



Military Police  
Complaints Commission  
of Canada

Commission d'examen des plaintes  
concernant la police militaire  
du Canada

# 2021–22 Departmental Results Report

## **Military Police Complaints Commission of Canada**

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The Honourable Anita Anand  
Minister of National Defence



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## Interim Chairperson's Message

I am pleased to present the 2021-22 Departmental Results Report for the Military Police Complaints Commission of Canada (MPCC).

This past year, the MPCC continued to maintain our core mandate despite the pandemic-driven changes. Our business is efficiently conducted digitally, with widespread remote work and the use of virtual tools for collaboration, meetings and even outreach activities. The MPCC has emphasized the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service made by the Clerk of the Privy Council. We also continued to support our employee mental wellness and well-being during the second year of the pandemic. We are proud of the diversity, accessibility, language equity and inclusiveness of our workforce, which has been created through conscious decisions over recent years. I can say with confidence that the MPCC's openness and inclusiveness make it a workplace of choice.



In 2021-22, the MPCC 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, other internal guidance, and processes in order to achieve continued improvement in the timeliness, efficiency and fairness of the complaints process.

In addition, this fiscal year marked the tabling of the Report of the Third Independent Review of the [\*National Defence Act\*](#) (NDA). Since then, the MPCC has been working with its counterparts in the Department of National Defence (DND) portfolio to implement the Recommendations from the Review. In addition, at the beginning of the fiscal year, the government announced the Independent External Comprehensive Review into Sexual Misconduct and Sexual Harassment in the DND and the Canadian Armed Forces (CAF). Interim recommendations were released in October 2021. The MPCC has briefed and provided information to the External Comprehensive Review Authority.

Finally, we are consciously striving to maintain open and productive relationships in our interactions with the CAF 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 in order to maintain public trust and confidence in military policing.

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

Bonita Thornton, B.A., LL.B., CD  
Interim Chairperson



## Results at a glance

The MPCC's total actual spending for 2021-22 was \$4,774,817.

The MPCC's total actual full-time equivalents for 2021-22 was 30.

The MPCC:

- Worked with DND and CAF counterparts to implement the recommendations of the Third Independent Review of the NDA. A number of these recommendations endorsed the proposals submitted by the MPCC in the previous fiscal year.
- 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 twelve (12) 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 thirty-four (34) recommendations to the CFPM and four (4) recommendations to the Minister of National Defence, 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 to provide virtual outreach presentations at CAF Bases and to the Military Police Academy which were adjusted this year based on feedback from pilot presentations in the previous year.
- 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 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 responsibilities

Independent Civilian 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 civil 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 Police 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 a meeting 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 2021-22, 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 90% to 83% of files completed within 18 months of receipt of disclosure. However, this drop is due to having also received six (6) conduct review / interference files that the MPCC determined did not fall within its jurisdiction. Nonetheless, it was necessary to take the time to review these files and prepare a decision letter in this regard and as such delayed the work on other files to a certain degree. The MPCC also issued three (3) Final Reports on Public Interest Investigations which also accounted for the delay in processing other files.

During 2021-22, the MPCC continued 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 members across Canada and abroad, CAF Chain of Command across Canada and to Military Family Resources Centers in Newfoundland and Labrador, Alberta and Ottawa;
- Received feedback from participants with 100% positive responses on participant evaluations.

There was a delay in responding to two requests for information within the 48-hour timeline as the MPCC had to prepare a letter in response to one inquiry and the other was unable to be actioned due to staff leave.

Following the Commission's submissions to the Independent Review Authority, the Honourable Justice Fish, in the context of the Third Independent Review of the *National Defence Act* (NDA), the MPCC formed working groups consisting of representatives from the MPCC, the office of the CFPM and the Office of the Judge Advocate General (OJAG), to address Justice Fish's recommendations and discuss how they should best be implemented.

This year also saw the appointment of the Honourable Louise Arbour C.C., G.O.Q., to conduct an Independent External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces (CAF). The MPCC was asked to provide statistical data as well as various reports and data to support the Honourable Justice Arbour in her mandate. This was a significant endeavour on the part of MPCC staff to ensure the requested information was provided to Justice Arbour and her team.

In addition, the MPCC continued to adapt to the restrictions on travel and gatherings which started in March 2020 by modernizing its Outreach Program through the piloting of 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; to Military Police Members across Canada and abroad, to CAF Chain of Command across Canada and to Military Forces Resources Centres (MFRCs) in Newfoundland and Labrador, Alberta and Ottawa; and
- 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 Gender-based analysis plus (GBA Plus) Strategy is to build departmental capacity, identify relevant GBA Plus parameters, determine how data will be tracked and used as well as increase accountability. This fiscal year, the MPCC presented to the office of the CFPM a list of GBA Plus factors it proposes to start additionally tracking in the review of conduct and interference complaints. The MPCC is in the process of conducting a Privacy Impact Analysis, as well as updating its complaint submission form, to allow for the tracking of the identified GBA Plus data.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

In 2021-22, 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.

### **Experimentation**

In 2021-22, 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 which tested the use of virtual video conferencing platforms to host virtual meetings and engagement tools to interact with participants.

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

## Results achieved

The following table shows, for the Independent Civilian Oversight of the Military Police, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 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, 2022	100%	100%	73% <sup>1</sup>
	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2022	100%	100%	100%
	Percentage of interim reports (including concluding reports) 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, 2022	97%	90%	83%
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, 2022	97%	95%	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, 2022	4	4	5
	Number of Outreach activities/presentations given on	6	March 31, 2022	7	7	22

<sup>1</sup> At the time of the preparation of these statistics, the MPCC continues to await a response from the MND regarding four recommendations made.

	the mandate, roles, and responsibilities of the MPCC.					
	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2022	100%	100%	100%

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

### Budgetary financial resources (dollars)

The following table shows, for the Independent Civilian Oversight of the Military Police, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
2,859,710	2,859,710	2,974,792	2,815,122	(44,588)

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
15	16	1

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

## 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 2021-22, the MPCC continued the implementation of new Departmental Security Plan and Business Continuity Plan to align with the new policy on Government Security.

During the review period, the MPCC began the migration of business practices to Microsoft Teams and SharePoint.

During the reporting period, the MPCC raised awareness about the importance of mental health and wellbeing through bi-weekly 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 arms-length complaint investigation services.

The MPCC responded positively to the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service from the Clerk of the Privy Council and Secretary to the Cabinet. The MPCC made public engagement to contribute to the Horizontal Governmental Initiative.

The MPCC also continued to promote a work environment free of harassment and violence and implemented the changes to the *Canada Labour Code* on the prevention and investigation of harassment and violence in the workplace by implementing a policy on the Prevention of Harassment and Violence in the Workplace in accordance with the [\*Work Place Harassment and Violence Prevention Regulations\*](#)<sup>v</sup>.

The MPCC also continued to promote equity, 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)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
1,993,173	1,993,173	2,088,931	1,959,695	(33,478)

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
14	14	0

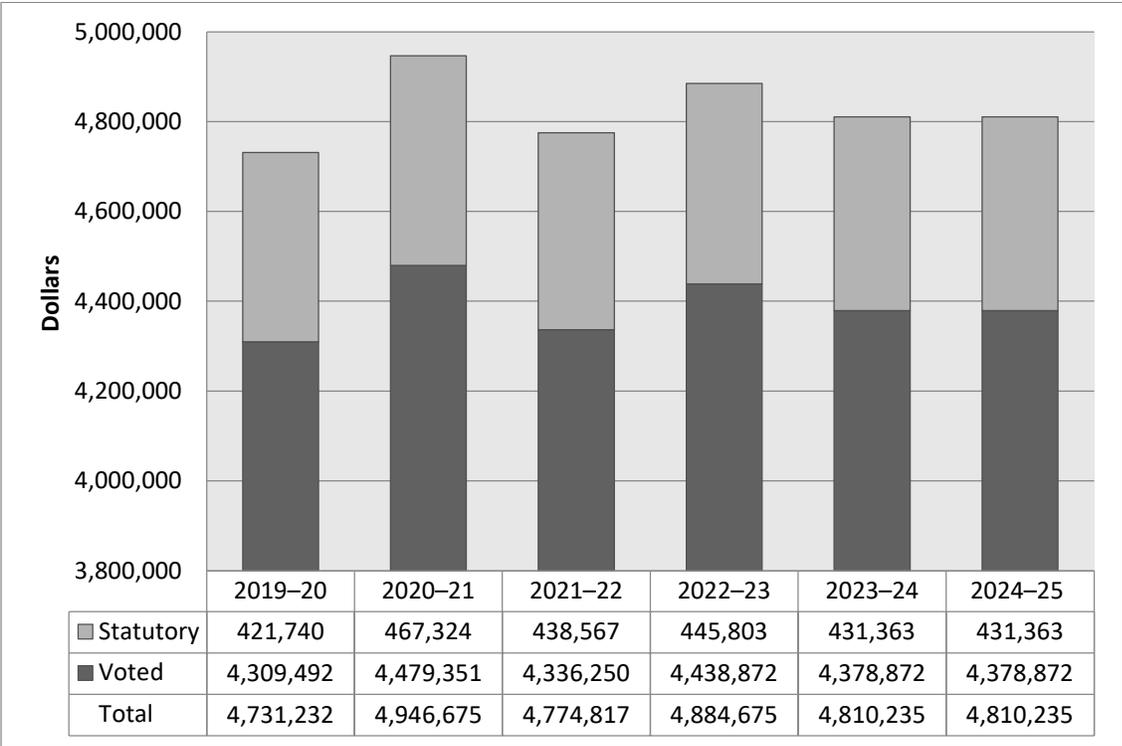


# Spending and human resources

## Spending

### Spending 2019–20 to 2024–25

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



The MPCC’s overall spending in 2021-22 returned to 2019-20 levels. The overall increase in 2020-21 was fully attributable to the increase in Personnel expenditures, a direct result of being fully staffed, and the retroactive payments of newly signed collective agreements. We are anticipating a slight increase in the upcoming years as many collective agreements will expire in 2022-23.

Planned spending for 2022-23 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)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Military Police Complaints Commission of Canada’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Independent civilian oversight of the Military Police	2,859,710	2,859,710	2,944,544	2,899,671	2,974,792	2,837,560	2,880,699	2,815,122
<b>Subtotal</b>	<b>2,859,710</b>	<b>2,859,710</b>	<b>2,944,544</b>	<b>2,899,671</b>	<b>2,974,792</b>	<b>2,837,560</b>	<b>2,880,699</b>	<b>2,815,122</b>
Internal services	1,993,173	1,993,173	1,940,131	1,910,564	2,088,931	1,893,672	2,065,976	1,959,695
<b>Total</b>	<b>4,852,883</b>	<b>4,852,883</b>	<b>4,884,675</b>	<b>4,810,235</b>	<b>5,063,723</b>	<b>4,731,232</b>	<b>4,946,675</b>	<b>4,774,817</b>

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Military Police Complaints Commission of Canada’s core responsibilities and to internal services.

### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Independent civilian oversight of the Military Police	14	14	15	16	16	16
<b>Subtotal</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>
Internal services	14	15	14	14	14	14
<b>Total</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>

## 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 2021](#).<sup>vi</sup>

## Government of Canada spending and activities

Information on the alignment of the Military Police Complaints Commission of Canada's spending with Government of Canada's spending and activities is available in [GC InfoBase](#).<sup>vii</sup>

## 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, 2022, are available on the departmental website.

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	5,277,999	5,003,804	5,430,563	(274,195)	(426,759)
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,277,999	5,003,804	5,430,563	(274,195)	(426,759)

The MPCC's total expenses for 2021-22 were significantly less than originally reported, with a difference of \$274K, equivalent to a 5% decrease. 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 2021-22 to the previous year, the MPCC saw a decrease of \$427K, equivalent to an 8% increase in expenses. The majority of the decrease is salary-related as the MPCC was fully staffed and also paid out retroactive payments resulting from newly signed collective agreements last year.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022  
(dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	646,405	646,775	(370)
Total net financial assets	359,863	326,579	33,283
Departmental net debt	286,542	320,196	(33,654)
Total non-financial assets	588,090	608,478	(20,387)
Departmental net financial position	301,548	288,282	13,267

The 2021–22 planned results information is provided in the Military Police Complaints Commission of Canada’s [Future-Oriented Statement of Operations and Notes 2021–22](#)<sup>viii</sup>.

Departmental net debt decreased in 2021-22, primarily due to an increase 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 \$13K increase 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:** Bonita Thornton, Interim Chairperson

**Ministerial portfolio:** Defence Portfolio

**Enabling instrument[s]:** PART IV of the [\*National Defence Act\*<sup>ix</sup>](#)

**Year of incorporation / commencement:** 1998

**Other:** For more information, please visit the [MPCC website](#)<sup>x</sup>

### **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 [MPCC website](#)<sup>xi</sup>.

### **Operating context**

Information on the operating context is available on the [MPCC website](#)<sup>xii</sup>.

## Reporting framework

The Military Police Complaints Commission of Canada’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory

<b>Departmental Results Framework</b>	<b>Independent oversight of the Military Police</b>		<b>Internal Services</b>	
	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 (including concluding 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.		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.
	<b>Program Inventory</b>	<b>Complaints Resolution</b>		

## 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](#).<sup>xiii</sup>

## Supplementary information tables

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

- ▶ [2021-22 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](#).<sup>xiv</sup> 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 Plus 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 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](mailto:commission@mpcc-cppm.gc.ca)

Visit our website:  
[mpcc-cppm.gc.ca](http://mpcc-cppm.gc.ca)



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## 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 Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refer to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**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.

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## Endnotes

- i. *National Defence Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- 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. Work Place Harassment and Violence Prevention Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2020-130/>
- vi. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. Future-Oriented Statement of Operations and Notes 2021-22, <https://www.mpcc-cppm.gc.ca/corporate-organisation/reports-rapports/departamental-plan-ministeriel/future-oriented-statement-operations-etat-resultats-prospectif-2022-2023-eng.aspx>
- ix. *National Defense Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-5/>
- x. MPCC Website, <https://www.mpcc-cppm.gc.ca/index-eng.aspx>
- xi. MPCC Website, <https://www.mpcc-cppm.gc.ca/index-eng.aspx>
- xii. MPCC Website, <https://www.mpcc-cppm.gc.ca/index-eng.aspx>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>