MANAGEMENT RESPONSE AND ACTION PLAN

Evaluation Report Title: *Evaluation of Advisory Services*
Approval Date of Evaluation by Deputy Minister (mm/yyyy): 07/2026

Key Consideration for Implementing Recommendations

As the demand for advisory services has been continuously increasing in volume and complexity over the last five years, measures to increase efficiency should be taken to ensure the sustainability of the provision of advisory services. The Evaluation of the Advisory Services identified four interrelated recommendations in that regard. Actions implemented in response to one recommendation may have an impact on other areas covered in the Management Response and Action Plan (MRAP). In order to maximize results, the MRAP must be implemented in a coordinated manner within the Department.

As the management of advisory services remains largely decentralized and varies across the Department, the establishment of a departmental Tiger Team is essential to ensure a coordinated response to the evaluation recommendations. A Tiger Team will provide a forum in which departmental issues can be discussed, while simultaneously taking into consideration the specificities and needs of the various advisory groups.

The following recommendations will be actioned through a Tiger Team consisting of representatives from all Portfolios and Sectors as part of an overarching action to address all four recommendations. The actions identified below within each of the recommendations will be collectively presented for closure at the June 2027 Performance Measurement and Evaluation Committee (PMEC) meeting.

Recommendation 1 - Performance data: Improve performance data on the use of advisory resources to support strategic planning and ongoing management.
Rationale for Recommendation: The evaluation found that department-wide performance data for advisory services largely consists of the information provided by LEX and that this data does not meet all of the information needs of Justice Canada, or those of the client departments and agencies. In particular, disaggregated data, such as data at the file level would be useful to support the planning and ongoing management of advisory services. In addition, collecting relevant performance data would support a more accurate assessment of resources allocated to advisory services and the requirements associated with various types of files. Where relevant, this data could be shared with client departments and agencies to enhance their understanding of the advisory delivery process and support greater efficiency in how they plan for and use advisory services based on client priorities.
Management Response: Management agrees with the recommendation.

Action(s) What SMART action(s) will be taken to address this recommendation?	**Deliverable(s)** Expected deliverable(s) to demonstrate the completion of the action.	**Accountability** Assistant Deputy Minister (ADM) responsible for implementing the action.	**Planned Completion Date**
Conduct an internal gap analysis and develop an associated data collection strategy that identifies: 1) the disaggregated performance data that is needed to support strategic planning and ongoing management of advisory services, 2) approaches for collecting the identified performance data (including tools/modifications or new processes needed), and 3) approaches for sharing the information with client departments.	Presentation of results to the PMEC.	• ADM Business and Regulatory Law Portfolio (BRLP) • ADM Central Agencies Portfolio (CAP) • ADM Indigenous Rights and Relations Portfolio (IRRP) • ADM Public Safety, Defence and Immigration Portfolio (PSDI) • ADM Tax Law Services Portfolio (TLSP) • ADM Privy Council Office Legal Services Sector (PCOLSS) • Assistant Deputy Attorney General (ADAG) National Litigation Sector (NLS) • ADM Public Law and Legislative Services Sector (PLLSS)	June 30, 2027

Recommendation 2 - Knowledge Management: Strengthen the use of departmental knowledge management tools and leverage new technologies, to enable a strategic knowledge transfer approach and avoid duplication of work.

Rationale for Recommendation: The evaluation found that the use of Justipedia has not been widely adopted across the Department as a knowledge management tool and is not generally perceived as adequately meeting the needs of those involved in advisory services. Options to improve departmental knowledge management, including the use of existing and new technologies and tools (such as artificial intelligence (AI) and generative AI technologies), should be considered to ensure that legal opinions and related legal resources can be organized and searched. This could facilitate knowledge transfer and avoid the duplication of work. The option to provide improved access to some of the simpler or more foundational advice to client departments and agencies, could also be considered, as relevant.

Management Response: Management agrees with the recommendation.

Action(s) What SMART action(s) will be taken to address this recommendation?	**Deliverable(s)** Expected deliverable(s) to demonstrate the completion of the action.	**Accountability** ADM responsible for implementing the action.	**Planned Completion Date**
Conduct a departmental review of existing knowledge management tools and identify gaps, challenges and opportunities for improvement to better support knowledge transfer. The review will consider the incorporation of new technologies and tools, security requirements, as well as approaches to strengthen the use of knowledge management tools. While taking into consideration the specificities of each advisory group, a departmental roadmap will be developed to implement identified improvements, including, as appropriate, training, communication strategy, etc.	Progress Update to PMEC.	• ADM BRLP • ADM CAP • ADM IRRP • ADM PSDI • ADM TLSP • ADM PCOLSS • ADAG NLS • ADM PLLSS • ADM Management Sector (MS)	June 30, 2027
	Presentation of results to the PMEC.	• ADM BRLP • ADM CAP • ADM IRRP • ADM PSDI • ADM TLSP • ADM PCOLSS • ADAG NLS	December 31, 2027

		• ADM PLLSS • ADM Management Sector (MS)	

Recommendation 3 - Coordination of Advisory Services: Establish mechanisms to ensure effective coordination between advisory groups, particularly for interdepartmental files.
Rationale for Recommendation: The evaluation found that gaps in coordination between advisory groups (e.g., LSUs, NLS regional offices, etc.) are creating challenges with respect to the consistency of advice, especially on complex, interdepartmental files. Improved coordination between the various groups involved in the delivery of advisory services would ensure that Justice Canada "speaks with one voice".
Management Response: Management agrees with the recommendation.

Action(s) What SMART action(s) will be taken to address this recommendation?	**Deliverable(s)** Expected deliverable(s) to demonstrate the completion of the action.	**Accountability** ADM responsible for implementing the action.	**Planned Completion Date**
• Review existing coordination guidance documents and update and/or develop new tools and approaches to support the coordination of appropriate stakeholders (LSUs, Centres of Expertise, Regional Offices) for interdepartmental advisory files. • In addition, an advisory-wide communication strategy will be developed to ensure awareness of the coordination guidance and tools, as well as of the roles and expertise of the various groups	Presentation of results to the PMEC.	• ADM BRLP • ADM CAP • ADM IRRP • ADM PSDI • ADM TLSP • ADM PCOLSS • ADAG NLS • ADM PLLSS	June 30, 2027

involved in the delivery of advisory services.			

Recommendation 4 - Workload management: To better balance workload and improve work-life balance, (1) identify tools that would better support counsel in their work and (2) explore ways to optimize work distribution among available resources.

Rationale for Recommendation: The evaluation found that the changes in demand have resulted in an increased workload that has affected work-life balance for some of Justice's employees involved in the delivery of advisory services. The impact was especially pronounced among senior legal positions. Options to improve workload distribution among available resources should be considered. In particular, an increased contribution of paralegals and other resources in advisory work (e.g., through initial research) and knowledge management could be considered to alleviate some of the workload placed on senior legal practitioners.

Management Response: Management agrees with the recommendation.

Action(s) What SMART action(s) will be taken to address this recommendation?	**Deliverable(s)** Expected deliverable(s) to demonstrate the completion of the action.	**Accountability** ADM responsible for implementing the action.	**Planned Completion Date**
• Conduct a review within each group that will identify existing and potential new tools, practices and procedures that could be used or put in place, both at the individual and team levels, to alleviate the workload (e.g. use of technology, expanding the support role of paralegals and administrative support, roster). This review will also explore new or enhanced approaches to proactively	Presentation of results to the PMEC.	• ADM BRLP • ADM CAP • ADM IRRP • ADM PSDI • ADM TLSP • ADM PCOLSS • ADAG NLS • ADM PLLSS • ADM MS	June 30, 2027

manage and respond to client demand as well as improving work distribution among available resources. • Identified tools and approaches will be summarized and shared at appropriate management-level committee(s).			