

Military Police Complaints Commission of Canada

2019–20

Departmental Results Report

The Honourable Harjit S. Sajjan
Minister of National Defence

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Complaints Commission of Canada, 2020
Cat No. DP2-7E-PDF
ISSN 2560-9157

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Chairperson's Message

I am pleased to present the Military Police Complaints Commission of Canada (MPCC) 2019-20 Departmental Results Report.

The MPCC was created in December 1999 as an independent oversight body through amendments to the *National Defence Act*. These amendments incorporated recommendations emanating from comprehensive reviews undertaken by the Commission of Inquiry into the Deployment of Canadian Forces to Somalia (better known as the Somalia Inquiry) and the Report of the Military Police Services Review Group (known as the Dickson Report), which were released in 1997. Both reports advocated for greater accountability in our military justice system.



On December 3, 2019 we marked the MPCC's 20th anniversary with a symposium to assess our accomplishments over the last two decades, how we have matured as an organization, what further improvements could be made, and how we can identify and meet future challenges. One key challenge facing both military and civilian police services is how to determine where to set the bar for expectations about police response. This and other important questions will be the subject of study and discussions as we enter our third decade.

This reporting period ended with the emergence of COVID-19 in Canada and across the globe, which has affected each, and everyone's life by changing how we interact with each other and how we work. On March 16, 2020, the MPCC moved to a complete virtual work model and quickly adapted to the new realities this entailed. Thankfully, the hard work and investments of the last few years in making the MPCC a digital office and an employer of choice by fostering flexible work arrangements, such as telework, meant our workforce and our infrastructure had the capacity and the flexibility to quickly adapt to this change.

As an organization, we continue to strive to be a stigma-free work environment where we can openly discuss issues of diversity and mental health. As an employer of choice, the MPCC is committed to maintaining an environment where all employees feel welcome and safe. This has involved hosting workshops on mental health and acknowledging a diverse range of holidays and events.

It goes without saying that the foundation of our work and our steady progression is due to the dedicated and highly professional MPCC staff. My thanks go out to each of these individuals whose commitment and perseverance are an ongoing source of pride and inspiration.

Hilary C. McCormack, LL.B.
Fellow Litigation Counsel of America
Chairperson

Results at a glance and operating context

The MPCC's total actual spending for 2019-20 was \$4,731,232.

The MPCC's total actual full-time equivalents for 2019-20 was 28.

The MPCC:

- Worked with the Department of Justice in redrafting our Rules of Procedure to take into account the MPCC's experience with Public Interest Hearings (PIH) and innovations that will result in more efficient and accessible hearings;
- Raised issues of timely and effective access to disclosure with the office of the Canadian Forces Provost Marshal (CFPM) and the Judge-Advocate General (JAG) as well awareness through our Annual Report of the need to have the MPCC listed in the schedule of designated entities in the *Canada Evidence Act*;
- Worked with the CFPM, the Deputy Commander Canadian Forces Military Police Group and other senior Military Police staff to foster an environment that supports the acceptance and implementation of Military Police Complaints Commission recommendations;
- Completed seven Final Reports detailing the results of investigations into allegations of military police misconduct. The MPCC also made five recommendations to the Canadian Forces Military Police further ensuring the highest standards of conduct in military policing. The MPCC adds another layer of accountability and transparency to the complaint process by ensuring that allegations of military police misconduct and allegations by military police of interference in their investigations are reviewed and investigated in a manner that is impartial, thorough and fair;
- Continued its outreach visits at Canadian Armed Forces (CAF) Bases and to the Military Police Academy and provided interactive sessions communicating the importance of civilian oversight, as well as information about the processes used by the MPCC and key findings and results of the MPCC's investigations;
- Continued to provide to its employees various learning, professional and leadership growth opportunities through traditional and non-classroom initiatives such as acting opportunities, coaching and as on-line training;
- Held an engagement session with all employees to identify priorities for action following the MPCC 2017 and 2018 Public Service Employee Survey (PSES) results. This resulted in the implementation of three organisational initiatives aligned with Beyond 2020 objectives to become a more agile, inclusive and equipped workplace of choice;
- Continued to foster a work environment free of stigma and discrimination by hosting workshops on mental health, acknowledging a diverse range of holidays and hosting events celebrating the diversity of its workforce.

For more information on the Military Police Complaint Commission of Canada's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Results: what we achieved

Core responsibility

Independent oversight of the Military Police

Description:

Promotes and ensures the highest standards of conduct of Military Police in the performance of policing duties and discourages interference in any Military Police investigation through independent and impartial reviews, investigations and hearings which result in sound findings and recommendations in response to complaints about or by Military Police members as well as through outreach activities.

Results:

Throughout the reporting year, the MPCC continued to develop a collaborative relationship with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Group / Professional Standards (DComd CF MP Gp/PS) and other senior Military Police staff to foster an environment that supports the acceptance and implementation of MPCC recommendations. This included holding bi-annual meetings between the two organisations to discuss process issues in an effort to improve the complaints process and facilitate disclosure requests to the MPCC.

In 2019-20, the MPCC continued to refine the planning and conduct of its investigations with a view to improving the overall timeliness of its investigations and ensured that the resources devoted to a file matched its complexity. The MPCC also started work with the Department of Justice Legislative Section in redrafting its Rules of Procedures to take into account the MPCC's experience with the requirements of a Public Interest Hearing (PIH) and innovations that will result in more efficient and accessible hearings. This would also enable the MPCC to conduct electronic hearings in the future.

The MPCC discussed the need for timely and effective disclosure of information, including Crown Briefs with the CFPM and the JAG.

In addition, this fiscal year, the Outreach program was transferred from Internal Services to Independent oversight of the Military Police to reflect the program is integral to its mission to

During 2019-20, the MPCC performed oversight activities that fostered public trust in the Canadian Armed Forces Military Police and communicated with the CFPM and JAG:

- Published seven Final Reports and made five recommendations with the Military Police accepting 100% of our recommendations;
- Responded to 61 information requests from the general public, military personnel and complainants;
- Responded within 48 hours to 97% of initial requests pertaining to complaint files.

promote and ensure the highest standards of conduct of Military Police in the performance of policing duties and functions and to discourage interference in any military police investigation. As such, the MPCC continued its Outreach Program to increase and maintain awareness, transparency and accountability in the complaints process. In the 2019-20 fiscal year:

- MPCC staff made multiple presentations to the Canadian Forces Military Police Academy (CFMPA) in Borden, Ontario; and to CAF Bases in the province of Ontario in Kingston, North Bay, Toronto and Petawawa, as well as to the Military Police (MP) Detachment of the National Defence Headquarters Carling and the Canadian Forces National Investigative Service (CFNIS) in Ottawa, Ontario.
- Participants' feedback remained positive with 100% positive responses on participant evaluations. Feedback received was used to continuously improve the content and style of presentations.
- In March 2020, the MPCC began work to be able to deliver some presentations virtually to the CFMPA.

Gender-based analysis plus (GBA+)

In 2019-20, the MPCC developed its first GBA+ Strategy. The strategy's objective is to build departmental capacity, identify relevant GBA+ parameters, determine how data will be tracked and used as well as increase accountability. The plan will be implemented over the next three years in order for the MPCC to implement administrative procedures and systems to allow for the tracking of identified GBA+ factors. In addition, over the review period, the MPCC encouraged employees to complete GBA+ training.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Final Reports provide sound findings and recommendations and are issued in a timely manner.	Percentage of recommendations resulting from investigations of conduct or interference complaints are accepted by the responsible Department of National Defence authority (usually the Canadian Forces Provost Marshal).	70%	March 31, 2020	N/A	83%	100%

	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2020	N/A*	100% ¹	100%
	Percentage of findings and recommendations issued in non-public interest cases within 18 months from the time disclosure is substantially received to the issuance of the interim report. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	70%	March 31, 2020	N/A*	100%	100%
Information requests pertaining to complaint files are responded to in a timely manner.	Percentage of information requests initially responded to within 48 hours.	95%	March 31, 2020	N/A*	97%	97%
Military Police and the public have access to current information on the issues addressed by the Military Police Complaints Commission of Canada.	Quarterly website updates of Military Police Complaints Commission of Canada findings and recommendations through case summaries and Military Police Complaints Commission of Canada Final Reports in public interest cases.	4	March 31, 2020	N/A*	4	4
	Number of Outreach activities/presentations given on the mandate, roles and responsibilities of the Military Police Complaints Commission of Canada.	6	March 31, 2020	N/A*	8	7

¹ No Judicial Review decisions were received during the reporting period.

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	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2020	N/A*	100%	100%
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*The MPCC identified new indicators for 2018-19 and began measuring these as of April 1, 2018

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
2,915,308	2,915,308	2,996,159	2,837,560	(77,748)

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
15	14	(1)

Financial, human resources and performance information for the Military Police Complaints Commission of Canada's Program Inventory is available in [GC InfoBase](#)¹.

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services

-
- ▶ Information Technology Services
 - ▶ Legal Services
 - ▶ Material Management Services
 - ▶ Management and Oversight Services
 - ▶ Real Property Management Services

Results

In 2019-20, the MPCC renewed and improved several of its core operating policies to align with new government wide policies implemented by the Treasury Board Secretariat. As such, the MPCC Executive Committee reviewed and approved:

- The Information Technology Asset Management Plan that will guide the Chief Information Officer in the renewal and maintenance of information technology assets and ensure the efficient use of resources;
- The new Departmental Security Plan (DSP) that will guide the Chief Security Officer in the renewal of security procedures and policies to align with the new policy on Government Security;
- The updated human resource departmental policies and delegation instrument to reflect the New Direction in Staffing.

In addition, during the review period, the internal services group advanced two core projects by:

- Starting the drafting and the consultations on a MPCC Business Continuity Plan;
- Finalizing the migration of corporate services files to the new Electronic Document and Records Management System (EDRMS) to improve the effective and continuous information management at the MPCC.

In 2019-20, the MPCC also held an engagement session with all employees to identify priorities for action following the MPCC 2017 and 2018 PSES results. This resulted in the implementation of three organisational initiatives aligned with Beyond 2020 objectives to become a more agile, inclusive and equipped workplace of choice:

- Establishing a Communication Task Force to establish what, when, why, how information is desired by all employees;
- Establishing Terms of Reference, reporting requirements and launching a Liaison Committee;
- Establishing a peer lead buddy system such as a Buddy Program/Human Library Shadowing for new employees as well as to shadow current coworkers.

In addition, the MPCC continued to support employee development through training and on-the-job learning. Over the last year, spending on training represented over 2.0% of personnel expenditures. This included language training and providing access to various learning and developmental opportunities such as coaching. The Commission continued to implement talent management plans for employees who surpassed their work objectives for the year and by providing acting opportunities to high performing employees.

During the reporting period, the MPCC raised awareness about the importance of mental health and wellbeing through quarterly conversations at all staff-meetings, the promotion of events and by introducing Informal Conflict Management Services and an Ombuds-Service to its available resources to employees.

The MPCC also continued to promote diversity and inclusion measures by celebrating diversity by highlighting key events throughout the year that were representative of its employees such as Black, Asian and Islamic history months.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
1,841,624	1,841,624	2,005,910	1,893,672	52,048

Human resources (full-time equivalents)

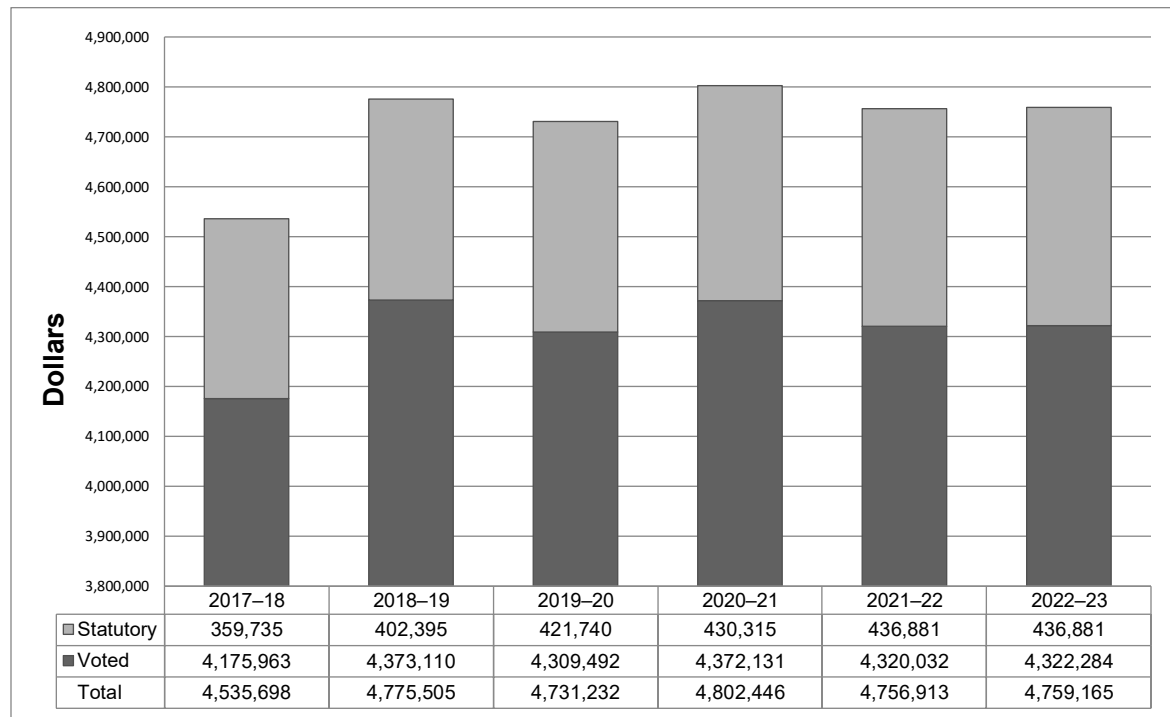
2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
14	14	0

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph

The following graph presents planned (voted and statutory spending) over time.



The MPCC’s overall spending decreased slightly in 2019-20 compared to the previous year. The \$44K decrease is mainly a result of a greater decrease in its Operating expenditures versus the increase in its Personnel expenditures.

In 2019-20, the MPCC saw a decrease in expenditures related to Professional and Special Services (\$87K), specifically in investigative services, and a decrease in Transportation and Telecommunications (\$43K), due to less travel activities. The higher amounts in 2018-19 were mainly attributable to two public interest investigations. Personnel expenditures continued to rise (\$113K) along with the statutory expenditures (\$19K) related to employee benefit plans (EBP) costs, while Information costs decreased (\$37K) as the MPCC cut costs related to its legal library.

Spending is currently projected to increase slightly in 2020-21.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2017–18 Actual spending (authorities used)	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)
Independent oversight of the Military Police	2,915,308	2,915,308	2,898,086	2,915,298	2,996,159	2,465,292	2,906,541	2,837,560
Subtotal	2,915,308	2,915,308	1,904,360	2,915,298	2,996,159	2,465,292	2,906,541	2,837,560
Internal Services	1,841,624	1,841,624	1,904,360	1,841,615	2,005,910	2,070,406	1,868,964	1,893,672
Total	4,756,932	4,756,932	4,802,446	4,756,913	5,002,069	4,535,698	4,775,505	4,731,232

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 Actual full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Independent oversight of the Military Police	10	14	15	14	15	15
Subtotal	10	14	15	14	15	15
Internal Services	13	14	14	14	14	14
Total	23	28	29	28	29	29

Following the 2017-18 fiscal year organizational restructuring, completed under the timeliness review exercise, the MPCC shifted resources from its Internal service function to the program function to better achieve its mandate. This resulted in an increased full-time equivalent (FTE) count in the program function and a reduction of vacant positions in the Internal Services function.

Expenditures by vote

For information on the Military Police Complaints Commission of Canada’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–2020](#).ⁱⁱ

Government of Canada spending and activities

Information on the alignment of the Military Police Complaints Commission of Canada’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#).ⁱⁱⁱ

Financial statements and financial statements highlights

Financial statements

The Military Police Complaints Commission of Canada’s financial statements (unaudited) for the year ended March 31, 2020, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–20 Planned results	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 Actual results minus 2019–20 Planned results)	Difference (2019–20 Actual results minus 2018–19 Actual results)
Total expenses	5,204,954	5,194,016	5,236,147	(10,938)	(42,131)
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,204,954	5,194,016	5,236,147	(10,938)	(42,131)

The MPCC’s total expenses for 2019-20 were insignificantly less than originally planned, with a difference of only \$11K, equivalent to a 0.3% decrease. This planned result figure is derived from the Main Estimates, which does not include additional funding received throughout the year such as the operating budget carry-forward and collective agreement funding. The planned result amount is monitored and updated throughout the year as funding is received.

When comparing actual results in 2019-20 to the previous year, the MPCC saw a decrease of \$42K, equivalent to a 0.8% drop in expenses.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2020
(dollars)**

Financial information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	688,219	686,914	1,305
Total net financial assets	486,065	537,495	(51,430)
Departmental net debt	202,154	149,419	52,735
Total non-financial assets	745,755	919,836	(174,081)
Departmental net financial position	543,601	770,417	(226,816)

Departmental net debt increased in 2019-20, primarily due to a decrease in the amount due from the Consolidated Revenue Fund. As for the decrease in non-financial assets, this is a result of a decrease in capital asset acquisitions and an increase in amortization expenses relating to leasehold improvements back in 2017-18.

This above combination resulted in a \$227K drop in the departmental net financial position compared to the previous fiscal year.

Additional information

Organizational profile

Appropriate minister[s]: The Honourable Harjit S. Sajjan, Minister of National Defence

Institutional head: Hilary C. McCormack, Chairperson

Ministerial portfolio: Defence Portfolio

Enabling instrument[s]: PART IV of the [*National Defence Act*](#)

Year of incorporation / commencement: 1998

Other: For more information, please visit the [MPCC website](#).

Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on the Military Police Complaints Commission of Canada’s website.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).

Reporting framework

The Military Police Complaints Commission of Canada’s Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory

Departmental Results Framework	Independent oversight of the Military Police		Internal Services	
	Final Reports provide sound findings and recommendations and are issued in a timely manner.	Percentage of recommendations resulting from investigations of conduct or interference complaints are accepted by the responsible Department of National Defence authority (usually the Canadian Forces Provost Marshal).		Percentage of Final Decisions not overturned on Judicial Review.
	Information requests pertaining to complaint files are responded to in a timely manner.	Percentage of interim reports issued in non-public interest cases within 18 months from the time disclosure is substantially received, excluding periods where the file is put in abeyance. It is recognized that there may be exceptionally complex cases which will not meet this indicator.		
	Military Police and the public have access to current information on the issues addressed by the MPCC.	Percentage of information requests initially responded to within 48 hours.		
	Military Police and the public have access to current information on the issues addressed by the MPCC.	Quarterly website updates of MPCC findings and recommendations through case summaries and MPCC Final Reports in public interest cases.		
	Military Police and the public have access to current information on the issues addressed by the MPCC.	Number of outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.		
Program Inventory	Complaints Resolution			
Military Police and the public have access to current information on the issues addressed by the MPCC.	Percentage of presentations to stakeholder or target groups that were received positively.			

Supporting information on the program inventory

Financial, human resources and performance information for the Military Police Complaints Commission of Canada's Program Inventory is available in [GC InfoBase](#).^{iv}

Supplementary information tables

The following supplementary information tables are available on the Military Police Complaints Commission of Canada's website:

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Gender-based analysis plus](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^v This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

How to reach the Military Police Complaints Commission of Canada

Call our information line:

613-947-5625 or toll free at 1-800-632-0566

Send us a fax:

613-947-5713 or toll free at 1-877-947-5713

Send us a letter:

Military Police Complaints Commission of Canada
270 Albert Street, 10th Floor
Ottawa, ON K1P 5G8

Contact us to schedule a private consultation.

Send us an email:

commission@mpcc-cppm.gc.ca

Visit our website:

mpcc-cppm.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

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- ⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ⁱⁱ Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ⁱⁱⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{iv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^v Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>