



Corporate Business Plan  
2003-2004 to 2005-2006

**Business Line Highlights**

*More Ways to Serve You!*

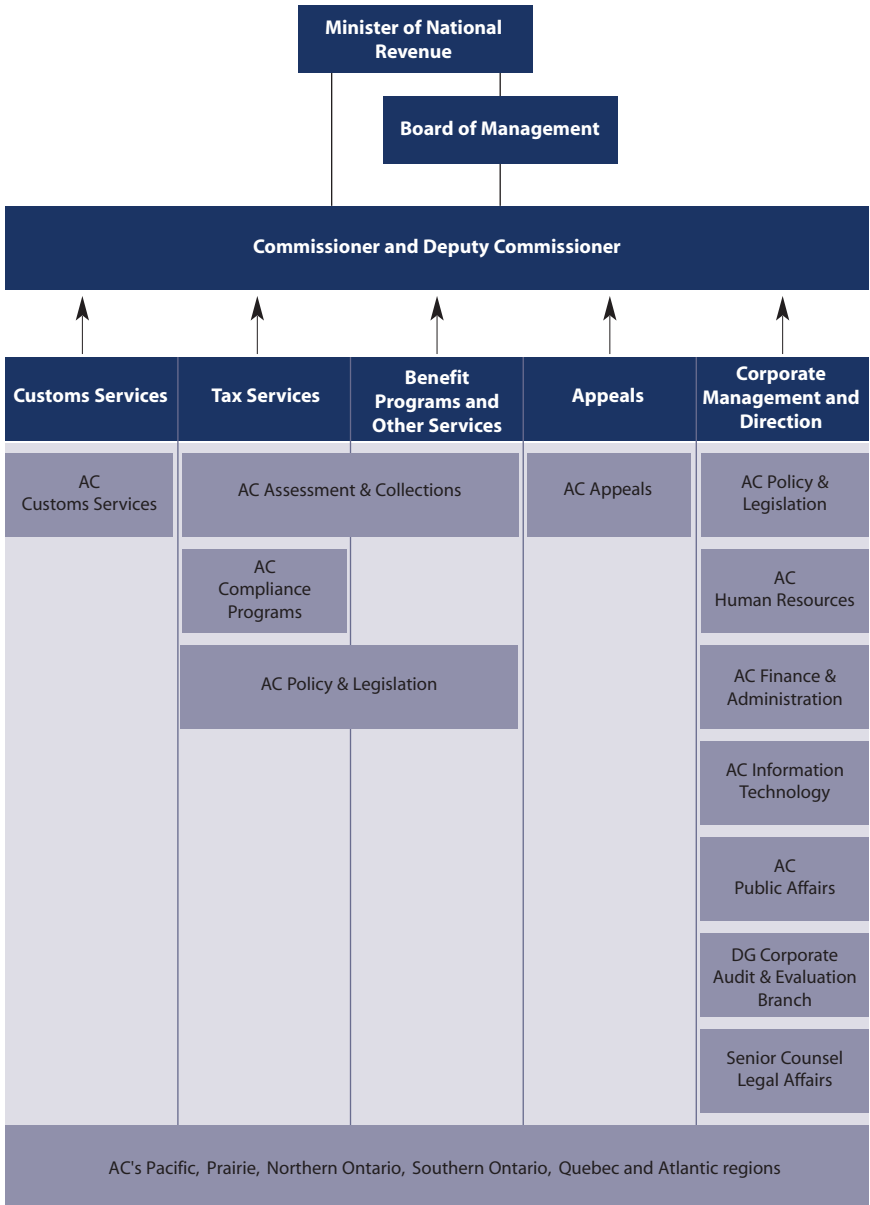
*Pour vous servir encore mieux!*



Canada Customs  
and Revenue Agency

Agence des douanes  
et du revenu du Canada

# CCRA's Organizational Structure



Note: Assistant Commissioners (AC), Director General (DG) and Senior Counsel report to Commissioner




## About the CCRA

The Canada Customs and Revenue Agency (CCRA) is a large and dynamic organization with a broad and far-reaching mandate. We:

- collect taxes and administer laws for the federal government and most provinces and territories;
- provide border services and administer international trade and legislation; and
- deliver various social and economic benefit programs to Canadians.

In carrying out our responsibilities, we touch the lives of more Canadians on a daily basis than any other public organization.

## Key Volumetrics

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- Every year, we serve approximately 102 million travellers entering Canada through our customs service locations. We also process more than 10 million customs commercial releases.
  - On average, we collect more than \$300 billion in revenues annually, including about \$38 billion on behalf of the provinces and territories — that's \$1.2 billion every working day.
  - We administer benefit and credit payments worth more than \$11 billion to more than 10 million eligible Canadian recipients.
  - We handle almost 28 million public enquiries every year.
  - During peak periods, we employ over 50,000 people at 750 service sites across Canada.





# Business Line Highlights

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## Our Mission

Our mission is to promote compliance with Canada's tax, trade, and border legislation through communication, quality service, and responsible enforcement. This contributes to the social and economic well-being of Canadians.

Our transition from a Government department to an agency in 1999 did not change our mission. Instead, it gave us the flexibility to be more innovative. It gave us the opportunity to improve our services, programs, systems, and processes. It also enabled us to build more effective relations with the provinces and territories, and to find more cost-effective ways of doing business.

We believe that through better services and a stronger internal infrastructure, we will be in a better position to achieve our mission of promoting compliance with Canada's tax, trade, and border laws and regulations.

## Our Strategic Outcomes

As an organization we seek two outcomes:

- Innovation – Ensure that the CCRA is a leading-edge service organization.
- Compliance – Ensure that Canadians comply with tax, trade, and border legislation.

These two outcomes form the basis of our *Corporate Business Plan 2003-2004 to 2005-2006*, and will drive our efforts and agenda over the planning period.

## Innovation

Innovation is about keeping pace with changes in technology, business and management practices, and the expectations of Canadians. It's also about finding more effective, accessible, and affordable ways of interacting with our clients and managing our day-to-day operations. Our innovation agenda consists of the following four key objectives, which we will continue to pursue over the planning period:

- core business transformation;
- human resources reform and renewal;
- administrative reform and renewal; and
- transparent management for results.

## Compliance

Our performance in promoting compliance is key to our operational success. That's why we continuously seek to increase levels of voluntary compliance, while strengthening our enforcement activities to identify and deter wilful non-compliance.

Our approach to compliance is based on the belief that most people will voluntarily comply with the law if given the opportunity, the information, and the tools. As a result, we will continue to provide the right information at the right time, through a number of different communication channels. We also recognize that non-compliance is a serious issue, so we will work hard to apply the right mix of service and enforcement activities. We know, for example, that tax evasion, GST fraud, and smuggling pose serious compliance risks and, as a result, we will target our efforts and resources responsibly.

### Our Business Lines

The CCRA delivers its wide range of programs and services through five business lines:

- **Tax Services** — Administers, assesses, and collects taxes on behalf of the federal, provincial, and territorial governments. In the process, it helps Canadians receive their entitlements and meet their obligations under the tax system.
- **Customs Services** — Protects the health, safety, and security of our citizens and supports the competitiveness of Canadian businesses at home and abroad.
- **Benefit Programs and Other Services** — Provides Canadians with income-based benefits and other services that contribute to their economic and social well-being.
- **Appeals** — Provides clients with a fair redress and dispute-resolution process.
- **Corporate Management and Direction** — Maximizes our performance through modern and progressive management of human resources, information technology, and financial and administrative policies and practices.

Each business line plays a vital role in advancing our innovation agenda and managing and promoting compliance.

## Innovating for the Future

With the Tax Services business line, we are continuing to make ongoing advancements in the way we operate, applying new systems and technologies to improve the services we deliver to Canadians.

*Future Directions* is an important element of our business transformation agenda. Through consultations with our clients — individuals, small enterprises, and large businesses — we have developed a coherent vision for the future that embraces seven key areas.

Under *Future Directions*, we will expand our services to improve client satisfaction, particularly by offering a wider range of electronic self-service options, making it easier and more convenient to comply. Some of our initiatives for the 2003-2004 to 2005-2006 planning period include:



- launching a “My Account” Web page that will eventually allow individuals to make their own adjustments on-line;
- creating an on-line portal that will allow tax professionals to manage their clients’ accounts on-line; and
- increasing electronic services to provide the capacity for real-time interaction with large businesses.

## Managing Compliance

The outcome we seek in Tax Services, the CCRA's largest business line, is that Canadians pay their fair share of taxes and that the tax base is protected.

Achieving this outcome is a complex undertaking, considering the nature and volume of information we are required to handle.

## Key Volumetrics

- Over \$300 billion in gross taxes and excise duties collected each year
- 22.8 million individual and 1.6 million corporate tax returns, 400,000 trust returns, and 78,629 charity returns processed annually
- Over 3 million GST/HST returns processed (excluding Quebec) annually



This involves promoting voluntary participation in the tax system, while containing non-compliance. Our priorities are:

- **Continuing to offer high-quality services:** increasing accessibility rates and introducing a wider range of self-serve offerings.
- **Processing returns accurately, efficiently, and in a timely way:** introducing more electronic filing options, such as NETFILE and TELEFILE, to accelerate processing.
- **Effectively targeting compliance issues:** increasing audit coverage rates, identifying high-risk areas (e.g., the underground economy), and communicating our approach for improving compliance and the results we are achieving.
- **Ensuring that the majority of Canadians continue to participate in the tax system:** improving the timeliness of our collection activities and promoting greater awareness among Canadians of their entitlements.



The following table identifies the anticipated results and success criteria that have been developed, and which will guide the Tax Services business line over the planning period.

<b>Managing the Compliance Continuum</b>	<b>Expected outcome</b> – Canadians pay their fair share of taxes and the tax base is protected	
	<b>Anticipated Results</b> Majority of Canadians and businesses participate in the tax system	<b>Success Criteria</b> <ul style="list-style-type: none"> <li>• Strong levels of filing, remittance, reporting, and registration compliance, generally consistent with the performance of past years</li> </ul>
	Taxpayers receive timely, accessible, reliable, and fair service that is responsive to their needs	<ul style="list-style-type: none"> <li>• Meet or exceed our service standards and internal performance targets. For example: <ul style="list-style-type: none"> <li>• Process 90% of fairness requests related to accounts receivable and trust account programs within 4-6 weeks</li> <li>• Provide technical interpretations to taxpayers within 90 days</li> <li>• Process 80% of applications to registered pension plans within the published timeframes of 60 days for deemed registrations and 180 days for complete review</li> <li>• Process paper T1 returns within 4-6 weeks of receipt and electronic returns (EFILE, NETFILE, TELEFILE) within 2 weeks of receipt</li> <li>• Process GST/HST returns within 21 days of receipt</li> <li>• Process 75% of T2 corporation returns within 50 calendar days and 90% within 90 calendar days</li> </ul> </li> <li>• Develop service standards for telephone enquiries, adapted from existing internal performance targets, by 2003-2004</li> <li>• Overall client satisfaction rating from our annual survey continues to meet or exceed our 71% benchmark result for 2000-2001</li> </ul>

**Expected outcome** – Canadians pay their fair share of taxes and the tax base is protected

**Anticipated Results**

Taxpayers receive timely, accessible, reliable, and fair service that is responsive to their needs (continued)

**Success Criteria**

- Continued effectiveness in communicating and implementing legislative changes within required timeframes
- Increased take-up of alternative electronic information services and reduced caller volumes
- Implementation of a systematic nationwide fairness monitoring program by 2005-2006
- Successful implementation of the Scientific Research and Experimental Development (SR&ED) Strategic Business Plan

Processing of returns is accurate, timely, and efficient

- Meet or exceed service standards and internal performance targets, for example:
  - Process 98% of on-time T1 returns by mid-June
  - Process paper T1 returns within 4-6 weeks of receipt and electronic returns (EFILE, NETFILE, TELEFILE) within 2 weeks of receipt
  - Process 75% of current-year T2 corporation income tax returns within 50 days and a further 15% within 90 days
  - Process 100% of all GST/HST returns within 21 days of receipt
  - Process 95% of T3 trust returns within 4 months
  - Process T4 returns filed via the Internet within one business day
  - Process SR&ED tax credit claims within established service standard timeframes 90% of the time

Tax debt is within targeted levels

- Reduce the inventory of older accounts (greater than 5 years) relative to prior years
- Meet or exceed cash collections commitments to the Government of Canada of \$8.4 billion for 2003-2004, increasing to \$8.6 billion by 2005-2006
- Close the gap between the dollar value of production (cash collections, write-offs, and other adjustments) and the intake of new debt



**Expected outcome** – Canadians pay their fair share of taxes and the tax base is protected

**Anticipated Results**

Tax debt is within targeted levels (continued)

**Success Criteria**

- Stabilize or prevent further deterioration in the ratio of outstanding receivables to gross revenues
- As part of a multi-faceted framework for managing accounts receivable:
  - by 2003-2004, implement a National T1 Pool pilot project
  - by 2004-2005, evaluate year 1 of the pilot project

Compliance behaviour is understood with a view to minimizing areas of non-compliance

- Implementation of the Compliance Measurement Framework by 2004-2005
- Development and implementation of an e-commerce compliance strategy by 2004-2005

Allocation of resources is guided by risk

- Continued effective use of information matching programs to identify discrepancies between amounts reported on tax returns and third-party information reports
- Results from validation programs continue to show much higher adjustment rates and average dollar amounts compared to random selections
- Results from audit and enforcement programs demonstrate effectiveness in flagging risky returns
- Investigations continue to detect proceeds of crime and make referrals, as required, for criminal prosecution
- Meet or exceed 2000-2001 benchmark for number of returns and registrations secured through the non-filer program
- Meet or exceed anticipated fiscal impact levels

Actively seek legislative changes as required to enhance simplification and minimize non-compliance

- By 2005-2006, implement a formal mechanism for tracking and reporting on legislative issues



**Expected outcome** – Canadians pay their fair share of taxes and the tax base is protected

**Anticipated Results**

The right compliance programs are used, are sufficiently resourced, and are effectively delivered

**Success Criteria**

- Meet or exceed anticipated fiscal impact levels, for example:
  - Provide for increased revenue of: \$143 million in 2003-2004 and \$188.7 million in 2004-2005 and 2005-2006 through the GST/HST delinquent filer program
  - Increase revenue by \$33.7 million in 2003-2004 and \$45.8 million in 2004-2005 and 2005-2006 through Employer Compliance Audit Program
  - Increase review and examination of Employer Withholding accounts to 5% of total Employer Registrants Base
- Continued participation in audit protocol agreements
- By 2005-2006, meet anticipated audit coverage levels (to be revised as necessary to account for increased population growth and adjustments in funding):
  - Large corporations — 60% for large files and 20% for basic files
  - Small and Medium business — 1.16% for unincorporated businesses and 1.26% for corporate files
  - GST/HST files — 1.38%

Knowledgeable and skilled workforce is in the right place at the right time

- Meet resource utilization targets in line with approved funding
- Training programs are in place by 2005 to meet the changing skills and knowledge required to deliver on *Future Directions* initiatives

## Innovating for the Future

With the Customs Services business line, we continue to modernize our operations, introducing bold new initiatives designed to strengthen border security and streamline the movement of legitimate goods and people.

Through the implementation of the Smart Border Declaration signed by Canada and the United States, and the 30–Point Action Plan, we are building a safer, stronger, and smarter border. We are also accelerating many of the initiatives we first identified in our *Customs Action Plan*, applying new state-of-the-art technology and risk-identification methods. Initiatives for the planning period include:

- **Advance Passenger Information/Passenger Name Record**, which will provide data about airline passengers and crew prior to their arrival in Canada, focusing on high-risk individuals.
- **Alternative Inspection Services for Travellers, through CANPASS-Highway, CANPASS-Air, NEXUS-Highway, and NEXUS-Air**, which will simplify and speed entry of pre-approved, low-risk travellers at the border.
- **Harmonized Commercial Processing**, which will speed clearance and reduce border delays, for pre-approved, low-risk truck drivers, carriers, and importers.

Over the planning period, we will also work to build a Customs Services vision, focusing on our law-enforcement role. We will offer the appropriate tools, equipment, and training as per the Job Hazard Analysis to ensure the occupational safety of our customs officers.

## Managing Compliance

The outcome we seek in the Customs Services business line is that Canadians' health, safety, security, and business interests are protected and that Canada's economic growth is supported.

Achieving this outcome is particularly challenging since our customs operations is one of the most complex in Government — providing service to more than 480 air, sea, and land border points.

### Key Volumetrics

- 102 million travellers enter Canada every year
- 4.6 million customs examinations
- Approximately 165,000 commercial importers served
- 10.8 million commercial releases processed
- \$460 million in seized goods and contraband



This will require securing our borders against the threat of dangerous people and goods, while streamlining the movement of legitimate trade and travel that is so vital to our economic growth. Priorities for the planning period include:

- sharing information with other departments and enforcement agencies to prevent the entry of drugs and contraband, and to identify and respond to environmental threats such as disease;
- advancing our *Customs Action Plan* initiatives and fulfilling our Smart Border Declaration commitments;
- emphasizing the Officer Powers Program that has empowered customs officers to arrest and detain individuals;
- providing information to help our clients comply with the law, while identifying and targeting areas of non-compliance;
- focusing on border management, post-release verification, and client service, as per the Compliance Improvement Plan; and
- ensuring that we have a knowledgeable and skilled workforce.



The following table identifies the anticipated results and success criteria that have been developed, and which will guide the Customs Services business line over the planning period.

<b>Managing the Compliance Continuum</b>	<b>Expected outcome</b> – Canadians' health, safety, and business interests are protected and Canada's economic growth is supported through responsible border and trade management	
	<b>Anticipated Results</b> Enhanced enforcement that expeditiously identifies and responds to threats to the security, health, and safety of society and to Canada's economy	<b>Success Criteria</b> <ul style="list-style-type: none"> <li>• Continue to seize a significant portion (40% to 50%) of all contraband drugs seized in Canada</li> <li>• Prompt and appropriate response to all known cases of significant threats to the health, safety, and security of Canadians               <ul style="list-style-type: none"> <li>• prevention of the entry of inadmissible persons and prohibited goods</li> <li>• investigations of dumped or subsidized imports</li> <li>• enforcement actions from international threat identification</li> </ul> </li> <li>• Implementation of Officer Powers at eight ports by March 31, 2004</li> <li>• Modernization of memoranda of understanding with key government departments and agencies to allow, among other things, information sharing intelligence gathering, joint priority setting for compliance improvement, and performance reporting, by March 31, 2005</li> <li>• Increased examinations and detection of contraband across all major categories</li> </ul>
	Effective compliance management that enhances personal and economic security and encourages partnerships and sustained compliance	<ul style="list-style-type: none"> <li>• Compliance across border programs is above 90%</li> <li>• Develop improved trade compliance data collection mechanisms by March 31, 2004</li> </ul>
Responsible services that encourage voluntary compliance and minimize the compliance burden without compromising security	<ul style="list-style-type: none"> <li>• Overall client satisfaction with Customs Services is above 77% benchmark</li> <li>• 95% of service standards are met (e.g., border wait times, release on minimum documentation, Pre-Arrival Review System release)</li> </ul>	



**Expected outcome** – Canadians' health, safety and business interests are protected and Canada's economic growth is supported, through responsible border and trade management

**Anticipated Results**

Certainty and consistency for international trade and travel

**Success Criteria**

- A secure border with the United States that facilitates the movement of low-risk people and goods
- Negotiation and implementation of customs procedures and trade policy instruments related to new free trade agreements with Singapore, Central America Four, Free Trade Area of the Americas, CARICOM, and the new WTO Round by March 31, 2005
- Through participation in international organizations such as the World Trade Organization, World Customs Organization and Asia Pacific Economic Cooperation, influence international standards for rules on customs tariffs, dumping and subsidy determinations, valuation and origin of goods, admissibility, trade incentives, and compliance management

Knowledgeable and skilled workforce is in the right place at the right time

- Recruit 340 Customs officers by March 31, 2004
- Phase II Officer Powers training to 456 customs inspectors by March 31, 2004
- 60% of staff receiving Customs Inspector Recruit Training Program will become inspectors in their first year on staff
- Specialized interdiction and enforcement training for 1,200 to 1,500 Customs officers by March 31, 2004



## Innovating for the Future

We are playing an increasingly important role in providing income-based benefits to Canadians. Through a number of programs, including the Canada Child Tax Benefit (CCTB), the Goods and Services Tax/Harmonized Sales Tax (GST/HST) credits, and 17 provincial and territorial benefit programs, we issue more than \$11 billion annually in tax-free benefit payments to more than 10 million Canadians.

Our responsibilities are significant and the expectations of Canadians are high. Benefit recipients expect us to issue payments on time and in the right amount. Provincial and territorial partners rely on us to give the data they need to calculate social assistance. And Human Resources Development Canada (HRDC) engages us to issue rulings for the Canada Pension and Employment Insurance Programs.

As a result, we continue to look for new ways to deliver faster, more responsive and accessible service to benefit recipients, while strengthening and expanding our relationships with our provincial partners and other federal departments and agencies. Some of our initiatives for the planning period include:

- offering a new Interactive Information Service on our web site that will provide answers to common benefit enquiries;
- introducing a “My Account” Web page that will give recipients a single point of access for information about their account;
- expanding our electronic services through the Income Verification Project, which will give many of our provincial and territorial partners client information via the Internet; and
- developing a business process to exchange data with HRDC to streamline their administration of federal income security programs for seniors.

# Benefit Programs and Other Services

## Managing Compliance

The outcome we seek in Benefit Programs and Other Services is that Canadians receive their rightful share of entitlements.

### Key Volumetrics

- \$7.5 billion to approximately 2.9 million Canada Child Tax Benefit (CCTB) recipients
- \$3 billion to almost 9 million GST/HST credit recipients
- \$125 million in Children's Special Allowances
- \$386 million in ongoing payments and \$389 million in one-time payments under provincial and territorial programs
- \$365 million to over 430,000 severely disabled individuals under the Disability Tax Credit Program



This will involve applying the right mix of compliance and enforcement activities. We will promote voluntary compliance by:

- continuing to issue benefit payments on time;
- providing people with the tools and information they need to understand and access their entitlements; and
- improving caller accessibility for GST/HST inquiries.

We will protect the benefit programs from abuse by:

- concentrating our validation efforts on areas of highest risk so that entitled clients get the right amount — no more, no less; and
- using more sophisticated risk management approaches and computer-based profiling tools to better target high-risk clients.

Another priority is ensuring that our staff has the tools and skills they need to achieve our standards for timeliness, accuracy, and client accessibility.

# Benefit Programs and Other Services



The following table identifies the anticipated results and success criteria that have been developed, and which will guide the Benefit Programs and Other Services business line over the planning period.

<b>Managing the Compliance Continuum</b>	<b>Expected outcome</b> – Canadians receive their rightful share of entitlements	
	<b>Anticipated Results</b> Program communication and delivery is fair and responsive to recipients' needs	<b>Success Criteria</b> <ul style="list-style-type: none"> <li>• Review each year the effectiveness of communication tools to promote take-up among potential recipients and inform existing clients about their entitlements</li> <li>• Improve caller accessibility for GST/HST credit calls to meet the 80%-85% internal performance standard</li> <li>• Improve call wait times for both CCTB and GST/HST credit programs</li> <li>• Implement telephone service standards by 2003-2004</li> </ul>
	Entitled recipients receive timely payments and credits	<ul style="list-style-type: none"> <li>• Process 99% of all CCTB, GST/HST credit, and associated provincial and territorial payments on time</li> <li>• Meet the 98% service standard for processing CCTB applications on time (achieved 97% in 2001-2002)</li> <li>• Meet the 98% service standard for processing client account adjustments on time (achieved 80% in 2001-2002)</li> <li>• Process 85% of CPP/EI rulings on time (achieved 81% in 2001-2002)</li> </ul>
	Entitled recipients receive accurate payments and credits	<ul style="list-style-type: none"> <li>• Meet the 98% internal performance standard for accurate processing of client adjustments</li> <li>• Meet the 98% internal performance standard for accurate processing of CCTB applications</li> </ul>
	Knowledgeable and skilled workforce is in the right place at the right time	<ul style="list-style-type: none"> <li>• Develop staffing flexibilities, involving the 839 full-time equivalent employees, to ensure that the right mix of staff, assisted by the right tools and the right training, are in place</li> </ul>



## Innovating for the Future

The Appeals business line oversees one of the largest redress and dispute resolution services in Canada. We review contested decisions relating to tax, customs, trade administration, employment insurance, and Canada Pension issues. We also co-ordinate the CCRA's Fairness initiative and administer the Voluntary Disclosures Program, which allows clients to correct past errors or omissions in their tax, duty, and tariff obligations without penalty.

As part of our ongoing commitment to high quality and responsive service, we continue to make improvements to our redress system. Our aim is to provide clients with a process that is fair and impartial, accessible, transparent, and timely.

Some of our initiatives for the 2003-2004 to 2005-2006 planning period include:

- modifying our Appeals Information and Reporting System (AIRS), to enable more effective tracking and reporting of our inventories;
- in 2003, bringing the new Globus-Case system on line, which will result in more effective tracking and reporting of dispute and litigation workloads for tax programs; and
- making the electronic filing of disputes available in 2003-2004 for the income tax and GST/HST/excise tax programs.

We also plan to conduct a national client survey to help us assess client satisfaction and identify opportunities to improve our performance in areas such as timeliness, transparency, and cost.

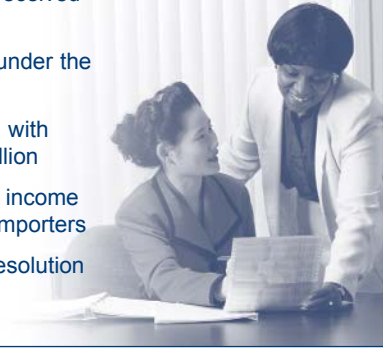


## Managing Compliance

The outcome we seek in Appeals is that Canadians receive an impartial and timely review of contested decisions through our redress system.

### Key Volumetrics

- Close to 73,000 of about 85,000 disputes received were resolved
- 75,960 of 108,158 requests were granted under the Fairness Provisions
- 4,732 voluntary disclosures were received, with related assessments estimated at \$230 million
- 75 percent of redress clients are individual income tax filers, while 6 percent are commercial importers
- 60 percent of our clients agreed with our resolution of their disputes



To earn and keep the trust of clients and to promote voluntary compliance, it is imperative that our redress process is seen as being fair. Basic aspects of fairness include ensuring that clients are informed of their rights and how to exercise them, and making sure that the process is timely, accessible, and consistent.

Priorities for the planning period include:

- reducing turnaround times;
- ensuring that the fairness provisions are applied consistently throughout the CCRA;
- reducing the backlog of unprocessed inventory under the Voluntary Disclosures program;
- fully implementing a Risk Management Framework that will assist us in improving our capacity to promote the consistent, fair, and timely resolution of disputes and litigation; and
- having in place a sufficient number of skilled and knowledgeable staff to handle the workload volumes.



The following table identifies the anticipated results and success criteria that have been developed, and which will guide the Appeals business line over the planning period.

<b>Managing the Compliance Continuum</b>	<b>Expected outcome</b> – Canadians receive an impartial and timely review of contested decisions through our redress system	
	<b>Anticipated Results</b> The redress process is transparent, accessible, and fair	<b>Success Criteria</b> <ul style="list-style-type: none"> <li>• Meet the enhanced 85% service standard for contacting clients who file disputes with a meaningful status update within 30 days of filing</li> <li>• Achieve an overall client satisfaction rating of at least 10% higher than the 1998 survey result</li> </ul>
	The redress process is timely	<ul style="list-style-type: none"> <li>• Meet case completion targets established as part of the three-year timeliness initiative</li> </ul>
	Fairness provisions are applied consistently across the agency	<ul style="list-style-type: none"> <li>• CCRA monitoring programs confirm that the fairness provisions are being applied consistently agency-wide</li> </ul>
	Risk management is effective for dispute and litigation issues	<ul style="list-style-type: none"> <li>• Full implementation of an appeals risk management framework by December 2003</li> <li>• On average, 90% of all disputes continue to be resolved before reaching the courts (not counting CPP/EI disputes)</li> <li>• The majority of decisions appealed to the courts continue to be resolved in favour of the CCRA</li> <li>• Implementation of new programs for quality assurance and monitoring the consistency in the application of policies and legislation in the decisions on cases, beginning in 2002-2003</li> </ul>
	Knowledgeable and skilled workforce in the right place at the right time	<ul style="list-style-type: none"> <li>• Reducing our staffing shortage to a level of no more than 5% of allowed funding</li> </ul>

## Innovating for the Future

The Corporate Management and Direction business line provides strategic direction for all CCRA programs and services. It also ensures that the infrastructure needed to deliver our programs and services are in place and working well. Through the transformation of our internal operations, we are playing a key role in advancing the CCRA's innovation agenda.

Over the planning period, we will continue to focus on human resources reform and renewal, administrative reform and renewal, and transparent management for results. Priorities include:

- making our new competency-based HR Management system fully operational;
- converting the Programme Administration and Administrative Services groups into one single classification group;
- modernizing our policies and infrastructure;
- developing communication products to increase managers' understanding of Modern Comptrollership;
- fully adopting accrual accounting and developing a Financial Management Monitoring system that will support reliable revenue and expenditure reporting;
- improving our capacity to link financial planning and budget information with information on program and service delivery; and
- integrating risk management more fully into management processes through the development of corporate risk profiles.

Supporting business transformation is the increased use of technology. Over the planning period, we will continue to put in place a robust and modern systems infrastructure through systems replacement, upgrading, and integration.

## Managing Compliance

The outcome we seek in the Corporate Management and Direction business line is that performance of our business services and operations is maximized through modern and innovative management approaches.

To achieve this outcome, we continue to strengthen our internal operations and provide services that support the other business lines in their compliance efforts, particularly in the areas of Information Technology (IT), systems security, and financial and information management.

## Key Volumetrics

- Over 200 IT applications for mission critical systems supported
- Over 50,000 staffing actions processed, including 4,500 full-time hires
- 30,000 contracts for goods and services issued
- Over 3,100 privacy and access-to-information requests handled
- Facilities management for more than 750 facilities across Canada provided



Priorities for the planning period include:

- addressing funding pressures, while ensuring that our program, service, and innovation commitments are met;
- strengthening financial and asset management by modernizing our systems and approaches;
- making optimal use of the CCRA's flexibilities in the area of real property administration;
- applying state-of-the-art IT to provide leading-edge service delivery to our clients;
- responding effectively to human resources challenges, ensuring that we can meet current and future requirements; and
- providing strong, reliable, and timely information to Canadians.





The following table identifies the anticipated results and success criteria that have been developed, and which will guide the Corporate Management & Direction business line over the planning period.

<b>Expected outcome</b> – Performance of our business services and operation is maximized through modern and innovative management approaches							
<b>Managing the Compliance Continuum</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%; padding: 5px;"><b>Anticipated Results</b></th> <th style="padding: 5px;"><b>Success Criteria</b></th> </tr> </thead> <tbody> <tr> <td style="padding: 5px; vertical-align: top;"> <p>Canadians' desire for transparency in public administration is addressed while protecting the confidentiality of client information</p> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> <li>Continued public recognition as a trusted organization for electronic information channels</li> <li>We will meet our internal standard of maintaining a ratio of 10% or less of well founded complaints (as assessed by the Information and Privacy Commissioners) against <i>Access to Information Act</i> and <i>Privacy Act</i> requests received for the fiscal year</li> <li>Sustained performance of at least 90% compliance with the statutory time requirements of the <i>Access to Information Act</i> and <i>Privacy Act</i></li> <li>Continued positive assessment from the Auditor General on reporting our performance in the <i>Annual Report</i></li> <li>The agency's <i>Summary of the Corporate Business Plan</i> and <i>Annual Report</i> are made available electronically to Canadians within 30 days following their tabling in Parliament</li> </ul> </td> </tr> <tr> <td style="padding: 5px; vertical-align: top;"> <p>Sound financial and treasury management</p> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> <li>The Board of Management is satisfied with the accuracy and relevance of the CCRA's quarterly budgets</li> <li>Deposit 98% of all revenues received within 24 hours of receipt</li> <li>A monitoring and control framework to enhance management assurance on the integrity of revenue reporting will be developed by August 31, 2003, and prompt action will be taken to correct issues affecting revenue reporting as they arise</li> </ul> </td> </tr> </tbody> </table>	<b>Anticipated Results</b>	<b>Success Criteria</b>	<p>Canadians' desire for transparency in public administration is addressed while protecting the confidentiality of client information</p>	<ul style="list-style-type: none"> <li>Continued public recognition as a trusted organization for electronic information channels</li> <li>We will meet our internal standard of maintaining a ratio of 10% or less of well founded complaints (as assessed by the Information and Privacy Commissioners) against <i>Access to Information Act</i> and <i>Privacy Act</i> requests received for the fiscal year</li> <li>Sustained performance of at least 90% compliance with the statutory time requirements of the <i>Access to Information Act</i> and <i>Privacy Act</i></li> <li>Continued positive assessment from the Auditor General on reporting our performance in the <i>Annual Report</i></li> <li>The agency's <i>Summary of the Corporate Business Plan</i> and <i>Annual Report</i> are made available electronically to Canadians within 30 days following their tabling in Parliament</li> </ul>	<p>Sound financial and treasury management</p>	<ul style="list-style-type: none"> <li>The Board of Management is satisfied with the accuracy and relevance of the CCRA's quarterly budgets</li> <li>Deposit 98% of all revenues received within 24 hours of receipt</li> <li>A monitoring and control framework to enhance management assurance on the integrity of revenue reporting will be developed by August 31, 2003, and prompt action will be taken to correct issues affecting revenue reporting as they arise</li> </ul>
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**Expected outcome** – Performance of our business services and operation is maximized through modern and innovative management approaches

**Anticipated Results**

Sound financial and treasury management (continued)

Operational excellence in the provision of internal services and support

**Success Criteria**

- Continued funding of the Asset Management Plan and Investment Plan at no less than 7% of CCRA’s gross budget
- Service standards relating to financial management are established by 2004 and performance is monitored against these standards thereafter

**Finance and Administration**

- Meet at least 80% of the targets approved in the CCRA Sustainable Development Strategy
- By April 1, 2003, a Real Property Services Agreement (RPSA) will be proposed to support the principles of the MOU for the CCRA/PWGSC partnership, followed by continual refinement and broadening over fiscal year 2003-2004
- An approved Emergency Management Strategy (EMS), including an Emergency Management Policy is in place by April 2003

**Public Affairs**

- Internal service standards for both ministerial correspondence and provision of Question Period responses (requested by the Minister’s Office) are met
- Agency business lines are well supported in the delivery of information to Canadians as measured by the annual client survey

**Information Technology**

- Availability and reliability of existing IT systems achieved as per service level agreements
- Development of new IT systems meeting client requirements



**Expected outcome** – Performance of our business services and operation is maximized through modern and innovative management approaches

## Anticipated Results

Operational excellence in the provision of internal services and support (continued)

## Success Criteria

### Human Resources

- Service delivery model for resourcing, including service standards, is implemented by March 31, 2004
- Classification service standards are in place by April 1, 2004, and ready for implementation in 2004-2005
- CCRA representation rates for Employment Equity groups meeting or exceeding the targets identified in the 3-Year Strategic Direction that will reflect the new labour market availability rates from the 2001 Census
- Increased bilingual capacity of the executive cadre and managers, and employees providing external services
- 80% of executive vacancies filled in less than three months
- Future competency-based processes will reduce management effort, i.e. assessment time, by 50%
- 60% of Management Development Programs graduates working at or above their targeted level
- The needs identified in the EX Succession Plan are met
- Target investment in employee learning set at 6% of salary expenditure

### Legal Services

- Business Lines are well supported by corporate legal counsel and advisory services



**Expected outcome** – Performance of our business services and operation is maximized through modern and innovative management approaches

### Anticipated Results

Knowledgeable and skilled workforce is in the right place at the right time

### Success Criteria

- Medium and long-range internal workforce demographic analysis result in appropriate recruitment targets and strategies being set by April 2004 and reflected in annual HR plans
- 100% of eligible employees have individual learning plans
- 90% of employees with performance expectations are assessed as meeting or exceeding their expectations
- FTE utilization reflects CCRA plan

### Need More Information?

For more information on our strategic direction, see the *Summary of the Corporate Business Plan 2003-2004 to 2005-2006* at:

[www.c CRA-ADRC.GC.CA/AGENCY/BUSINESS\\_PLANS/2003/MENU-E.HTML](http://www.c CRA-ADRC.GC.CA/AGENCY/BUSINESS_PLANS/2003/MENU-E.HTML)