

2020–21
Departmental Results Report

**Military Police Complaints
Commission of Canada**

The Honourable Anita Anand
Minister of National Defence

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Commission of Canada, 2021
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Chairperson’s Message

I am pleased to present the 2020-21 Departmental Results Report for the Military Police Complaints Commission of Canada (MPCC).

This past year, the MPCC responded quickly to pandemic-driven changes. Our business is now largely conducted digitally, with widespread telework and the use of internet-based tools for collaboration, virtual meetings and even virtual outreach activities. The MPCC has emphasized employee mental wellness and safety during the pandemic. We are proud of the diversity and inclusiveness of our workforce, which has been created through conscious decisions over recent years. I can say with confidence that our statistics are well above the Public Service average.



Throughout adapting to a changing environment, we continued to promote the highest standards of conduct of Military Police members in the performance of their duties, and to ensure the integrity of Military Police investigations through our monitoring and investigation of complaints. In doing so, we continued to review our investigation guidelines and processes on a regular basis in order to achieve continued improvement in the timelines, efficiency and fairness of the complaints process.

In addition, this year marked the Third Independent Review of the [National Defence Actⁱ](#) (NDA). The Commission submitted a [comprehensive briefⁱⁱ](#) to the Independent Review Authority on various suggested changes to [Part IV of the National Defence Actⁱⁱⁱ](#), which deals with the military police complaints process. The MPCC submitted 24 proposals on the subjects of expanded access to information, more fair and efficient procedures and Military Police independence.

Finally, we are consciously striving to maintain open and productive relationships in our interactions with the Canadian Armed Forces through the MPCC’s Outreach Program, which is key to building relationships with the Military Police, the community they serve and the public at large.

Within the MPCC, I remain grateful to our Commission Members and staff for their unwavering support.

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

Results at a glance

The MPCC’s total actual spending for 2020-21 was \$4,946,675.

The MPCC’s total actual full-time equivalents for 2020-21 was 29.

The MPCC:

- Redrafted the MPCC Rules of Procedures for Public Interest Hearings (PIH) to take into account the MPCC’s experience with PIHs and innovations that will result in more efficient and accessible hearings and worked with the Department of Justice Legislative Section to enact the new Rules;
- Submitted 24 proposals on the subjects of expanded access to information, more fair and efficient procedures and Military Police independence to the Independent Review Authority to [Part IV of the *National Defence Act*^{iv}](#), which deals with the military police complaints process.
- Worked with the Canadian Forces Provost Marshal (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 MPCC recommendations;
- Completed thirteen (13) Final Reports detailing the results of investigations into allegations of military police misconduct or allegations of interference in a Military Police investigation. The MPCC also made eighteen (18) recommendations to the CFPM 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;
- Piloted virtual outreach presentations at Canadian Armed Forces (CAF) Bases and to the Military Police Academy;
- 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 online training;
- Continued to foster a work environment free of stigma and discrimination by hosting workshops on mental health;
- Promoted diversity and inclusion by acknowledging a diverse range of holidays and hosting events celebrating the diversity of its workforce.

For more information on the Military Police Complaints 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 organizations to resolve file specific issues in an effort to improve the complaints process and facilitate disclosure requests to the MPCC.

In 2020-21, the MPCC continued to refine the planning and conduct of its investigations with a view to improving the overall timeliness of its investigations and ensure that the resources devoted to a file matched its complexity. There was a slight drop from 97% to 90% of files completed within 18 months of receipt of disclosure. However, this drop is due to one exceptionally complex case which required more time to resolve. In addition, it is worth noting that during this fiscal year, there was a pause on interviews for several months while the MPCC moved to a platform which allowed for virtual interviews in a Protected B environment. Similarly, during the transition to a more virtual environment, there was a delay in responding to three requests for information within the 48 hour timeline as we adjusted our procedures to account for the restrictions due to the pandemic. The MPCC also continued work with the Department of Justice Legislative Section in redrafting its Rules of Procedures to take into

During 2020-21, the MPCC started the pilot of a new virtual outreach program to military bases across Canada and:

- Delivered three virtual presentations to the Canadian Forces Military Police Academy in Borden, Ontario;
- Delivered virtual presentations to military police personnel and to Military Family Resources Centers at bases in Dundurn and Moose Jaw in Saskatchewan;
- Received feedback from participants with 100% positive responses on participant evaluations.

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 Commission also prepared and submitted a [comprehensive brief](#) to the Independent Review Authority in the context of the Third Independent Review of the *National Defence Act* (NDA). The MPCC submitted 24 proposals on various suggested changes to Part IV of the NDA, which deals with the military police complaints process on the subjects of expanded access to information, more fair and efficient procedures and Military Police independence.

In addition, the MPCC adapted to the restrictions on travel and gatherings which started in March 2020 by modernizing its Outreach Program by piloting virtual outreach sessions. Those sessions, which were designed to increase and maintain awareness, transparency and accountability in the complaints process, continued throughout the Pandemic:

- MPCC staff made virtual presentations to the Canadian Forces Military Police Academy (CFMPA) in Borden, Ontario and to bases in Dundurn and Moose Jaw in Saskatchewan as well as one in-person presentation to the CAF Base in Cornwall, 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.

Gender-based analysis plus

The objective of the MPCC's GBA+ Strategy is to build departmental capacity, identify relevant GBA+ parameters, determine how data will be tracked and used as well as increase accountability. This fiscal year, the MPCC worked on strengthening its evidence base and expertise by engaging the Canadian Forces Provost Marshal (CFPM) on the collection of statistical data that could be used to facilitate the consideration of GBA+ factors in the review of conduct and interference complaints. The MPCC also began to map available information and statistical data that is related to GBA+ factors. In addition, over the review period, the MPCC made it mandatory for the operations staff to complete GBA+ training and encouraged other employees to do so as well.

Experimentation

In 2020-21, the MPCC continued to experiment with technology by implementing collaborative tools in a Protected B cloud environment and using new engagement tools. This new technology enabled the department to pilot a virtual outreach program and rethink how outreach will be delivered in the future. The pilot tested the use of virtual video conferencing platforms to host virtual meetings and engagement tools to interact with participants.

Participants' evaluations demonstrated positive feedbacks on both the virtual model and the engagement tools used during the sessions. What was learned from the pilot will guide the creation of a revamped Outreach program which will allow for more regular and more accessible sessions held at a national level.

2030 Agenda for Sustainable Development

In 2020-21, the MPCC continued to support the transition to a low-carbon economy through green procurement in support of the Support for United Nations Sustainable Development Goal 12.7 – Ensure sustainable consumption by:

- Ensuring decision makers have the necessary training and awareness to support green procurement; and
- Ensuring training is provided to acquisition cardholders on green procurement.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 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, 2021	83%	100%	100%
	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2021	100% ¹	100%	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, 2021	97%	97%	90%
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, 2021	97%	97%	95%

Military Police and the public have access to current information on the issues addressed by the MPCC.	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, 2021	4	4	4
	Number of Outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.	6	March 31, 2021	8	7	7
	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2021	100%	100%	100%

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

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
2,898,086	2,898,086	2,969,228	2,880,699	(17,387)

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 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](#)^{vi}.

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 2020-21, 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 updated Departmental Security Plan (DSP) that guides the Chief Security Officer in the renewal of security procedures and policies to align with the new policy on Government Security;
- The new Policy on Prevention of Harassment and Violence in the Workplace in accordance with the [Work Place Harassment and Violence Prevention Regulations](#)^{vii};
- The revised human resources delegation instrument in conformity with the new [Policy on People Management](#)^{viii}.

During the review period, the MPCC established Protected B status for its cloud computing solutions to improve collaboration and transition from an infrastructure-based IT to a cloud-based IT solution.

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 1.8% 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 signing a service agreement with the Health Canada Harassment and Violence Unit to provide arm length complaint investigation services.

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

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
1,904,360	1,904,360	2,167,870	2,065,976	161,616

Human resources (full-time equivalents)

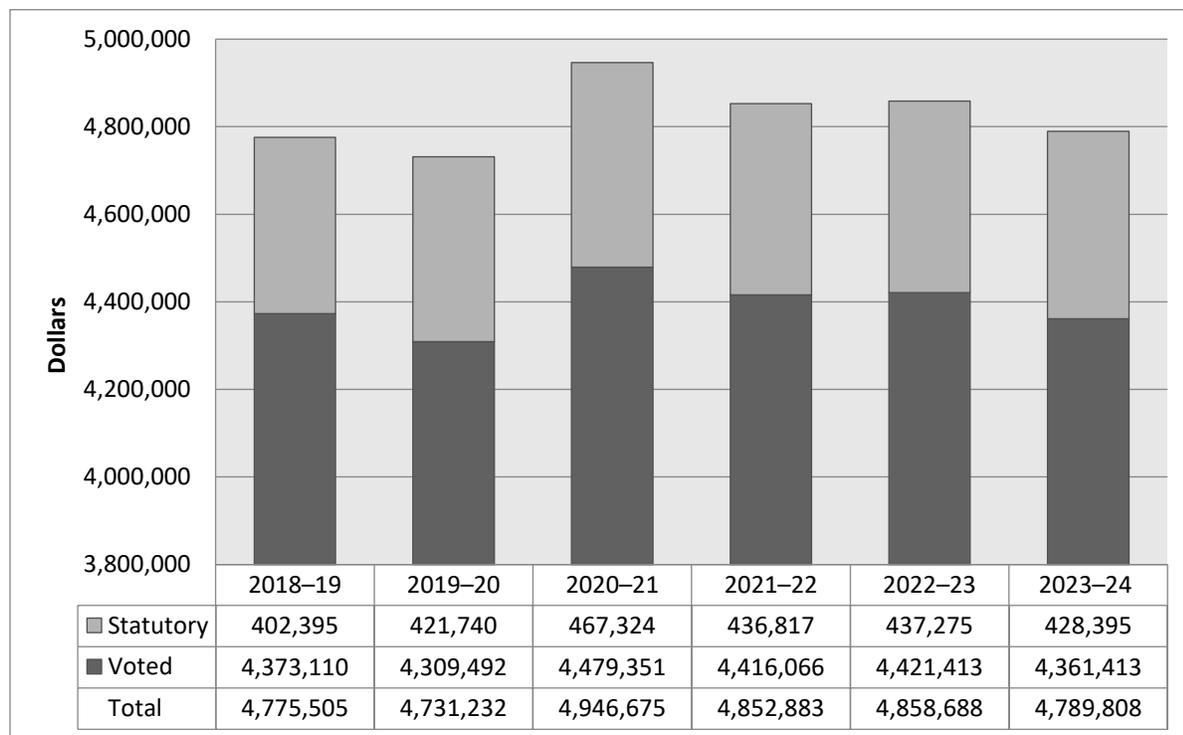
2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
14	15	1

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 increased in 2020-21 compared to the previous two years. The overall increase is fully attributable to the increase in Personnel expenditures, as a result of being fully staffed and the retroactive payments of newly signed collective agreements. This is evident in both statutory and voted spending. All other expenditures remained relatively even.

Planned spending for 2021-22 reflect our Main Estimates, while planned spending for the following two years reflect our Annual Reference Level Updates (ARLU).

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

Core responsibilities and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Independent oversight of the Military Police	2,898,086	2,898,086	2,859,710	2,865,515	2,969,228	2,906,541	2,837,560	2,880,699
Subtotal	2,898,086	2,898,086	2,859,710	2,865,515	2,969,228	2,906,541	2,837,560	2,880,699
Internal Services	1,904,360	1,904,360	1,993,173	1,993,173	2,167,870	1,868,964	1,893,672	2,065,976
Total	4,802,446	4,802,446	4,852,883	4,858,688	5,137,098	4,775,505	4,731,232	4,946,675

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 Actual full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Independent oversight of the Military Police	14	14	15	14	15	15
Subtotal	14	14	15	14	15	15
Internal Services	14	14	14	15	14	14
Total	28	28	29	29	29	29

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 2020–2021](#).^{ix}

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](#).^x

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, 2021, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020–21 Planned results)	Difference (2020–21 Actual results minus 2019–20 Actual results)
Total expenses	5,170,558	5,430,563	5,194,016	260,005	236,547
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,170,558	5,430,563	5,194,016	260,005	236,547

The MPCC’s total expenses for 2020-21 were significantly more than originally reported, with a difference of 260K, equivalent to a 5% increase. The planned result figure is derived from the Main Estimates, which do 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 2020-21 to the previous year, the MPCC saw an increase of \$237K, equivalent to a 4.5% increase in expenses. The majority of the increase is salary-related as the MPCC was fully staffed and also paid out retroactive payments resulting from newly signed collective agreements.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2021
(dollars)**

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	646,775	688,219	(41,444)
Total net financial assets	326,579	486,065	(159,486)
Departmental net debt	320,196	202,154	118,042
Total non-financial assets	608,478	745,755	(137,277)
Departmental net financial position	288,281	543,601	(255,320)

Departmental net debt increased in 2020-21, 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 major leasehold improvements back in 2017-18.

The above combination resulted in a \$255K drop in the departmental net financial position compared to the previous fiscal year.

Corporate Information

Organizational profile

Appropriate minister[s]: The Honourable Anita Anand, 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](#).

Operating context

Information on the operating context is available on the Military Police Complaints Commission of Canada’s website.

Reporting framework

The Military Police Complaints Commission of Canada’s Departmental Results Framework and Program Inventory of record for 2020–21 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.	
		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.	
	Information requests pertaining to complaint files are responded to in a timely manner.	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. Number of outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC. Percentage of presentations to stakeholder or target groups that were received positively.	
Program Inventory	Complaints Resolution		

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](#).^{xi}

Supplementary information tables

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

- ▶ [2020-21 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](#).^{xii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA+ of tax expenditures.

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 2020–21 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

ⁱ [National Defence Act](#)

ⁱⁱ [comprehensive brief](#)

ⁱⁱⁱ [Part IV of the National Defence Act](#)

^{iv} [Part IV of the National Defence Act](#)

^v [comprehensive brief](#)

^{vi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{vii} Work Place Harassment and Violence Prevention Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2020-130/>

^{viii} Policy on People Management, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32621>

^{ix} Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

^x GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xii} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>