust the Employee Benefit Plan (EBP) factor from 19% to 18.5%.

## Table 2: Voted and Statutory Items Listed in Main Estimates

This table shows the way Parliament votes resources to the IRB, and essentially replicates the summary table listed in the Main Estimates. Resources are presented to Parliament in this format. Parliament approves the voted funding and the statutory information is provided for information purposes.

2007-2008			
Voted or Statutory Items (\$ millions)	Vote Wording	2007-2008 Main Estimates	2006-2007 Main Estimates
10	Program Expenditures	100.3	103.3
(S)	Contributions to employee benefit plans	13.4	14.1
<b>Total Department</b>		<b>113.7</b>	<b>117.4</b>

## Table 3: Services Received Without Charge

The table below presents information on the IRB's services received without charge from other government departments for the next fiscal year.

2007-2008	
(\$ millions)	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	14.1
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	5.1
Employer's contribution to employees' insured benefits plans and expenditures paid by TBS	
<b>2007-2008 Services received without charge</b>	<b>19.2</b>

## **Table 4: Resource Requirements by Organization and Decision-making Activity**

*This table shows how the IRB plans to spend its resources at the organization level and decision-making activities in the next fiscal year.*

<b>2007-2008 (\$ millions)</b>				
<b>Organization</b>	<b>Refugee Protection</b>	<b>Admissibility Hearings and Detention Reviews</b>	<b>Immigration Appeal</b>	<b>Total Planned Spending</b>
<b>Chairperson, Executive Director and Secretariat</b> (including Governor-in-Council salaries)				
	24.5	0.2	3.9	<b>28.6</b>
<b>Refugee Protection Division</b>				
	1.2			<b>1.2</b>
<b>Immigration Appeal Division</b>				
			0.8	<b>0.8</b>
<b>Immigration Division</b>				
		4.1		<b>4.1</b>
<b>Strategic Communications and Partnerships</b> (including special purpose account for the translation of decisions)				
	6.2	5.3	2.7	<b>14.2</b>
<b>Human Resources and Professional Development</b>				
	3.2	0.5	0.4	<b>4.1</b>
<b>Legal Services</b>				
	4.2	0.2	0.2	<b>4.6</b>
<b>Corporate Planning and Services</b>				
	7.4	1.3	1.1	<b>9.8</b>
<b>Operations</b> (including regions)				
	38.8	3.6	3.9	<b>46.3</b>
<b>Total</b>	<b>85.5</b>	<b>15.2</b>	<b>13.0</b>	<b>113.7</b>



## Table 5: Integrated Case Management System (ICMS) Project \*

The national implementation of ICMS for the Refugee Protection Division (RPD) in 2007-2008 will support the IRB in its efforts to improve case preparation and management by streamlining and automating business processes, and by providing all IRB employees with access to a national repository of information required to support quality decision-making. ICMS will provide the IRB with the capacity to:

- Improve processing time
- Promote a consistency in decisions that will enhance the protection of refugees and the overall security of Canadians
- Increase security and integrity of the data
- Improve the current IT infrastructure

\* Although ICMS does not meet the Treasury Board Secretariat definition of a major project for reporting purposes, it represents a significant investment for the IRB.

Estimated Total Cost Effective Project Approval	Current Estimated Total Cost to March 31, 2007	Cumulative Spending to March 31, 2006	Forecast Spending 2006-2007
(\$ millions)			
40.0	39.8	33.0	6.8

Fiscal year 2006-2007 saw the delivery of the final release of ICMS Stage 1:

- Release 1 automated case screening and streaming activities
- Release 2 automated research processes
- Release 3 allowed for the submission of electronic Personal Information Forms (e-PIFs)
- Release 4 provided for end-to-end case processing in the RPD

ICMS will be implemented for the RPD on 1 April 2007. Throughout the first half of 2007-2008, the IRB will continue to focus on ensuring staff and decision-makers have the knowledge and skills to make effective use of the system. It will also be crucial to ensure that sufficient knowledge transfer and organizational capacity is achieved to support and maintain ICMS as the primary system of record for the RPD.

Plans	Expected Results
<b>Stage 1</b>	
ICMS in production: National deployment of ICMS for the Refugee Protection Division (RPD)	<ul style="list-style-type: none"> <li>▪ National deployment of ICMS in April 2007; effective and gradual ramp-up and integration of the application as the primary case management and preparation tool for the RPD as claims are referred post 1 April 2007</li> <li>▪ Gradual decommissioning of STAR for the RPD within 12 to 18 months</li> </ul>
Facilitate effective change management in preparation for the transition to ICMS through comprehensive training, communications, and change management plans	<ul style="list-style-type: none"> <li>▪ Timely delivery of ICMS training to equip public servants and GIC members with the knowledge and skills to use the system</li> <li>▪ Targeted and effective communications, enabling the organization to prepare for and optimize the successful implementation of the system</li> <li>▪ Obstacles and barriers to the successful implementation of ICMS are identified and addressed</li> </ul>
<b>Stage 2</b>	
Automate Immigration Appeal Division (IAD) processes	<ul style="list-style-type: none"> <li>▪ Building on Stage 1, development of the various ICMS elements required to provide actual appeal processing and scheduling for the IAD. (Under review pending business rationalization of IAD processes.)</li> </ul>
<b>Stage 3</b>	
Automate Immigration Division (ID) processes	<ul style="list-style-type: none"> <li>▪ Building on Stage 2, development of the various ICMS elements required to provide actual appeal processing and scheduling for the ID. (Under review pending business rationalization of ID processes.)</li> </ul>

## **Table 6: Internal Audits and Evaluations**

The IRB has an Internal Audit and Evaluation function that supports the delivery of independent, objective and strategically focused audit and evaluation products. The findings and recommendations flowing from internal audits and evaluations are a primary source of evidence for both strategic and operational decision-making and broader assurance purposes. The following table provides a list of internal audit and evaluation reports for fiscal years 2007-2008 and 2008-2009. Since these reports are either in progress or in the planning stages, electronic links are not available at this time.

<b>Name of Internal Audit and Evaluation</b>	<b>Audit and Evaluation Type</b>	<b>Status</b>	<b>Expected Completion Date</b>
<b>Audit of IRB contracting practices</b>	Awarding and administrating contracts in the IRB	In progress	March 2007
<b>Independent Verification and Validation of ICMS Functionality</b>	Audit of ICMS functionality right after its roll-out in April 2007	Planned	December 2007
<b>Business Continuity Planning (BCP)</b>	Testing IRB's infrastructure to provide assurance that the BCP complies with TBS operational security standards	Planned	March 2008
<b>Cyclical Compliance of Videoconferencing IRB Hearings and Streamlining Case Processing</b>	Follow-up audit to ensure recommendations reflected in Action Plans emanating from a previous review and evaluation have been implemented	Planned	March 2008
<b>Chairperson's Action Plan</b>	Summative evaluation of a major initiative undertaken in 2003-2004 to reduce refugee backlog as part of the PSAT funds	Planned	March 2008
<b>ICMS Summative Evaluation</b>	Assess the extent to which ICMS produces the expected results and the lessons that can be drawn from the experience of developing an IT technology project in a specialized administrative tribunal	Planned	June-November 2008
<b>Fast Track Policy Formative Evaluation</b>	Assess the extent to which the Fast Track policy has produced the expected results and performance	Planned	March-June 2008
<b>Stakeholder Liaison Formative Evaluation</b>	Assess the extent to which the IRB maintains a high-quality relationship with external stakeholders	Planned	March-November 2008
<b>Formative Evaluation of Employee Well-being</b>	Assess the extent to which this initiative is producing the expected results and performance	Planned	March-November 2008
<b>Formative Evaluation of IAD Innovation</b>	Assess the extent to which innovation initiatives of the Immigration Appeal Division's processes are yielding expected results and performance	Planned	March-October 2009
<b>Formative Evaluation of Values and Ethics Framework</b>	Assess the extent to which the framework is yielding the expected results and performance	Planned	March-November 2009

# Section 4:

## Other Items of Interest

### ***Corporate Management and Services Program Activity***

The Corporate Management and Services program activity provides support to the three IRB decision-making program activities through a range of human resources, legal services, communications, strategic planning, audit and evaluation, risk management, values and ethics, financial services, information technology, and management activities. It also provides the IRB with efficient management processes and administrative services while promoting organizational effectiveness and implements government-wide management and improvement initiatives. The Corporate Management and Services program activity ensures that all corporate management services are integrated into the business of the IRB.

As noted in Section 1, the planned spending and FTEs for Corporate Management and Services are proportionally allocated to the three decision-making program activities.

### ***Key Plans and Expected Results***

In line with the strategic priorities set out for the organization, the Corporate Management and Services program activity will undertake the planned activities with the expected results outlined in the following table.

## **Program Activity: Corporate Management and Services Plans and Expected Results for 2007-2008**

**Strategic Outcome: Provide Canadians with well-reasoned decisions  
on immigration and refugee matters efficiently, fairly and in accordance with the law.**

STRATEGIC PRIORITY 1 Consolidate the integration of the work of the Board's divisions to ensure quality, consistency and fairness in the efficient resolution of cases in a time of transition.	
Plans	Expected Results
Participate in and coordinate national and international events (including conferences) to showcase the IRB's integration efforts and position the IRB as a leader in the administrative justice community in Canada and in the refugee and immigration sector internationally	<ul style="list-style-type: none"> <li>▪ A well-integrated national and international conference participation coordination function that provides maximum strategic benefits for the IRB</li> <li>▪ The IRB maintains its strong international reputation on refugee determination and enhances its reputation in the Canadian administrative justice community</li> </ul>
STRATEGIC PRIORITY 2 Continue to build an organization that strengthens its operational and leadership capacity, its diversity and its flexibility.	
Plans	Expected Results
Continue to build on the 2006-2007 Employment Equity (EE) initiatives with a two-year IRB EE strategy, supported by robust communications activities	<ul style="list-style-type: none"> <li>▪ A robust EE program that contributes to the recruitment, retention and career progress of IRB employees from the designated groups and ultimately contributes to a diverse workforce</li> <li>▪ A workforce that understands employment equity principles and why EE is important at the IRB</li> </ul>
Continue to review the Official Languages (OL) program including policy, training and infrastructure	<ul style="list-style-type: none"> <li>▪ An OL program that contributes to a diverse, flexible and equitable organization while being responsive to the needs of the clientele</li> </ul>
Continue the implementation of the People Management Strategy by focusing, namely, on the development of a wellness strategy and a talent management program	<ul style="list-style-type: none"> <li>▪ A wellness strategy that is well communicated, providing a healthier work environment that enhances the well-being of employees, and strengthens its operational and leadership capacity in this time of transition</li> <li>▪ A talent management program that encompasses leadership development as well as recruitment, retention and succession planning</li> </ul>
STRATEGIC PRIORITY 3 Continue to improve adjudicative and case management strategies including the implementation of Stage 1 of the ICMS.	
Plans	Expected Results
Legal Services to develop a national reasons database	<ul style="list-style-type: none"> <li>▪ A national reasons database is being developed that supports the quality and consistency of decision-making in all three Divisions</li> </ul>
Amend the IRB rules of practice	<ul style="list-style-type: none"> <li>▪ The IRB amends the rules of practice which involve the Department of Justice, CIC and CBSA</li> </ul>
Finalize the transition of ICMS resources, tools, procedures and infrastructure to the IS Directorate to provide the necessary maintenance of ICMS applications	<ul style="list-style-type: none"> <li>▪ The necessary acquisition of support capacity, including the transfer of knowledge, for ICMS is achieved</li> <li>▪ All conditions stipulated in the TB Submission concerning ICMS are met</li> <li>▪ The ICMS application is functional and is supported as an integrated business management system</li> </ul>
Facilitate effective change management in preparation for the transition to ICMS through comprehensive training, communications and change management plans	<ul style="list-style-type: none"> <li>▪ Employees understand the benefits of ICMS and their role in ensuring its successful implementation</li> <li>▪ Timely delivery of ICMS training to equip public servants and GIC members with the knowledge and skills to use the system</li> <li>▪ Targeted and effective communications, enabling the organization to prepare for and optimize the successful implementation of the system</li> <li>▪ Obstacles and barriers to the successful implementation of ICMS are identified and addressed</li> </ul>
Provide ongoing maintenance and support to ICMS in production	<ul style="list-style-type: none"> <li>▪ The ICMS application is functional and is supported by the Operational Information Management and Information Systems Directorates</li> <li>▪ Sufficient knowledge transfer and organizational capacity is achieved to support and maintain ICMS as the primary system of record for the RPD</li> </ul>

STRATEGIC PRIORITY 4 Implement a horizontal and fully integrated management plan that reflects the IRB's current reality.	
Plans	Expected Results
<i>Planning and Accountability</i>	
Continue the implementation of the Management Resources and Results Structure (MRRS) Policy	<ul style="list-style-type: none"> <li>Strategic Outcome and Performance Measurements Framework modified to reflect the IRB's progress and maturity as an administrative tribunal, which fully complies with the government-wide MRRS policy</li> </ul>
The Risk Management Plan updated to reflect new strategic priorities, the Government Management Agenda and the implementation of the Legal Risk Management System	<ul style="list-style-type: none"> <li>The risk management mitigation strategy and closure criteria are improved</li> <li>Appropriate legal risk management measures are developed</li> </ul>
Continue to comply with the new Internal Audit policy	<ul style="list-style-type: none"> <li>Introduction of the second year of the new Audit Policy Suite (one external member to the AEC introduced, approval and adoption of the IRB Internal Audit Charter (Policy), adoption of the AEC Charter and audit training completed)</li> <li>Introduction of the fundamental control framework within the IRB is initiated</li> </ul>
Provide effective financial planning and budgeting using ABB, A-Base Reviews and other tools to support resourcing process within the IRB	<ul style="list-style-type: none"> <li>Resource allocation decisions reflect workload trends and priorities throughout the IRB and funding allocation on a permanent basis for priority areas is initiated</li> <li>Planning and budgeting process meets Expenditure Management Cycle of the government</li> <li>Adjustment to the ABB models to reflect IAD Innovation, adjudicative support strategy and ICMS</li> </ul>
Ensure ongoing implementation of integrated HR and business planning, including the development of additional planning tools	<ul style="list-style-type: none"> <li>A comprehensive multi-year HR plan for the entire organization which includes Divisions, Branches and regional plans</li> <li>Effective HR planning for GIC complement</li> </ul>
Enhance the IRB IT Planning Framework to be in line with IRB business plans	<ul style="list-style-type: none"> <li>Three-year IT plan developed and integrated into the IRB business plan</li> <li>Modernization of IT architecture and IT practices developed and implemented resulting in increased efficiencies for the IRB</li> </ul>
<i>People Management</i>	
Revise a Code of Conduct for members and public servants of the IRB	<ul style="list-style-type: none"> <li>A Code of Conduct is approved and implemented for all members and public servants which is comprehensive and consistent with the <i>Federal Accountability Act</i></li> </ul>
Ensure ongoing implementation of Classification Reform	<ul style="list-style-type: none"> <li>The IRB is in compliance with legislative requirements and has the appropriate tools and systems to continue supporting modernization and classification efforts for public servants and GICs</li> </ul>
Develop policies on GIC terms and conditions of employment	<ul style="list-style-type: none"> <li>Policies established on the GIC terms and conditions of employment</li> </ul>
Review and update accountability profiles for GICs	<ul style="list-style-type: none"> <li>Updated accountability profiles for GICs</li> </ul>
Modernization of GIC resource planning to ensure that the IRB has the necessary complement of decision-makers	<ul style="list-style-type: none"> <li>GIC resource planning incorporated into the IRB business planning cycles</li> </ul>
Continue HR modernization implementation including Human Resources Planning and Informal Conflict Resolution to ensure compliance with legislative requirements, monitoring practices, exploring of opportunities under the <i>Public Service Employment Act</i> and development of any necessary additional policies/tools	<ul style="list-style-type: none"> <li>IRB managers move further towards taking ownership as part of their overall management accountability</li> <li>The IRB is in compliance with legislative requirements and has the appropriate tools and systems to continue supporting modernization</li> </ul>
<i>Financial Management</i>	
Begin the implementation of the CFO model	<ul style="list-style-type: none"> <li>Draft outline of CFO model that reflects the requirements of the IRB</li> </ul>
Implement formal financial monitoring function	<ul style="list-style-type: none"> <li>Increased compliance with TBS/IRB Policies and Directives</li> </ul>

Plans	Expected Results
Participate in TBS Renewal of Policies and Directives	<ul style="list-style-type: none"> <li>▪ Timely impact analysis of changes to TBS Policies and Directives on the IRB</li> <li>▪ Timely updates to the IRB Directives and Procedures</li> </ul>
<i>Security</i>	
Enhance the comprehensive security program and ensure a robust communications strategy	<ul style="list-style-type: none"> <li>▪ The Business Continuity Plan is maintained and the implementation of the Management Information Technology Security Action Plan continues</li> <li>▪ Introduction of a disaster recovery plan</li> <li>▪ Compliance with Government Security Policy</li> <li>▪ Employees are aware of what to do when faced with a security issue</li> </ul>
<i>Procurement and Asset Management</i>	
Implement a comprehensive procurement and asset management program	<ul style="list-style-type: none"> <li>▪ The IRB procurement and asset management program is improved and reflects the business needs of the IRB</li> <li>▪ Initial design of IRB policies are aligned with federal government procurement and asset policies</li> <li>▪ Compliance with TBS/IRB Policies and Directives</li> <li>▪ Modernized contracting regime in place for interpreters</li> </ul>
<i>Information Management</i>	
Continue the implementation of the relevant elements of the Information Management action plan	<ul style="list-style-type: none"> <li>▪ The IRB makes significant progress in the area of Information Management</li> </ul>
<i>Information Systems</i>	
Support all systems and users (external and internal) effectively and in accordance with service standards	<ul style="list-style-type: none"> <li>▪ Support mechanisms are developed, enhancing the services and accessibility to National Call Centre (NCC) users</li> <li>▪ NCC services available to a wider audience</li> <li>▪ IRB systems meet clients needs</li> </ul>
<i>Strategic Communications and Partnerships</i>	
Continue to strengthen outreach efforts and improve stakeholder and Parliamentary relations	<ul style="list-style-type: none"> <li>▪ The IRB's business is increasingly well understood by those who interact with the IRB</li> <li>▪ The IRB continues to work cooperatively with and to engage stakeholders</li> </ul>
Introduce revamped external website	<ul style="list-style-type: none"> <li>▪ A revamped website that provides stakeholders and the general public with pertinent information on the IRB is phased in</li> </ul>

## ***IAD Innovation***

In response to a growing inventory of immigration appeals, the IRB launched the IAD Innovation initiative in late 2005. The process entailed a comprehensive re-examination of how the IAD works, including a re-thinking of all the processes by which appeals are resolved.

Following extensive internal and external consultations, the Chairperson released the IAD Innovation Plan on March 21, 2006. The IAD Innovation Plan seeks to ensure that the IAD can continue to deliver justice simply, quickly and fairly, and in a manner that maximizes the opportunities for parties to resolve appeals within the shortest possible time.

The Plan contains 26 recommendations grouped under the themes of:

- Earlier receipt of information from the parties
- Resources, mechanisms and processes to support early resolution of appeals
- Hearing readiness and increased efficiencies in hearing and post-hearing matters

Two teams have been formed to implement the recommendations of the Plan.

- A case management team led by the public service to oversee the implementation of those recommendations that focus on establishing more streamlined and effective case management processes
- A GIC-led adjudication strategy team to oversee the implementation of those recommendations that focus on fair, efficient hearings conducted by proactive tribunal members

## *Portfolio Work*

Several of the recommendations put forward in the IAD Innovation Plan are dependent on changes being made to the way in which the Canada Border Services Agency (CBSA) and Citizenship and Immigration Canada (CIC) do business. As such, in September 2006, a portfolio working group was struck with representatives from CBSA, CIC and the IRB to begin addressing a number of recommendations put forward in the IAD Innovation Plan of March 2006.

To date, portfolio discussions have focused on ensuring the earlier receipt of the record of appeal at the Board, appropriate resourcing at CBSA to respond to the IRB's early informal resolution efforts, and the streamlining of the ID/IAD processes in which CBSA and the concerned person are able to agree on a joint recommendation on the removal order and IAD appeal.

The 2007-2008 plans and expected results associated with the IAD Innovation initiative are presented in Section 2.

## ***Integration of Adjudicative Support***

To respond more effectively to changes in the volumes of work, the IRB has taken two important measures which have had the effect of transforming the way we do our work. The first has been to thoroughly review how the work is done. With respect to refugee claims, the Chairperson's Action Plan produced significant results through a review of business processes. A similar exercise is underway in the Immigration Appeal Division, with the Innovation initiative. The second measure which the Board has taken has been to promote functional integration of the three Divisions, subject to legal and practical constraints. This has entailed training decision-makers to hear cases in more than one Division.

A major component of functional integration has been to expand the level of adjudicative support to the decision-making process across all three Divisions. The integration of adjudicative support is aimed at improving quality and consistency through effective pre-hearing preparation and resolution of cases, as well as enhancing efficiency by enabling decision-makers to focus on their adjudicative functions with the assurance that they are receiving the best available information to make their decisions. Finally, an integrated approach to tribunal support is consistent with the core values of flexibility and responsiveness to business needs that are key components of public service modernization.

As of 1 April 2007, a restructuring of public service support will ensure that the three Divisions are being supported effectively. The existing community of Refugee Protection Officers, Operations Service Managers, Quality Project Officers and Regional Program Analysts will be transformed through a competency-based assessment process into a community of Tribunal Officers serving all three Divisions. The Tribunal Officers will receive training in areas of immigration and refugee law to which they would not have been exposed in their current jobs. In addition to accessing employment at a higher classification level, existing staff may also see career advancement possibilities expand with new competencies in hand. The Board will benefit from new efficiencies that maximize flexibility. The new structure places special emphasis on



quality control and enhanced management to assure that the highest quality support is provided to the Divisions, enhancing their productivity and the quality of their work.

### *Impact*

The Board's accomplishment of its mandate to make well-reasoned decisions on immigration and refugee matters quickly, simply and fairly is facilitated by the availability of high-calibre adjudicative support. The integration of adjudicative support will contribute to the Board's capacity to resolve as many matters as possible without a hearing, to assure that all matters going to hearing are fully hearing-ready, and to assure that all decisions produced are of the highest quality.

## **Information and Contacts**

### **Legislation Administered**

*Immigration and Refugee Protection Act*  
(S.C. 2001, c. 27, as amended)

*Immigration and Refugee Protection Regulations*  
(SOR/2002-227, as amended)

*Refugee Protection Division Rules*  
(SOR/2002-228)

*Immigration Division Rules*  
(SOR/2002-229)

*Immigration Appeal Division Rules*  
(SOR/2002-230)

*Oath or Solemn Affirmation of Office Rules*  
(Immigration and Refugee Board of Canada)  
(SOR/2002-231)

### **IRB Processes**

Visit these websites to find out how the IRB processes its cases:

- Process for Making a Claim for Refugee Protection  
[http://www.irb-cisr.gc.ca/en/about/processes/rpdp\\_e.htm](http://www.irb-cisr.gc.ca/en/about/processes/rpdp_e.htm)
- Admissibility Hearing Process  
[http://www.irb-cisr.gc.ca/en/about/processes/ahp\\_e.htm](http://www.irb-cisr.gc.ca/en/about/processes/ahp_e.htm)
- Detention Review Process  
[http://www.irb-cisr.gc.ca/en/about/processes/drp\\_e.htm](http://www.irb-cisr.gc.ca/en/about/processes/drp_e.htm)
- Sponsorship Appeal Process  
[http://www.irb-cisr.gc.ca/en/about/processes/sap\\_e.htm](http://www.irb-cisr.gc.ca/en/about/processes/sap_e.htm)
- Removal Order Appeal Process  
[http://www.irb-cisr.gc.ca/en/about/processes/roap\\_e.htm](http://www.irb-cisr.gc.ca/en/about/processes/roap_e.htm)

### **Related Information**

UNHCR website: [www.unhcr.ch/cgi-bin/teXis/vtx/home](http://www.unhcr.ch/cgi-bin/teXis/vtx/home)

## Contact Us

For more information, visit the IRB website at <http://www.irb-cisr.gc.ca/> or contact the IRB Communications Directorate at (613) 947-0803 or contact one of the IRB offices listed below.

### National Headquarters

Immigration and Refugee Board of Canada  
Minto Place, Canada Building  
344 Slater Street, 12th Floor  
Ottawa, Ontario K1A 0K1  
Tel: (613) 995-6486 Fax: (613) 943-1550

### Regional Offices

#### Eastern Region

200 René Lévesque Boulevard West  
Guy Favreau Complex  
East Tower, Room 102  
Montreal, Quebec H2Z 1X4  
Tel: (514) 283-7733 Fax: (514) 283-0164

#### Central Region

74 Victoria Street, Suite 400  
Toronto, Ontario M5C 3C7  
Tel: (416) 954-1000 Fax: (416) 954-1165

#### Western Region

Library Square, Suite 1600  
300 West Georgia Street  
Vancouver, British Columbia V6B 6C9  
Tel: (604) 666-5946 Fax: (604) 666-3043

*The photographs that appear in this report originate from a number of sources, and include images of IRB locations, IRB employees working in offices, as well as photographs from public royalty-free image banks, so as not to infringe on the privacy of actual claimants or persons appearing before the Immigration and Refugee Board of Canada.*