

Courts Administration Service

2010 - 2011

Report on Plans and Priorities

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Minister of Justice and Attorney General of Canada**

Table of Contents

Chief Administrator’s Message	1
Section I: Overview	3
Raison d’être and Responsibilities.....	4
Strategic Outcome and Program Activity Architecture	5
Planning Summary.....	7
Contribution of Priorities to Strategic Outcome	8
Risk Analysis	10
Expenditure Profile	12
Section II: Analysis of Program Activities by Strategic Outcome	15
Strategic Outcome.....	16
Program Activity 1: Registry Services	16
Program Activity 2: Judicial Services.....	18
Program Activity 3: Internal Services.....	19
Section III: Supplementary Information	21
Supplementary Information Tables.....	22
Other Items of Interest	22
Contacts for Further Information	22

Chief Administrator's Message

This 2010-2011 Report on Plans and Priorities demonstrates the continued commitment of the Courts Administration Service (“the Service”) to the provision of excellent service to the four separate and independent federal superior courts of record it supports and their clients, while safeguarding the independence of the Courts from the executive branch of government.

Our priorities continue to focus on people, technology and sound management practices. These are crucial to maintaining the level and types of support to the Canadian judiciary and litigants that have brought the Service international recognition for quality and efficiency. The investment in excellence we have made on behalf of Canadians also benefits our international partners, which include courts and their representatives from countries such as the Ukraine.

The Service continues to respond to the changing expectations of both litigants and the judiciary by renewing its service delivery and taking advantage of new technologies wherever possible. Clients and the judges increasingly expect to have automated tools and methods at their disposal: clients for the purpose of interacting with the Courts, and the judges for the discharge of their judicial functions.

To meet these expectations, the Service continues to pursue its service improvement initiatives, to embrace current technologies, to set high performance standards and to invest in the infrastructure to support these initiatives. Investing in the people who provide the services to our clients is critical; we need to continue to attract, train and retain those with the skills and experience required to meet our mandate. Finally, to ensure that we manage in an effective and accountable manner, the Service is reinforcing its planning and accountability frameworks and adding new capabilities.

As we enter the next phase of our development, the challenges facing the Service are both old and new. We must maintain our traditionally high levels of service delivery to the judiciary, the users of the courts and the public, while concurrently modernizing our processes and technologies with limited resources. This challenge is being met with a superior effort from our highly skilled and committed workforce – the results achieved have been truly remarkable. New technologies present even greater challenges in changing the way we provide services, requiring that we update our skills as we implement these initiatives.

I commend the dedication of the employees who make up the Service and present to the Canadian people the plans and priorities of the Courts Administration Service for fiscal year 2010-11.

Raymond P. Guenette

Section I: Overview

Raison d'être and Responsibilities

The Courts Administration Service (CAS) was established on July 2, 2003 with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (the Act). The Act served to amalgamate the former registries and corporate services of the Federal Court of Canada and the Tax Court of Canada. The Courts were created by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867* to establish courts “for the better administration of the Laws of Canada.”

The role of the Service is to provide effective and efficient registry, judicial and corporate services to four superior Courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Judicial independence is enhanced through the Act by placing the judiciary at arm’s length from the federal government while ensuring greater accountability for the use of public money.

The provision of consolidated administrative and registry services to multiple courts by an entity at arm’s length from the executive branch of the government is internationally recognized as a best practice. The Service has been actively participating in several international judicial exchange programs and regularly hosts foreign delegations seeking to benefit from the Canadian experience.

The Service recognizes the independence of each Court in the conduct of its affairs while harmonizing administrative and registry services wherever possible. The Chief Administrator works closely with the four Chief Justices to achieve the appropriate balance.

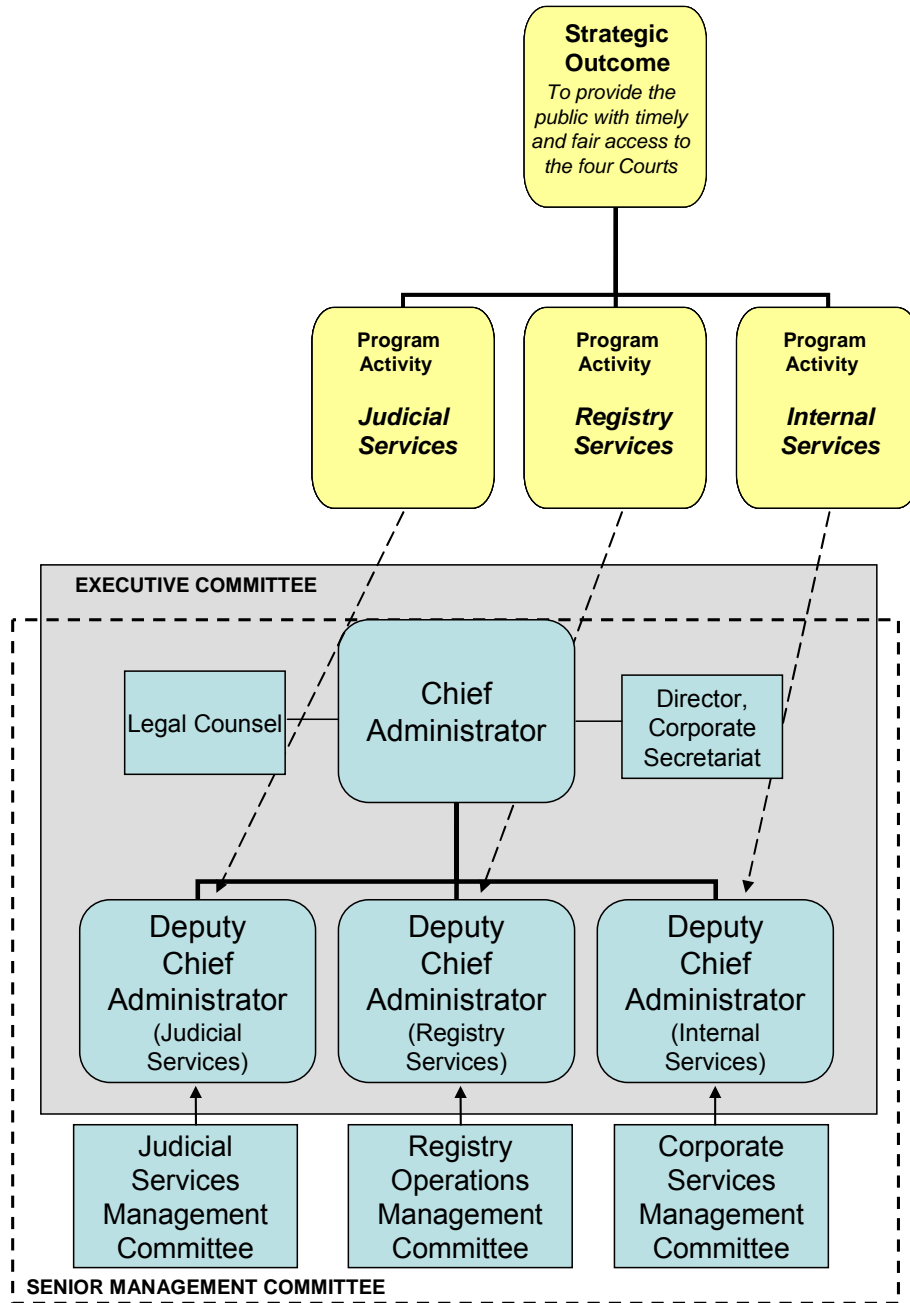
The Functions of the Service

- providing the judiciary, litigants and counsel with services relating to court hearings;
- informing litigants about rules of practice, court directives and procedures;
- maintaining court records;
- acting as liaison between the judiciary, the legal profession and lay litigants;
- processing documents filed by or issued to litigants;
- recording all proceedings;
- serving as the entity where individuals seeking enforcement of decisions made by the courts and federal administrative tribunals, such as the Canada Industrial Relations Board and the Canadian Human Rights Tribunal, may file pertinent documents;
- providing judges, prothonotaries and staff with library services, appropriate facilities and security; and
- providing support services to the judiciary.

To facilitate accessibility to the Courts by parties, the Service has approximately 630 employees in ten (10) permanent offices in Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Alberta and British Columbia. In addition, registry services and courtrooms in other locations are provided through agreements with provincial and territorial partners in Newfoundland and Labrador, Prince Edward Island, New Brunswick, Saskatchewan, Nunavut, the Northwest Territories and Yukon.

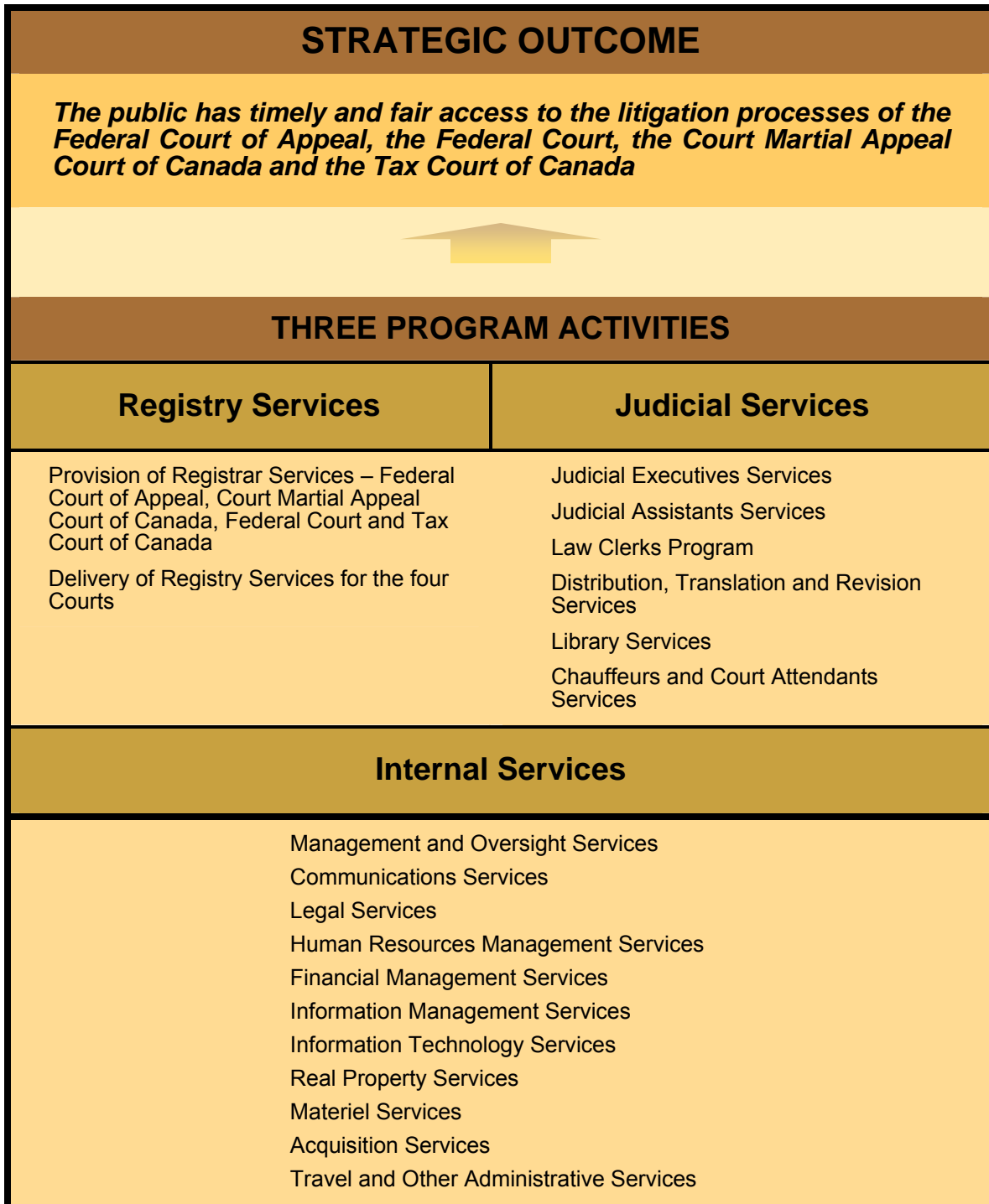
Strategic Outcome and Program Activity Architecture

In its Program Activity Architecture (PAA), the Service has one strategic outcome supported by three Program Activities. These Program Activities mirror the organizational structure of the Service:



Strategic Outcome and Program Activity Architecture (PAA)

COURTS ADMINISTRATION SERVICE



Planning Summary

Financial Resources (\$ millions)

2010-11	2011-12	2012-13
59.7	59.7	59.7

Human Resources (Full-time Equivalent – FTE)

2010-11	2011-12	2012-13
615	615	615

Strategic Outcome 1: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada*

Performance Indicators	Targets
Satisfaction rate with CAS regarding access among parties participating in the judicial process	Surveys of clients and the judiciary – 85% satisfaction rate

Measurement of indicators will begin in 2010-2011.

(\$ millions)

Program Activity [†]	Forecast Spending 2009–10	Planned Spending			Alignment to Government of Canada Outcomes
		2010–11	2011–12	2012–13	
Registry Services	26.8	24.6	24.6	24.6	The Service supports the federal judiciary which is an essential component of the federal system of governance. As such, its contributions affect several of the broad outcome areas including economic affairs, social affairs, international affairs and government affairs.
Judicial Services	21.2	18.9	18.9	18.9	
Internal Services	18.5	16.2	16.2	16.2	
Total Planned Spending	66.5	59.7	59.7	59.7	

Please see [Departmental Spending Trend](#) page 12 for changes between fiscal years.

[†] For program activity descriptions, please access the Main Estimates online at <http://www.tbs-sct.gc.ca/est-pre/20092010/me-bd/JUS-eng.asp#bm05>.

Contribution of Priorities to Strategic Outcome

Operational Priorities	Type	Links to Strategic Outcome(s)	Description
Service Improvement Initiatives	Ongoing	<p>This priority contributes directly to the sole Strategic Outcome of the Service:</p> <p><i>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</i></p>	<p>The Service will continue to pursue a range of initiatives that focus on significant changes and improvements to the way it provides services to its clients, the judiciary and litigants.</p> <ul style="list-style-type: none"> ● Implement Action Plan resulting from judges/employee survey on quality of registry services ● Development of a plan to obtain 100% electronic file for the courts ● Promoting e-filing of court documents ● Continued work on drafting and assessment of draft registry service standards ● Continued work on policies and procedures harmonization (number of procedures revised and adopted) ● Surveys of judges and clients ● Development of the new Case Management System ● Development of a plan to implement e-courtroom ● Review of operational training, delivery methods and tools ● Development and implementation of a new information management (IM) model ● Investment in infrastructure to support service initiatives

Management Priorities	Type	Links to Strategic Outcome(s)	Description
Investment in our People	New	<p>This priority contributes directly to the sole Strategic Outcome of the Service:</p> <p><i>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</i></p>	<p>The Service constantly reviews and assesses its workforce and workplace practices to achieve its goal of a knowledgeable, well-trained, engaged and productive workforce - providing Canadians with a high level of service to ensure their ongoing trust and satisfaction.</p> <p>The Service has developed an Action Plan in response to the results of the 2008 Public Service Employee Survey.</p> <p>1. Leadership and Performance Management. Senior Management is committed to supporting and developing employees, both individually and collectively. It will invest in its executives and managers to provide the training, tools, time and encouragement to proactively support and effectively manage their employees.</p> <p>2. Workplace and Workforce Priorities. The Service will strengthen initiatives in areas such as Diversity, Values and Ethics, Harassment and Discrimination, Work-Life Balance and Learning and Career Development. Plans are in place for developing initiatives to make the workplace healthier and more conducive to attracting and retaining qualified employees.</p>

Management Priorities	Type	Links to Strategic Outcome(s)	Description
Strengthened Planning and Accountability	Ongoing	<p>This priority contributes directly to the sole Strategic Outcome of the Service:</p> <p><i>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</i></p>	<p>The Service has reviewed its planning and accountability capacity and has embarked on a process to formalize and strengthen certain key internal management practices, including improved evidenced-based decision-making, reporting and accountability.</p> <ul style="list-style-type: none"> • A Risk Management Framework to be developed and integrated into all planning initiatives • An innovative model for Internal Audit to be implemented with the support of the Office of the Comptroller General • An ongoing commitment made to strengthened integrated planning • The intention to establish a Project Management Office in the coming years • A Threat and Risk Assessment and Certification and Accreditation will be undertaken on the Service's IT network to support Protected B level network security

Risk Analysis

Operating Environment

As e-technologies become the standard in most operating environments, including the judicial context, the Service recognizes the need to meet the expectations of the judiciary and litigants. The investment required presents a significant challenge to the Service, which must rationalize existing resources for ongoing operations while identifying and dedicating new resources to change the service delivery model. Throughout this period of significant transition, the Service will continue to focus on service excellence to the judiciary and the public. Essential to success will be a positive work environment that supports people with the right skills and experience.

Risk Management

The Service is in the process of developing a formal risk management framework for planning and decision making throughout its operations. Risk analysis and related mitigation strategies are being finalized for communication across the organization and will be reviewed and updated on a regular basis.

Physical and Information Technology (IT) Security

An adequate level of security is fundamental to the effective functioning of the system of justice. The physical security of the premises and the protection of judges, staff and other participants in the court process involves addressing significant and increasing risks. There is a critical need for the Service to provide standardized security measures across the country, not only for dedicated court facilities, but also for the borrowed or rented facilities used when hearings are held in smaller centres. The Service has developed a

National Security Strategy to address these and a range of other security requirements, including IT network security. Obtaining the necessary resources to implement the Strategy is a priority for the organization.

Information Management

Management of the Service's paper and electronic records is a significant challenge due to the nature of the organization and the courts it supports. Court records are extensive and require significant resources to create, manage and store. The Service is currently rationalizing its retention and disposal schedules in accordance with Government of Canada guidelines, and is digitizing records where capacity and resources allow. Development of a more robust information management model is underway; this will include strategies for the safe keeping of records, a critical building block in the increasing use of information technology in the Registry and the courtrooms.

People

Attracting and retaining employees is a significant challenge for the Service. The organization relies on highly specialized, qualified and engaged employees. Many of the skills required are unique to the judicial or quasi-judicial environment, and the demands on staff are high. Management is responding to key issues identified in the most recent Public Service Employee Survey through a series of initiatives to improve the workplace and develop the workforce - these are described in the Management Priorities section above. They include a focus on managers and their capacity to effectively support and develop employees including learning and career development, and addressing workplace issues around harassment and discrimination, diversity and values and ethics.

Resources / Capacity

The Service is facing significant challenges with respect to its capacity and the resources required to provide the infrastructure needed to move forward on a variety of initiatives. Investments in this regard have been identified as being essential to strengthen that capacity. Plans that clearly identify requirements, deliverables and timelines have been elaborated to ensure priorities are addressed as resources permit. The Service will attempt to secure funding for these important initiatives; however it will implement its plans to ensure that the operational excellence of the Courts is maintained.

Opportunities

Security and Integrity of the Courts in the NCR

The Service continues to pursue its objective of concentrating the majority of its offices in the National Capital Region (NCR) in the Thomas D'Arcy McGee (TDM) building over the coming years, as space becomes available. The TDM building has been identified by Public Works and Government Services Canada as the long-term accommodation solution for the Service.

This will result in improved effectiveness and efficiency of courts and registry operations, support the modernization of the courts and the Registry, help ensure the continuity of court business, contribute to improved security of staff, judges and litigants, and help improve employee morale.

Technology / Service Improvement

As mentioned in previous Estimates documents and annual reports, the Service is pursuing its service improvement initiatives through the implementation and integration of new technologies. Upgrading technological infrastructure and information management capacity will support increased use of digital audio recording, videoconferencing, electronic filing, and scanning and electronic storage of documents.

The ultimate objective is to provide judges and Registry staff with electronic access to all documents within a given court file. Another is to establish “e-courtrooms” that make full use of computers, access to the Internet, evidence management software and other related court technologies.

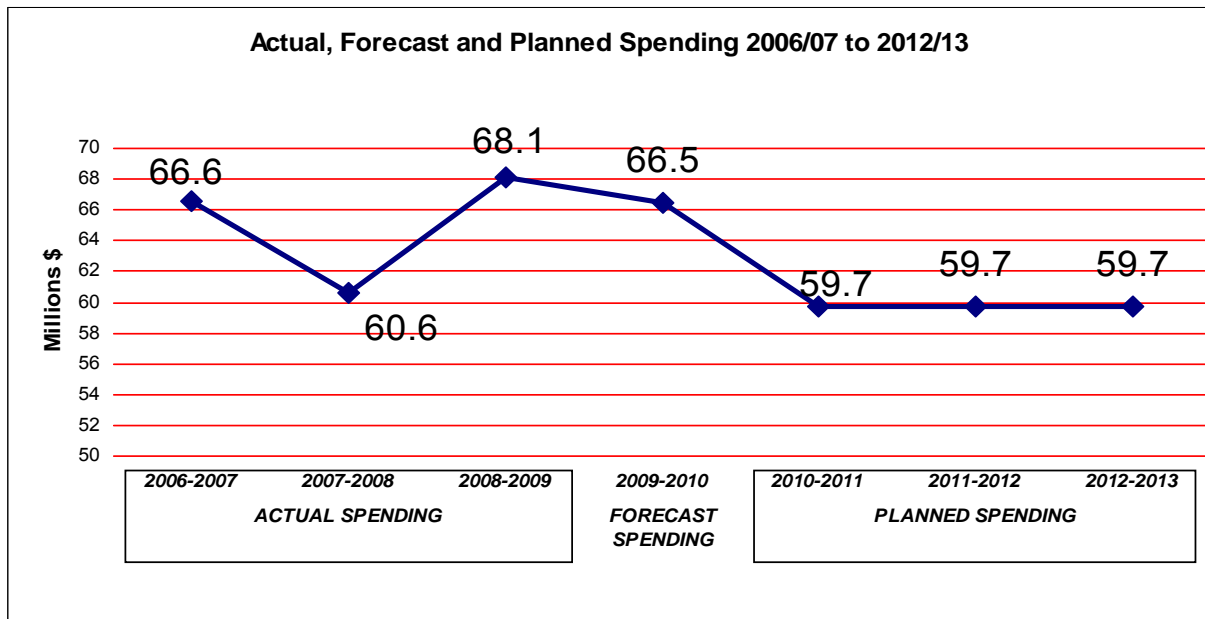
The Service will move to achieve this ambitious objective in a planned and measured way, ensuring the physical IT infrastructure is in place, with related business and corporate resources available to support the rollout of these technologies. The consolidation of office space in the TDM building affords an opportunity to upgrade existing courtrooms to allow for the necessary technical infrastructure to be put in place.

Planning and Accountability

To strengthen planning throughout the organization, management has endorsed an integrated approach. Current initiatives include the renewal of the internal audit function, finalizing the implementation of a risk management framework, strengthened operational planning, the intent to create a project management office as well as the provision of organization-wide training in project management. The result will be better evidenced-based decision-making and accountability throughout the Service.

Expenditure Profile

Departmental Spending Trend



Notes:

Some major variances between years are explained in more detail below. However, other items that cause variations from year to year include: increases or decreases in the annual operating budget carry forward, payroll shortfalls, Employee Benefit Plan percentages (EBP) application rates, certain program integrity funding issues, as well as the government-wide cuts from Procurement Reform and compensation for newly signed collective agreements.

2007-2008:

Major variations between 2007-2008 and 2006-2007 are mainly due to:

- \$4.5M decrease in sunset funding for fit-up requirements for CAS' Federal Judicial Centre (FJC) accommodation in Toronto
- \$0.3M decrease in sunset funding to address Short-term Immigration Pressures to reduce inventory of citizenship grant and proof applications as well as sponsored parents and grandparent applications

2008-2009:

Major variations between 2008-2009 and 2007-2008 are mainly due to:

- + \$3.5M increase in funding for collective agreement compensation
- + \$2.2M increase in funding to implement Bill C-3, an *Act to amend the Immigration and Refugee Protection Act*
- + \$1.3M increase in funding for the relocation of employees within the National Capital Region to 90 Sparks Street, Ottawa
- \$0.8M decrease in funding for Program Integrity issues

2009-2010:

Major variations between 2009-2010 and 2008-2009 are mainly due to:

- \$2.3M decrease in funding for Program Integrity issues
- \$1.3M decrease in sunset funding for the relocation of employees within the National Capital Region to 90 Sparks Street, Ottawa
- \$0.3M decrease in sunset funding to implement the *Public Service Modernization Act*
- + \$0.3M increase in funding for collective agreement compensation
- + \$1.5M increase in funding to implement Bill C-3, an *Act to amend the Immigration and Refugee Protection Act*

2010-2011:

Major variations between 2010-11 and 2009-2010 are mainly due to:

- \$3.7M decrease in sunset funding to implement Bill C-3, an *Act to amend the Immigration and Refugee Protection Act*
- \$2.2M decrease as no amount is included for the operating budget carry forward
- \$1.3M decrease as no amount is included for payroll shortfalls
- \$0.3M decrease as no amount of compensation for newly signed collective agreements is included in planned spending

Voted and Statutory Items

(\$ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009–10 Main Estimates	2010–11 Main Estimates
30	Operating expenditures	55.0	53.3
(S)	Contributions to employee benefit plans	6.1	6.4
TOTAL		61.1	59.7

The \$1.4M variance between the two years is mainly due to:

- \$3.6M decrease in sunset funding in 2009-2010 to implement Bill C-3, an *Act to amend the Immigration and Refugee Protection Act*

+ \$2.5M collective bargaining and associated Employee Benefit Plans

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome

The Service has one Strategic Outcome, supported by three Program Activities:

STRATEGIC OUTCOME	
<i>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada</i>	
THREE PROGRAM ACTIVITIES	
Registry Services	Judicial Services
Internal Services	

The plans and priorities of the three program activities are outlined below and jointly support the achievement of the Strategic Outcome of the Service. The performance indicator at the Strategic Outcome level is the level of satisfaction with the Service of clients with respect to ease and timeliness of access to the judicial process.

The target is an 85 percent satisfaction rate, as measured by an external client survey that will be undertaken for the first time in 2010-2011.

Program Activity 1: Registry Services					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
296	24.6	296	24.6	296	24.6

The Registry Services Branch provides all operational and registry functions necessary for the smooth and efficient functioning of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Three Registrars, (there is only one registrar for both the Federal Court of Appeal and the Court Martial Appeal Court of Canada) and three Regional Directors General are responsible to ensure proper court records management and adequate operation of the litigation processes of the courts and access to these by litigants.

The Branch provides registry services through ten points of access across Canada and has negotiated Memoranda of Understanding with provincial and territorial bodies for the receipt of court documents and use of courtrooms in eight additional locations.

The Branch also includes a Modernization directorate group that supports all of Registry Services by working closely with Information Technology staff to develop electronic

functionalities and equipment to improve court operations and to eventually implement complete electronic files for all courts. This group is also responsible for reviewing and harmonizing registry processes, for drafting service standards and assessing the performance of the different offices and providing specialized registry training to operational staff.

Finally, the Registry Services Branch includes a separate unit composed of senior and experienced staff who are responsible for the quasi-judicial function of assessment/taxation of costs awarded to parties.

Program Activity Expected Results	Performance Indicators	Targets
Court files are always accurate and complete	Satisfaction rate of clients and judges Service standards are met	85% satisfaction rate Service standards met 90% of the time

Measurement of indicators will begin in 2010-2011 (satisfaction rate) and 2012-2013 (service standards).

Planning Highlights

In 2010-2011, Registry Services will continue improving the quality of its client service and in particular will focus on providing the business requirements for the development of the new Case Management System (CMS) that supports the business of the four courts. With the rollout of the final phases in 2011-12, it will replace two existing legacy systems and will provide an automated, efficient and user-friendly tool for staff and judges. It will ensure that court files are accurate and complete, and will be flexible enough to meet the unique needs of the individual courts. The implementation of the CMS will contribute to improved client satisfaction and improve the ability to assess and report on performance against service standards and expected results.

A comprehensive plan to identify all necessary steps to move towards complete electronic files is being developed. Beginning in 2010-2011, strategies to increase the volume of e-filed documents will be implemented. In addition, a plan to eventually equip our courtrooms with state-of-the-art technology is being developed to improve services to our clients, the judges and litigants.

A review of current registry processes across the four courts has begun and will continue through 2010-2011. A review of resource levels across the different offices across the country is ongoing, leading to the reallocation of resources as required. As well, Registry Services has undertaken a review of its operational training program and new training tools and methodologies will be developed.

Following an internal client satisfaction survey of judges and employees, an action plan to address areas where improvements are required will be implemented in 2010-2011. The level of external client satisfaction will be measured through the use of an external survey of clients. Registry service standards will be approved, implemented and monitored across the country with the rollout of the new CMS.

The success of these initiatives will be monitored through client surveys, reports against service standards and the analysis of complaints. This information will allow the Service to better monitor performance indicators and report against expected results.

Benefits for Canadians

The Registry Services Program Activity constitutes the point of access for litigants to the four Courts. The described initiatives will improve court processes, lead to better access to court documents and result in cost-savings. Employees will get better training, tools and information in order to better serve Canadians and the Courts. It will provide improved support to judges and it will meet the expectations of lawyers, litigants and Canadians. It will increase our capacity to gather statistics, report against service standards and monitor performance indicators. This will result in better reporting to Parliament and Canadians.

Program Activity 2: Judicial Services					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
185	18.9	185	18.9	185	18.9

Judicial Services provides direct support to all the judges through the efforts of judicial assistants, law clerks, jurilinguists, chauffeurs, court attendants and library personnel. The services provided include administrative support, research, legal information, documentation, document revision, editing and linguistic and terminological advice - all in support of the judges' ability to better discharge their judicial functions.

Program Activity Expected Results	Performance Indicators	Targets
Judges have the support and resources they require to discharge their judicial functions	Satisfaction rate of judiciary concerning the services they receive	85% satisfaction rate

Measurement of performance indicators will begin in 2010-2011.

Planning Highlights

Judicial Services Branch will continue to review the quality and efficiency of its support to the members of the four Courts and the employees of the Service. It will review the resources required to continue supporting the Prothonotaries in their case management assignments in order to further accelerate the litigation process.

It will develop an on-line application form for law students interested in the law clerkship program. This initiative will simplify the application process and eliminate much of the hard copy documentation previously required, with a positive impact on the environment.

The Branch will focus on re-allocating resources to the Distribution, Printing and Translation section in order to modify its workflows and shorten the time required for the translation and posting processes, providing the public with more timely access to court decisions. In this regard, it will work closely with the staff in Modernization and Registry to integrate these processes into the functionality of the new Case Management System.

Using the internet and other methods, Judicial Services will continue its efforts to increase the awareness of court decisions available for access by the public.

The Branch will continue to support committees that provide members of the bar, key stakeholders and the public with a forum to effect changes to the litigation process in certain areas, through venues such as meetings of the Bench and Bar and Rules Committees.

The Branch will complete the implementation of its revised *Library Collection Development Policy* and complete the revision of its *Library Client Services Policy*, thereby ensuring a consistent, clear level of library service to the judiciary across the country.

In order to improve the workplace and support its workforce, the Branch will allocate resources to broaden the training and career development opportunities of its employees.

Benefits for Canadians

Judicial Services provides a variety of services and direct support to the judges of the four Courts. These include administrative support, library services, legal research, translation and revision and chauffeurs and court attendants services. The smooth functioning of the judiciary, the ability of judges to hear and dispose of cases in an expeditious and efficient manner, and timely public access to decisions are keys to a well functioning judicial system. The Service works closely with the judges to ensure that their needs are met so that they can devote their time and energy to hearing matters and rendering decisions for the benefit of litigants and all Canadians.

Program Activity 3: Internal Services					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2010–11		2011–12		2012–13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
134	16.2	134	16.2	134	16.2

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Planning Highlights

Over the next several years, Internal Services will play a critical role in support of the Service initiatives designed to enhance the integrity and security of the Federal Courts as well as to modernize the Courts and the Registry, thereby improving service and access for the judiciary, clients and the public and enabling the Courts to function more effectively and efficiently.

Service Improvement Initiatives

Support to initiatives that focus on service to clients, the judiciary and litigants includes:

- Co-location of NCR staff into the designated Federal Judicial Building;

- Implementation of improved security measures for the Courts system;
- Completion of the development of the Case Management System;
- Strengthened Information Management capacity and strategy;
- Improvement of capacity for digital audio recording and videoconferencing in the courtroom;
- Co-operation with the judiciary and Registry on the application of other information technology solutions in the court room.

These initiatives will address risks that include potential threats to the judiciary and other individuals in the courtroom context, as well as the expanding technology gap between the Federal Courts, other courts and other federal organizations.

Investment in our People

Human Resources (HR) Services is undertaking initiatives to attract, develop and retain knowledgeable, well-trained, engaged and productive employees across the Service. They include:

- Strengthened and refocused training for executives, managers and staff;
- Greater emphasis on diversity, values and ethics, avoiding harassment and discrimination, achieving work-life balance and a systematic approach to learning and career development;
- Greater use of information technology to provide HR services to managers and staff;
- Strengthened integration of human resources planning and business planning.

These initiatives specifically address risks related to the potential loss or unavailability of highly specialized skilled, knowledgeable and reliable staff.

Strengthened Planning and Accountability

Internal Services will continue its efforts to formalize and strengthen internal management practices, including improving planning, evidenced-based decision-making, reporting and accountability. Initiatives include:

- Applying a risk-based and integrated approach to planning, analysis and implementation;
- Implementing a new and innovative model for internal audit;
- Expanding the use of information technology to support management decision making, for example, through the provision of web-based financial information;
- Strengthening formal project management capacity where appropriate;
- Maintaining an up-to-date threat and risk assessment régime for all aspects of court operations, including information technology and information management.

These and related initiatives will improve the quality and availability of information and result in better informed decisions, more rigorous management of projects and better threat and risk assessment.

Benefits for Canadians

Canadians will benefit from these initiatives through their positive impact on the overall effectiveness and efficiency of the Federal Courts' system. The contribution of Internal Services to the fundamental outcome of timely and fair access for the public to the litigation process of the Courts is indirect but critical.

Improved services to clients, the judiciary and litigants translates directly into improved services to all Canadians, given the key role played by the Federal Courts in Canada's democratic system and the importance of the issues addressed by the courts.

Section III: Supplementary Information

Supplementary Information Tables

All electronic supplementary information tables found in the 2010-11 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat's web site at: <http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp>.

Other Items of Interest

Contacts for Further Information

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

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