

JUSTICE

Department of Justice Canada Legal Services Client Feedback Survey:

Survey Results – Cycle V (2023-2025)

Prepared by the Corporate Planning, Reporting and Risk Division,
Management Sector

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DEFINITIONS AND SYMBOLS

Please refer to the following definitions to aid in the navigation of this report:

Definitions:

Legal Service Type: There are four legal service types offered by the Department of Justice Canada:

1. **Legal Advisory Services:** Includes providing legal opinions and risk analyses, identifying appropriate dispute prevention and resolution processes; preparing and reviewing legal documents, signalling legal trends and developments; supporting contract and treaty negotiations; supporting policy development, including throughout the legislative process; and, providing legal training and seminars to departmental or agency officers and employees.
2. **Litigation Services:** Services regarding anticipated or ongoing legal proceedings before any court level and before administrative and inquiry bodies, domestically and internationally, involving the Government of Canada. This includes for example, witness preparation, drafting and submitting pleadings and representing the federal government at hearings and trials.
3. **Legislative Drafting Services:** Support for drafting government bills and motions to amend bills before Parliament, in accordance with government priorities and with a view to creating text that is legally defensible and workable.
4. **Regulatory Drafting Services:** Includes drafting and examination of regulations and statutory instruments in accordance with applicable laws and established drafting conventions; providing regulatory policy advice, including advice on optimal tools to implement policy and program objectives; legal opinions and risk analysis on regulatory proposals; as well as providing legal training pertaining to the regulatory process.

Element: The term “element” refers to the individual questions of the Client Feedback Survey (CFS) questionnaire.

Service Dimension: A service dimension is a client satisfaction criterion and is a collection of elements that share a similar focus. There are three service dimensions:

1. Responsiveness of legal services;
2. Timeliness of legal services; and
3. Usefulness of legal services.

Satisfaction Rating/Rating: The average (mean) rating calculated for a given element (on a 10-point scale, with 1 being “not at all satisfied” and 10 being “completely satisfied”).

Composite Rating: The average (mean) rating for a particular element or group of elements calculated across all four legal service types, where applicable.

Symbols:

* Denotes a high margin of error which can result from an insufficient number of responses and/or high variability between users' responses. For this reason, ratings with margins of error exceeding 0.4 are considered to be less reliable and to have limited potential for analysis. Margins of error that fit this description are indicated by an asterisk.

† Denotes a statistically significant difference in ratings between categories. A statistically significant difference indicates that the difference observed between two ratings is unlikely to have occurred by chance alone.

n/a Indicates that the element was not included as part of the survey at the time.

Interpreting Results:

The Department has identified a performance target of 8.0 on a 10-point scale for each of the satisfaction elements for which client feedback was sought. These thresholds align with departmental service standards and are benchmarked against historical performance data.

Satisfaction Results:

- Strong – surpassed target (mean rating of 8.4 to 10)
- Positive – met target (mean rating of 8.0 to 8.3)
- Moderate – slightly below target (mean rating of 7.3 to 7.9)
- Opportunities for Improvement – target not met (mean rating of 6.5 to 7.2)
- Attention Required – significantly below target (mean rating less than 6.5)

EXECUTIVE SUMMARY

This report presents the results of Cycle V of the Department of Justice Canada's Legal Services Client Feedback Survey (CFS), based on data collected from 45 client departments and agencies between October 2023 and May 2025.¹ Previous iterations of the CFS include Cycle I (2006–2009), Cycle II (2009–2012), Cycle III (2016–2019), and Cycle IV (2020–2022).

For Cycle V, invitations to participate in the CFS were extended to all employees at the EX-minus-1 level and above in the National Capital Region (NCR), and at the EX-minus-2 level and above in the regions. Employees beyond these levels were also invited to complete the survey if they were identified as client contacts in the Department's legal case management system (LEX). Of the 71,876 potential users of the Department's legal services who received a survey invitation, 6,831 reported having received legal services in the 12 months preceding the survey.

For the first time in the CFS series, the survey included demographic questions and collected data specific to the Department's legal training, the integration of Gender-Based Analysis Plus (GBA Plus) and Equity, Diversity and Inclusion (EDI) considerations in legal services, and the accessibility of legal services. The majority of legal service users surveyed were at the non-EX level² (72.1%), identified English as their first official language (70.9%), worked within the NCR (56.7%) and identified as a woman (53.9%). The most prominent occupational groups and levels were EC-07 (10.5% of total service users), EX-01 (8.2%) and EC-06 (4.8%).

Overall Quality of Legal Services

Clients were asked to rate their satisfaction with the overall quality of the legal services received from the Department. As indicated in the table to the right, overall quality ratings across all four service types exceeded the departmental target of 8.0, suggesting that overall, the users of Justice Canada legal services were satisfied with the services provided by the Department in the 12 months prior to the survey.

<i>Overall Quality Satisfaction Rating: All Service Users</i>	Cycle V (2023-25)
Legal Advisory Services	8.6 (±0.0)
Litigation Services	8.5 (±0.1)
Legislative Drafting Services	8.9 (±0.1)
Regulatory Drafting Services	8.7 (±0.1)

Due to differences in methodologies between previous survey cycles and Cycle V, historical comparisons are limited to senior-ranking service users within the traditional target population of the EX-minus-1 level and above in the NCR and the EX-minus-2 level and above in the regions. As observed in the table below, Overall quality results for senior-ranking service users continued to surpass the departmental target.

¹ See [Annex D](#) for a complete list of client organizations surveyed.

² Non-EX level does not include positions at the EX equivalent level, nor service users who featured an “unknown” occupational group and level.

Historical Comparison of Results: Senior-ranking Service Users Only	Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Legal Advisory Services	8.6 (±0.0)	8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Litigation Services	8.5 (±0.1)	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Legislative Drafting Services †	9.0 (±0.1)	8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Regulatory Drafting Services	8.8 (±0.1)	8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)

The CFS includes general questions that are not specific to the legal service type(s) selected, which are categorized as Overall Considerations elements. As depicted in the table below, satisfaction ratings were “strong - surpassed target” for all elements in this category.

Satisfaction Ratings for Overall Considerations	Cycle V (2023-25)
Courteousness/respectfulness of the legal service provider	9.5 (±0.0)
Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work	9.6 (±0.0)
Ease with which the correct service provider to meet your needs was identified	9.1 (±0.0)
Satisfaction with access mode: Email or messaging	9.1 (±0.0)
Satisfaction with access mode: Telephone or video	9.2 (±0.0)
Satisfaction with access mode: In person	9.1 (±0.1)

Client Satisfaction with Service Dimensions

The table below provides the composite ratings for each of the three service dimensions of client satisfaction by service type. As indicated, all composite ratings exceeded the departmental target.

Composite Ratings by Service Dimension and Service Type	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
Responsiveness of Legal Services	8.1 (±0.1)	8.2 (±0.1)	8.7 (±0.1)	8.4 (±0.1)
Timeliness of Legal Services	8.3 (±0.0)	8.5 (±0.1)	8.9 (±0.1)	8.4 (±0.1)
Usefulness of Legal Services	8.6 (±0.0)	8.6 (±0.1)	8.9 (±0.1)	8.8 (±0.1)

Conclusion

Assessed collectively, Cycle V survey results reveal consistently high client satisfaction with the Department’s legal services, with all service types (legal advisory, litigation, legislative drafting, and regulatory drafting) receiving “strong – surpassed target” ratings for overall quality. Satisfaction results for all individual survey elements exceeded the departmental target of 8.0, reinforcing the Department’s commitment to delivering high-quality legal services to federal departments and agencies.

SECTION 1 – OVERVIEW OF THE SURVEY

Introduction

The Department of Justice Canada (the Department) conducts a cyclical Client Feedback Survey (CFS) on the legal services provided.³ This report presents the results of the Cycle V CFS, which was administered during the period of October 2023 to May 2025. Previous iterations of the CFS include Cycle I (2006–2009), Cycle II (2009–2012), Cycle III (2016–2019), and Cycle IV (2020–2022).

For Cycle V, invitations to participate were intended for employees at the EX-minus-1 level and above in the National Capital Region (NCR) and the EX-minus-2 level and above in the regions, as well as client contacts identified through the Department’s legal case management system (LEX) with active legal files or legal files closed within the year preceding the survey.

It is important to note that only respondents who identify as having received legal services in the previous 12 months provide feedback regarding the quality of the legal services received. Respondents who identify as non-service users are not offered the opportunity to complete the survey.

Survey Context

The Department is committed to providing high-quality legal services to support the federal government and its departments and agencies. As one of many ongoing initiatives to support this commitment to service quality, the Department has implemented the CFS as a standardized approach to obtaining client feedback on its legal services. The CFS is intended to help the Department, legal services portfolios, sectors, legal services unit managers and legal services providers incorporate client perceptions into decision-making regarding the delivery of legal services. It is also used to identify areas where service improvements may be needed and, to jointly monitor with clients, progress in meeting client needs and expectations over time. Progress on CFS action plans is regularly monitored and reported to the Department’s Performance Measurement and Evaluation Committee.

The Department’s Service Standards for the Provision of Legal Services in Government,⁴ which were updated in November 2022, are included in all Standardized Legal Service Agreements. The CFS is aligned with the Service Standards, enabling the Department to gather feedback on its performance against these. As part of the CFS, standards are assessed for each legal service type (i.e., legal advisory, litigation, legislative drafting, and regulatory drafting services), with the aim of enabling the Department to better ascertain and address any potential issues and areas of improvement.

³ For details on the methodology of the survey, please refer to [Annex A](#).

⁴ See [Annex G](#).

The Department's Service Standards for legal services are an essential component of the Memoranda of Understanding between the Department and its client departments and agencies. The Service Standards, in combination with the CFS, provide senior managers with ongoing reliable information on client perceptions of the provision of legal services relative to service commitments.

The CFS is a key element of the Department's Results Framework, which is prescribed by the Treasury Board's Policy on Results. Specifically, CFS results are an essential source of evidence used to demonstrate the Department's achievements regarding the delivery of high-quality legal services to government, which constitutes approximately 31.8% of overall departmental spending.⁵

Changes for Cycle V

In 2021, the Client Feedback Survey Cycle V Working Group (CFSVWG) was established to conduct a comprehensive review of the Client Feedback Survey (CFS).⁶ One of the most significant outcomes of this initiative was the updating of the Department's Service Standards, which had remained unchanged since their original establishment in 2006. These standards form the foundation of the CFS, and their modernization led to substantial changes in the survey questionnaire. These changes included modifications to the wording of existing survey elements, the addition of new elements to reflect evolving departmental priorities, and the removal of outdated elements from previous survey cycles. Furthermore, new sections were introduced to assess client experiences with information and training received, the integration of Gender-Based Analysis Plus (GBA Plus) and Equity, Diversity, and Inclusion (EDI) considerations, and the accessibility of legal services.

In addition to updating the questionnaire, the CFSVWG explored alternative methods for developing the CFS mailing list to more effectively target legal service users. LEX emerged as the most viable option and was piloted alongside the traditional approach to generate the Cycle V mailing lists. This dual approach resulted in a 37.7% increase in service users, as individuals at lower service levels (who would have otherwise been excluded from the survey population) were successfully captured in the survey sample.

All amendments to the CFS practices and questionnaire were reviewed by senior methodologists at Statistics Canada prior to implementation. Due to the changes in survey content and the expansion of the target population, the ability to conduct historical comparisons of results has been impacted. To address this limitation, the report has been structured so that [Section 2](#) presents survey results for the entire survey population, while [Section 3](#) focuses on survey elements that remain comparable for senior-ranking service users.

⁵ [Departmental Results Framework and Program Inventory, Program Alignment Architecture](#).

⁶ The CFSVWG consisted of six sub-committees designed to: obtain a better understanding of client expectations; define the most appropriate scope for the project; improve mailing list development; streamline and improve analysis and report production; update the Department's Service Standards for the Provision of Legal Services in Government; modernize the CFS questionnaire content and administration; and ensure that there is synergy amongst feedback mechanisms across the Department.

SECTION 2 – GENERAL RESULTS: ALL SERVICE USERS

This section of the report presents results based on feedback from all Cycle V service users who reported having received Justice Canada legal services in the 12 months prior to the survey. These results include client contacts identified by LEX who were outside the traditional target population of EX-minus-1 level and above in the NCR and the EX-minus-2 level and above in the regions. As a result, historical comparability is unavailable for this section. See [Section 3](#) for a historical comparison of eligible survey elements for senior-ranking service users.

2.1 Survey Response

From October 3rd, 2023, to April 28th, 2025, the CFS was administered to potential service users across 45 departments and agencies. Specifically, 71,876 potential users of the Department’s legal services received a survey invitation. In total, 6,831 individuals, out of 19,551 respondents,⁷ reported having used Justice Canada legal services in the 12 months preceding the survey (see [Annex D](#) for response data and [Annex E](#) for a profile of all service users).

Exhibit 1: Number of Service Users by Legal Service Type⁸

All Service Users	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
6,831	5,940 (87.0%)	2,099 (30.7%)	336 (4.9%)	737 (10.8%)

N.B. Percentages do not add to 100% as service users could report use of more than one type of legal service.

2.2 Survey Results

Mean satisfaction ratings, across all survey elements, regardless of service type, ranged from 8.1 to 9.6. To view results by individual element, see [Annex B](#).

2.2.1 Client Satisfaction with Overall Quality of Legal Services

Clients were asked to rate their satisfaction with the overall quality⁹ of the legal services they received from the Department. As indicated in the following table, overall quality ratings across all four service types surpassed the departmental target of 8.0, indicating that the users of the Department’s legal services were, collectively, satisfied with the overall quality of services provided.

⁷ The term “respondent” encompasses all potential legal service users or survey questionnaire recipients who completed the survey (this includes 12,720 individuals who responded to the survey indicating that they had not used legal services in the 12 months prior to the survey and were not presented the opportunity to respond to the rest of the survey). The term “service user” refers to those respondents who indicated having used the Department’s legal services in the 12 months prior to the survey and completed the questionnaire.

⁸ See [Annex F](#) for the distribution of service users by service provider and type.

⁹ Overall quality refers to a global assessment asked of service users and is an individual question, or element, and not a calculated composite measure.

Exhibit 2: Satisfaction Ratings for Overall Quality of Legal Services by Legal Service Type

	Cycle V (2023-25)
Legal Advisory Services	8.6 (±0.0)
Litigation Services	8.5 (±0.1)
Legislative Drafting Services	8.9 (±0.1)
Regulatory Drafting Services	8.7 (±0.1)

2.2.2 Client Satisfaction with Service Dimensions

The table below provides the composite ratings for each of the three service dimensions of client satisfaction. When broken down by legal service type, all composite ratings for each service dimension exceeded the departmental target.

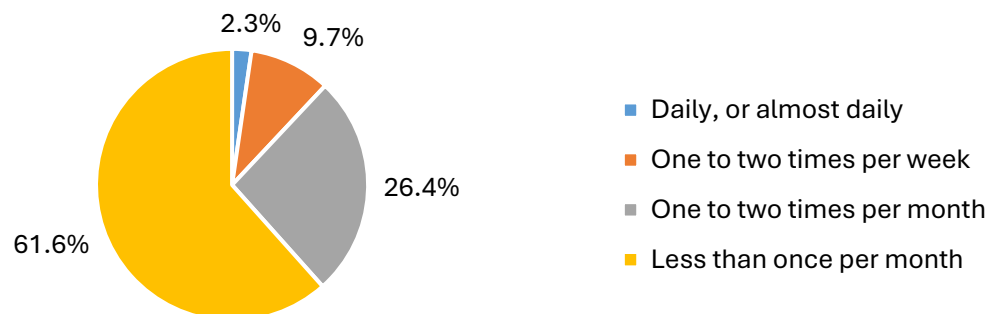
Exhibit 3: Composite Ratings by Service Dimension and Service Type

	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
Responsiveness of Legal Services	8.1 (±0.1)	8.2 (±0.1)	8.7 (±0.1)	8.4 (±0.1)
Timeliness of Legal Services	8.3 (±0.0)	8.5 (±0.1)	8.9 (±0.1)	8.4 (±0.1)
Usefulness of Legal Services	8.6 (±0.0)	8.6 (±0.1)	8.9 (±0.1)	8.8 (±0.1)

2.3 Legal Advisory Services

Of the 5,940 service users who reported having received legal advisory services, the majority (4,968 or 83.6%) indicated that they had received their services from the Legal Service Unit dedicated to their department or agency ([Annex F](#)). Additionally, 397 (6.7%) users indicated that their service provider was “Unknown”, 190 (3.2%) selected the National Litigation Sector, and 189 (3.2%) selected “A Centre of Expertise” from the service provider picklist. As observed in Exhibit 4 below, most legal advisory services users reported receiving legal advice ‘less than once per month’.

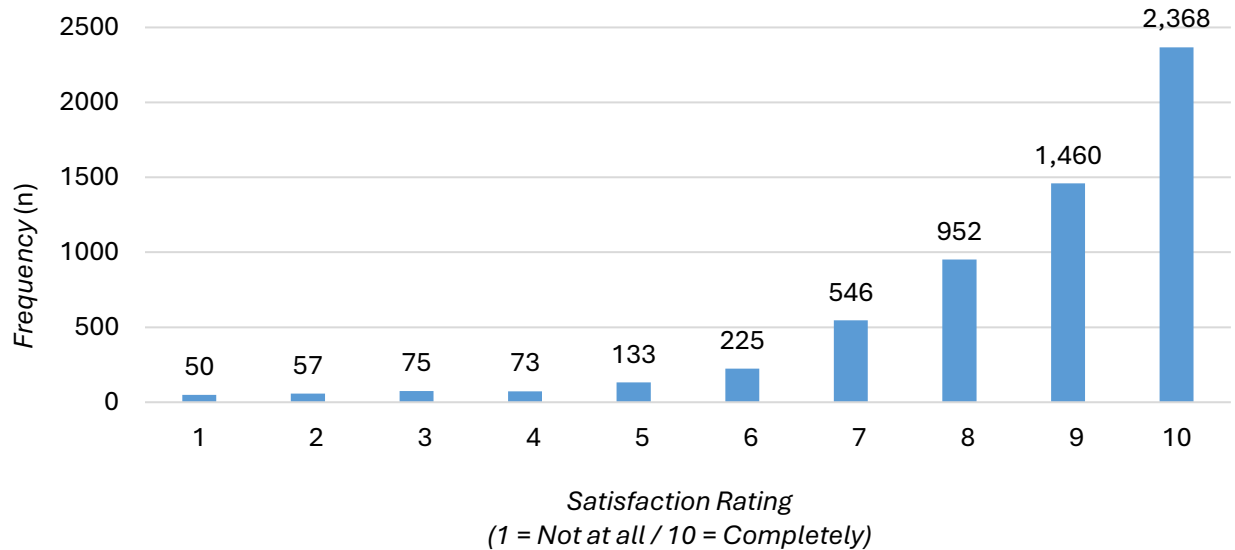
Exhibit 4: Frequency of Legal Advisory Services Received



2.3.1 Client Satisfaction

The survey results indicate that clients of legal advisory services were, in general, satisfied with the overall quality of services they received (average rating of 8.6). As indicated in the chart below, 4,780 (80.5%) of legal advisory service users rated their satisfaction with the overall quality of the services provided as either at or above the departmental target of 8.0.

Exhibit 5: Distribution of Satisfaction Ratings for Overall Quality of Legal Advisory Services



All elements of legal advisory services exceeded the departmental target of 8.0 and ranged from 8.1 to 9.1 (see Exhibit 6 below).

Exhibit 6: Satisfaction Ratings for Legal Advisory Services Elements

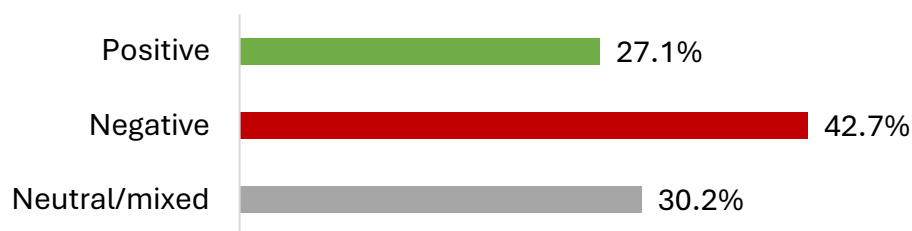
		Cycle V (2023-25)	n
Overall Quality of Legal Advisory Services		8.6 (±0.0)	5,939
Responsiveness	Provided timely status updates with respect to our services	8.1 (±0.1)	5,355
Timeliness	Responded in a timely manner to requests for legal services	8.2 (±0.0)	5,860
	Negotiated mutually acceptable deadlines	8.3 (±0.1)	4,401
	Met mutually acceptable deadlines	8.4 (±0.1)	4,857
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.0)	5,912
	Provided consistent legal advice	8.7 (±0.0)	5,794
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.7 (±0.0)	4,896
	Worked with you to identify, explain and mitigate legal risks	8.7 (±0.0)	5,600

Exhibit 6: Satisfaction Ratings for Legal Advisory Services Elements		Cycle V (2023-25)	n
	Provided clear and practical legal advice to support your mandate	8.6 (±0.0)	5,793
	Involved you in the development of legal strategy and positions	8.3 (±0.1)	4,014
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.5 (±0.1)	3,900
	Provided effective support for treaty negotiation (advice, drafting, conduct)	9.1 (±0.4)	31

2.3.2 Service User Comments

To better understand client experiences, service user comments were categorized as positive, negative, or neutral/mixed. As illustrated in the sentiment distribution chart below, nearly two-fifths of the comments received regarding legal advisory services were negative. While this may reflect genuine concerns, it is also consistent with the broader trend that clients are more likely to provide feedback when they have experienced challenges.

Exhibit 7: Legal Advisory Services – Responses by Sentiment Score



General Sentiment towards Legal Advisory Services

Client feedback towards legal advisory services varied, with many service users from various departments and agencies commending the professionalism, expertise, and collaborative spirit of counsel. Clients frequently highlighted the high quality of legal advice, noting its clarity, practicality, and alignment with operational needs. Legal teams were valued partners in complex files and negotiations, and their responsiveness, especially under manageable workloads, was appreciated. Stable legal contacts and effective coordination contributed to consistent and reliable support. Moreover, clients recognized the importance of legal services and expressed a desire for continued collaboration, training, and knowledge-sharing to enhance mutual understanding and service delivery.

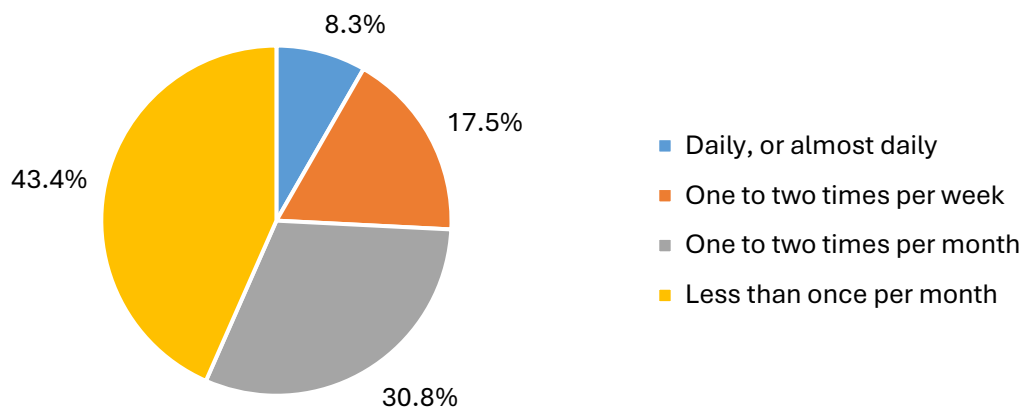
The feedback also revealed several areas for improvement. Timeliness emerged as a salient concern, with delays often attributed to heavy workloads, staff shortages, and turnover. Inconsistencies in legal advice, across lawyers, regions, and over time, led to confusion and operational inefficiencies. Some clients felt underserved due to communication issues, overly technical language, or advice that lacked actionable recommendations. Resource constraints and capacity challenges further strained service delivery, prompting calls for better staffing, clearer service standards, and more client-centric approaches. Despite these issues, the

overall sentiment leaned toward constructive engagement, with clients offering thoughtful recommendations to strengthen legal advisory services and better support government operations.

2.4 Litigation Services

Of the 2,099 service users who reported having received litigation services, 805 (38.4%) identified “The National Litigation Sector (including regional offices across the country)” as their service provider, 738 (35.2%) identified “Unknown” as their service provider and 364 (17.3%) identified “A Legal Services Unit (LSU) or specialized unit offering litigation services” as their service provider ([Annex F](#)). As observed in Exhibit 8 below, most litigation service users reported receiving litigation services two times or less per month.

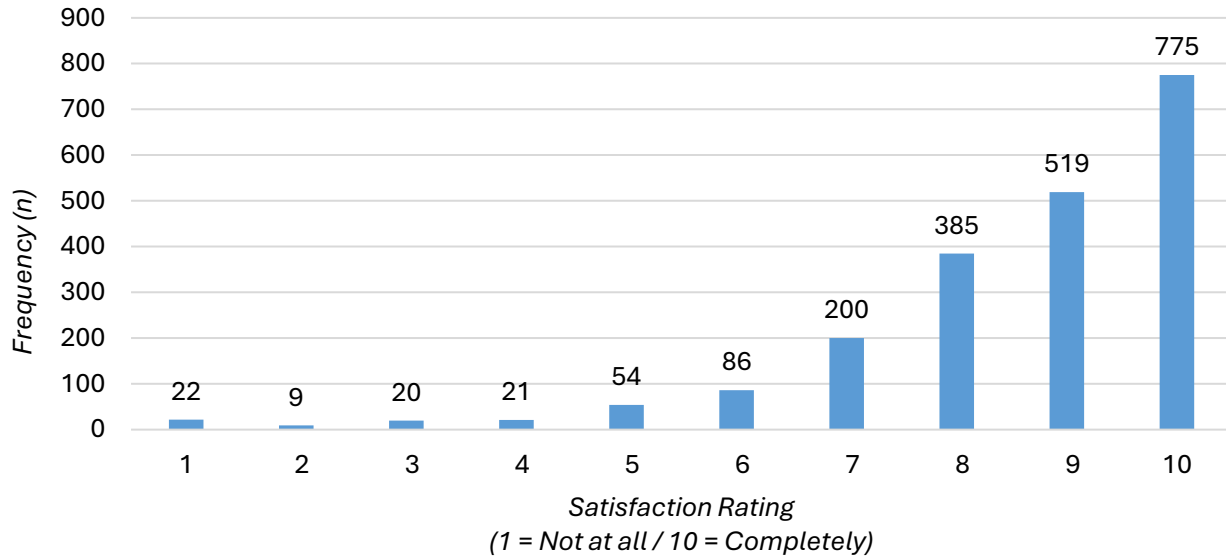
Exhibit 8: Frequency of Litigation Services Received



2.4.1 Client Satisfaction

The survey results indicate that clients of litigation services were, in general, satisfied with the overall quality of the services they received (average rating of 8.5). As indicated in the chart below, 1,679 (80.0%) of litigation service users rated their satisfaction with the overall quality of the services provided as either at or above the departmental target of 8.0.

Exhibit 9: Distribution of Satisfaction Ratings for Overall Quality of Litigation Services



All elements of litigation services exceeded the departmental target, with mean satisfaction ratings ranging from 8.2 to 8.9 (see Exhibit 10).

Exhibit 10: Satisfaction Ratings for Litigation Services Elements

		Cycle V (2023-25)	n
Overall Quality of Litigation Services		8.5 (±0.1)	2,091
Responsiveness	Provided timely status updates with respect to our services	8.2 (±0.1)	1,965
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.1)	1,904
	Negotiated mutually acceptable deadlines	8.4 (±0.1)	1,658
	Met mutually acceptable deadlines	8.6 (±0.1)	1,734
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.7 (±0.1)	2,056
	Provided consistent legal advice	8.7 (±0.1)	2,020
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.6 (±0.1)	1,665
	Worked with you to identify, explain and mitigate legal risks	8.6 (±0.1)	1,939
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	1,955
	Involved you in the development of legal strategy and positions	8.3 (±0.1)	1,756
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.4 (±0.1)	1,611
	Informed you of the issues/developments which may impact your case	8.7 (±0.1)	2,029
Fully prepared you to give testimony in a proceeding	8.9 (±0.1)	356	

2.4.2 Service User Comments

To better understand client experiences, service user comments were categorized as positive, negative, or neutral/mixed. As shown in the sentiment distribution chart below, a significant portion of the feedback received regarding litigation services was negative. While this may reflect legitimate concerns, it also aligns with the broader pattern that clients are more inclined to share feedback following difficult or contentious experiences.

Exhibit 11: Litigation Services – Responses by Sentiment Score



General Sentiment towards Litigation Services

Client feedback towards litigation services provided by the Department highlighted several positive aspects, with many clients commending the professionalism, competence, and dedication of legal counsel. High-quality legal advice, strong courtroom preparation, and effective collaboration in complex cases were frequently mentioned. Specific individuals and teams received praise for their responsiveness and support, particularly in high-profile matters. Clients appreciated clear communication, strategic guidance, and respectful engagement, especially when counsel demonstrated expertise in specialized areas like tax, immigration, and national security. The National Litigation Sector and several regional offices stood out for their service excellence, and suggestions for more training and mentoring were seen as constructive steps toward sustaining quality.

The feedback also pointed to several areas needing improvement. Clients expressed concerns about delays, inconsistent communication, and frequent changes in assigned counsel, which disrupted continuity and caused frustration. Some felt excluded from key decisions or noted a lack of understanding of departmental realities, leading to misaligned legal advice. Persistent challenges included staffing limitations, cautious litigation approaches, and inefficiencies in file management, though these were often recognized as opportunities for targeted improvements. There were also calls for better coordination across legal service units, clearer billing practices, and more proactive engagement. Despite these challenges, the overall tone of the feedback leaned toward constructive criticism, with clients offering thoughtful suggestions to enhance service delivery and strengthen collaboration.

2.5 Legislative Drafting Services

Of the 336 legislative drafting services users, 247 (73.5%) reported having received their services from the “Legislation Section of the Legislative Services Branch” ([Annex F](#)). A total of 46 service

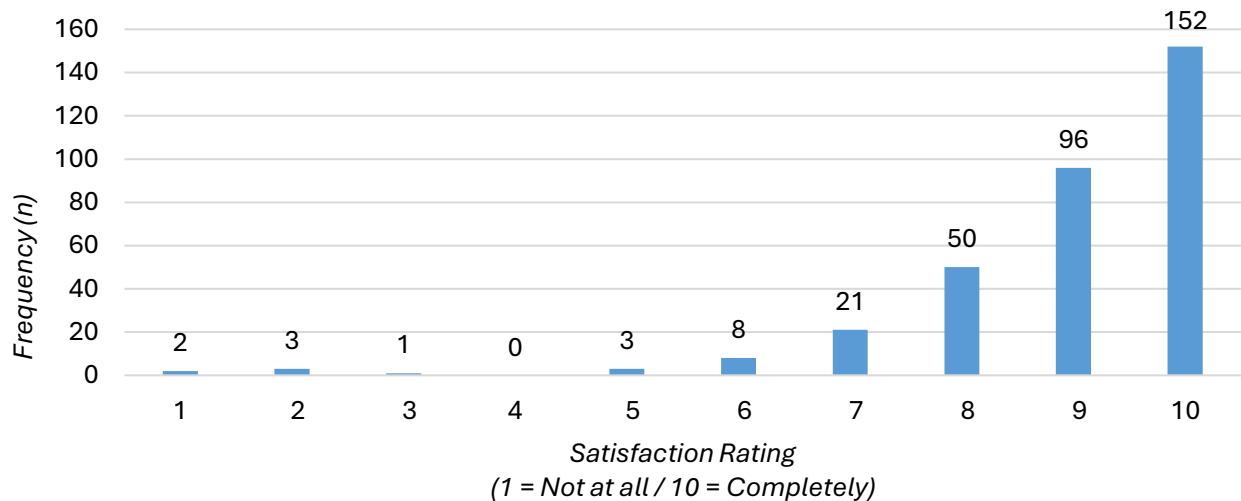
users indicated that their service provider was “Unknown,” while 26 selected “Other,” and 17 identified “Finance Canada – Tax Counsel Division” as their service provider.

The majority (206 or 61.3%) of legislative drafting services users reported being actively involved in less than two legislative drafting projects within the 12 months prior to being surveyed. Also, most (92.3%) service users reported having received some extent of help from drafting services in developing policy to be expressed in legislation.

2.5.1 Client Satisfaction

The survey results indicate that clients of legislative drafting services were, in general, very satisfied with the overall quality of legislative drafting services they received (average rating of 8.9). As indicated in the chart below, 298 (88.7%) of legislative drafting service users rated their satisfaction with the overall quality of the services provided as either at or above the departmental target of 8.0.

Exhibit 12: Distribution of Satisfaction Ratings for Overall Quality of Legislative Drafting Services



All elements of legislative drafting services exceeded the departmental target, with mean satisfaction ratings ranging from 8.7 to 9.1 (see Exhibit 13).

Exhibit 13: Satisfaction Ratings for Legislative Drafting Services Elements

		Cycle V (2023-25)	n
Overall Quality of Legislative Drafting Services		8.9 (±0.1)	336
Responsiveness	Provided timely status updates with respect to our services	8.7 (±0.1)	318
	Responded in a timely manner to requests for legal services	8.7 (±0.2)	319
Timeliness	Negotiated mutually acceptable deadlines	8.9 (±0.2)	282
	Met mutually acceptable deadlines	9.0 (±0.1)	313

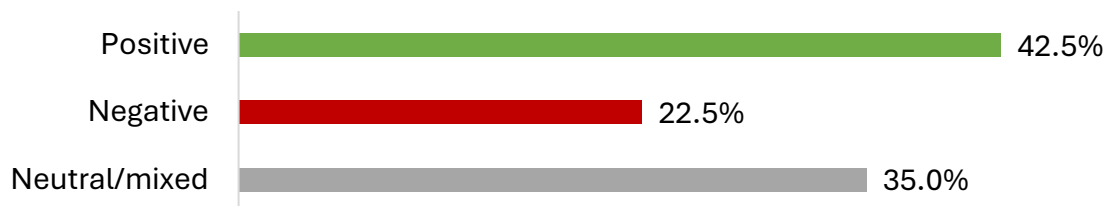
Exhibit 13: Satisfaction Ratings for Legislative Drafting Services Elements

		Cycle V (2023-25)	n
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance (as expressed in the drafting instructions and drafts of the bills)	8.9 (±0.1)	322
	Proposed appropriate solutions for issues raised during drafting	9.0 (±0.1)	315
	Provided consistent legal advice	8.9 (±0.1)	326
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.9 (±0.1)	293
	Worked with you to identify, explain and mitigate legal risks	8.9 (±0.1)	315
	Provided clear and practical legal advice to support your mandate	8.8 (±0.1)	325
	Prepared draft legislative texts to meet your policy and program objectives	9.1 (±0.1)	303

2.5.2 Service User Comments

To better understand client experiences, service user comments were categorized as positive, negative, or neutral/mixed. As illustrated in the sentiment distribution chart below, most of the feedback received regarding legislative drafting services was positive (42.5%), with fewer comments falling into the neutral/mixed (35.0%) or negative (22.5%) categories. While the lower proportion of negative feedback may suggest a generally favorable client experience, it is important to consider that clients are often more motivated to provide input when they encounter challenges.

Exhibit 14: Legislative Drafting Services – Responses by Sentiment Score



General Sentiment towards Legislative Drafting Services

Feedback on legislative drafting services highlighted a generally positive experience with the Department’s Legislative Services Branch. Legislative drafters were consistently described as professional, knowledgeable, and courteous, delivering high-quality work even under tight timelines. Many users reported excellent service across multiple projects and praised specific teams and individuals for their responsiveness and dedication. The Legislative Services Branch was recognized for its strong support of government-wide legislative initiatives. Suggestions for improvement included offering regular training and increasing transparency to help policy clients and public servants better understand the drafting process.

Despite these strengths, several challenges were noted. Some users experienced delays, unclear timelines, and coordination issues between drafters and other Justice Canada units.

High staff turnover and limited availability, particularly during summer months, caused disruptions. Confusion around roles and responsibilities, limited access for policy clients, and instances of impractical legal advice were also noted. Nonetheless, the feedback leaned toward the positive, emphasizing the professionalism of many drafters and offering constructive recommendations to improve collaboration, flexibility, and client engagement.

2.6 Regulatory Drafting Services

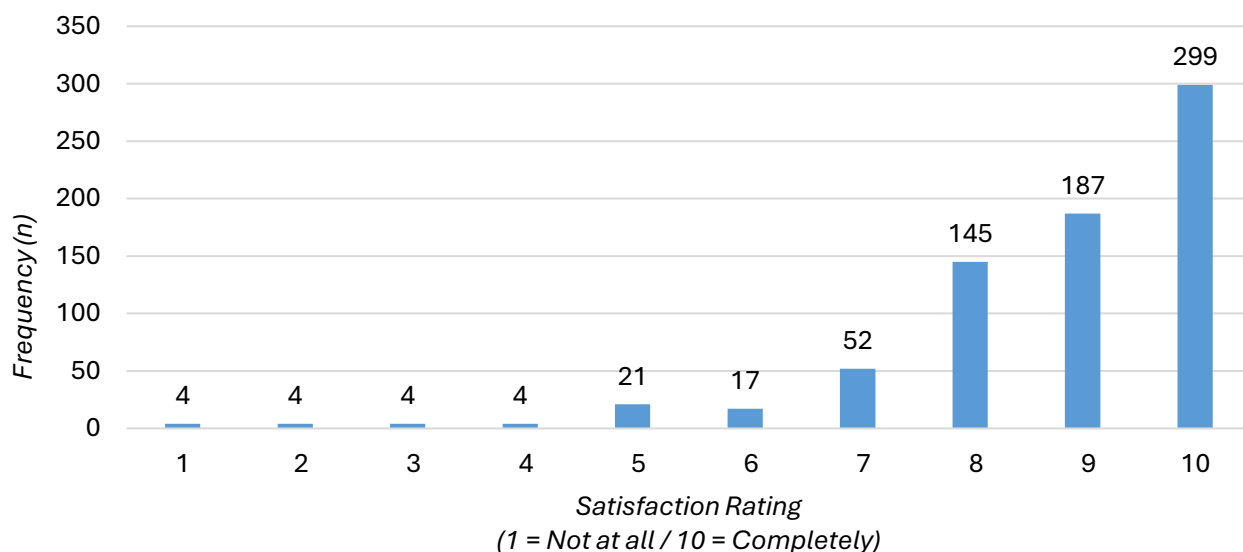
Of the 737 service users who reported having received regulatory drafting services, 429 (58.2%) indicated that their service provider was the “Legislative Services Branch (specialized in regulatory drafting)” ([Annex F](#)). There were 194 (26.3%) service users who indicated that their service provider was “Unknown” and 95 (12.9%) users selected “Other”.

The majority (479 or 65.0%) of regulatory drafting services users reported being actively involved in less than three regulatory drafting projects within the 12 months prior to being surveyed. Also, most (92.1%) service users of regulatory drafting services required some extent of help from drafting services in clarifying policy to be expressed in regulations.

2.6.1 Client Satisfaction

The survey results indicate that clients of regulatory drafting Services, in general, were satisfied with the overall quality of the services they received (average rating of 8.7). As indicated in the chart below, 631 (85.6%) of regulatory drafting service users rated their satisfaction with the overall quality of the services provided as either at or above the departmental target of 8.0.

Exhibit 15: Distribution of Satisfaction Ratings for Overall Quality of Regulatory Drafting Services



All regulatory drafting services elements exceeded the departmental target of 8.0, with satisfaction ratings ranging from 8.3 to 9.0 (see Exhibit 16).

Exhibit 16: Satisfaction Ratings for Regulatory Drafting Services Elements

		Cycle V (2023-25)	n
Overall Quality of Regulatory Drafting Services		8.7 (±0.1)	737
Responsiveness	Provided timely status updates with respect to our services	8.4 (±0.1)	677
Timeliness	Responded in a timely manner to requests for legal services	8.3 (±0.1)	703
	Negotiated mutually acceptable deadlines	8.5 (±0.1)	602
	Met mutually acceptable deadlines	8.6 (±0.1)	643
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.1)	713
	Proposed appropriate solutions for issues raised during drafting (including optimal means to implement policies or programs, whether through legislative, regulatory or administrative tools, or a combination)	8.8 (±0.1)	701
	Provided consistent legal advice	8.8 (±0.1)	705
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.8 (±0.1)	598
	Worked with you to identify, explain and mitigate legal risks	8.8 (±0.1)	668
	Provided clear and practical legal advice to support your mandate	8.7 (±0.1)	695
	Prepared draft regulatory texts to meet your policy and program objectives	9.0 (±0.1)	617

2.6.2 Service User Comments

To better understand client experiences, service user comments were categorized as positive, negative, or neutral/mixed. As illustrated in the sentiment distribution chart below, feedback regarding regulatory drafting services was most often neutral or mixed (40.2%), followed by positive (34.5%) and negative (25.3%) sentiments. This distribution suggests a nuanced client experience, where many comments reflect both strengths and areas for improvement. As with other service types, clients may be more inclined to provide feedback when they encounter challenges.

Exhibit 17: Regulatory Drafting Services – Responses by Sentiment Score



General Sentiment towards Regulatory Drafting Services

The feedback towards regulatory drafting services reflected a generally positive experience with the Department. Clients consistently praised the high quality of legal advice and drafting, describing legal counsel as professional, knowledgeable, and flexible. Many respondents appreciated the proactive communication, strategic insight, and dedication of legal counsel and drafters, especially under tight deadlines. The presence of specialized regulatory drafting services within Justice Canada was valued, and several individuals and teams were commended for their responsiveness and collaborative approach. Suggestions for improvement, such as clearer written advice and stronger alignment with operational realities, were framed constructively and aimed at enhancing already strong relationships.

Despite the overall positive tone, the feedback also revealed several challenges. Delays in receiving legal opinions and draft regulations were a recurring concern, often linked to capacity constraints and high workloads. Inconsistencies in drafting, overly cautious legal advice, and coordination issues, particularly when drafters changed mid-project, created confusion and extra work. Some respondents found the process difficult to navigate and called for clearer guidance, better tracking systems, and more consistent application of conventions. While these issues posed risks to timelines and program delivery, counsel remained solution-oriented and expressed a strong interest in working collaboratively to address systemic barriers.

2.7 Overall Considerations Elements

The CFS includes general questions that are not specific to the legal service type(s) selected, which are referred to as Overall Considerations elements.

2.7.1 Client Satisfaction with Overall Considerations Elements

As depicted in the table below, mean satisfaction ratings were “strong - surpassed target” for all Overall Considerations elements. Results ranged from 9.1 to 9.6, indicating that the Department is performing very well for this category of elements.

Exhibit 18: Satisfaction Ratings for Overall Considerations

	Cycle V (2023-25)	n
Courteousness/respectfulness of the legal service provider	9.5 (±0.0)	6,751
Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work	9.6 (±0.0)	6,520
Ease with which the correct service provider to meet your needs was identified	9.1 (±0.0)	6,151
Satisfaction with access mode: Email or messaging	9.1 (±0.0)	6,662
Satisfaction with access mode: Telephone or video	9.2 (±0.0)	5,658
Satisfaction with access mode: In person	9.1 (±0.1)	1,941

2.7.2 Experience with Legal Training

Service users were asked to provide information on their experience with the legal training and/or information they had received. As indicated in Exhibit 19 below, the overall satisfaction rating was “strong - surpassed target” for those who reported having received legal information or training, with an average rating of 8.8.

Exhibit 19: Overall Satisfaction with Information/Training Received

	Cycle V (2023-25)	n
Information/training received	8.8 (±0.1)	866

Of the 6,831 total service users, 871 (12.8%) indicated that they had participated in one or more information or outreach sessions (including formal or informal training) on roles, responsibilities or legal processes/products provided by the Department. The majority of these respondents specified that they had received information/training for legal advisory services (Exhibit 20).

Exhibit 20: Information/Training Received by Service Type

Service Users	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
871	576 (66.1%)	344 (39.5%)	49 (5.6%)	77 (8.8%)

N.B. Percentages do not add to 100% as service users could report having received information/training related to more than one type of legal service.

2.7.3 Knowledge of Service Standards

The Department incorporates the Service Standards for the Provision of Legal Services to Government in each of its legal service agreements with client departments and agencies. Service users were asked to rate their knowledge of the Service Standards. Of the 6,831 service users, 39.1% rated their knowledge of the Service Standards as “very good” or “good”, while 48.1% rated their knowledge as “fair” or “poor”. The remaining 12.8% of service users were “unable to assess” their knowledge of the Standards (Exhibit 21).

Exhibit 21: Knowledge of Service Standards (All legal services combined)

Very Good	Good	Fair	Poor	Unable to Assess
1,440 (21.1%)	1,231 (18.0%)	1,468 (21.5%)	1,815 (26.6%)	877 (12.8%)

Service user knowledge of the Department’s Service Standards has consistently been found to coincide with service user ratings of satisfaction. For Cycle V, service users who rated their knowledge of the Service Standards as “very good” or “good” provided more favourable ratings, by a statistically significant difference (†), than those who rated their knowledge as “fair” or “poor”, across most survey elements. This is illustrated with the overall quality ratings displayed in Exhibit 22 below.

Exhibit 22: Overall Quality of Legal Services by Knowledge of Service Standards	Very Good or Good Knowledge	Fair or Poor Knowledge
Legal Advisory Services †	9.0 (±0.0)	8.4 (±0.1)
Litigation Services †	8.8 (±0.1)	8.4 (±0.1)
Legislative Drafting Services †	9.2 (±0.2)	8.8 (±0.2)
Regulatory Drafting Services †	9.0 (±0.1)	8.6 (±0.1)

2.8 Gender-Based Analysis Plus and Equity, Diversity and Inclusion

The Department is dedicated to ensuring that its activities align with the Government of Canada’s commitments to GBA Plus and EDI. GBA Plus and EDI considerations help to ensure that federal government legislation, policies, programs and other initiatives are responsive, inclusive and reflective of diverse experiences and realities in order to address inequities and barriers.¹⁰

Service users were asked if GBA Plus and EDI considerations were integrated, as applicable, in the legal services received. Of the 6,831 service users, 752 selected “yes”, 319 users selected “sometimes”, 494 users selected “no”, and the remaining 5,266 users selected “not applicable”. As indicated in Exhibit 23 below, service users provided a “strong - surpassed target” satisfaction rating (9.0)¹¹ regarding the integration of GBA Plus and EDI considerations into legal services.

Exhibit 23: Satisfaction with GBA Plus and EDI Integration	Cycle V (2023-25)	n
Integration of GBA Plus and EDI considerations, as applicable, into the legal services you received	9.0 (±0.1)	1,043

2.8.1 Results Disaggregated by Gender and Language

For the first time in the CFS series, service users were asked to self-identify their gender and first official language. As indicated in Exhibit 24, just over half of service users self-identified as a woman (53.9%).

Exhibit 24: Service Users by Gender

Man	Woman	Non-binary	Two-spirit	Prefer not to say	Prefer to self-identify
2,760 (40.4%)	3,681 (53.9%)	13 (0.2%)	4 (0.1%)	368 (5.4%)	5 (0.1%)

N.B. Percentages do not add to 100% due to rounding.

¹⁰ For further information, see the Department’s [Policy on Gender-Based Analysis Plus](#).

¹¹ There were 28 service users who selected “n/a”. This explains the discrepancy between the number of service users who selected “yes” and “sometimes” to the question “Were GBA Plus, including EDI considerations integrated in the legal services you received, as applicable?” and the n value reported in Exhibit 23.

Men and women reported similar levels of satisfaction across most survey elements. However, as shown below, male service users reported a statistically significant (†) higher overall satisfaction rating than their female counterparts for both legal advisory and litigation services.

Exhibit 25: Overall Quality of Legal Services by Service User Gender	Men	Women
Legal Advisory Services †	8.7 (±0.1)	8.6 (±0.1)
Litigation Services †	8.7 (±0.1)	8.5 (±0.1)
Legislative Drafting Services	8.9 (±0.2)	9.0 (±0.2)
Regulatory Drafting Services	8.8 (±0.1)	8.8 (±0.1)

The majority of service users (70.9%) identified English as their first official language. Satisfaction with the overall quality of legal services was consistent among service users who identified English or French as their first official language, regardless of service type.

Exhibit 26: Overall Quality of Legal Services by Service User First Official Language	English	French
Legal Advisory Services	8.6 (±0.0)	8.6 (±0.1)
Litigation Services	8.6 (±0.1)	8.5 (±0.1)
Legislative Drafting Services	8.9 (±0.2)	9.0 (±0.2)
Regulatory Drafting Services	8.7 (±0.1)	8.8 (±0.2)

While satisfaction was high for both groups, users who selected English as their first official language reported significantly higher satisfaction with the provision of services in the official language of their choice, in accordance with applicable policies on language of work.

Exhibit 27: Client Satisfaction with Services Provided in the Official Language of Choice	English	French
Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work †	9.8 (±0.0)	9.2 (±0.1)

2.8.2 Accessibility of Legal Services Provided

As outlined in the [Accessibility Plan for the Department of Justice Canada](#), the Department is committed to providing barrier-free services with respect to accessibility for people with disabilities. Of the 6,831 total service users, 442 (6.5%) identified as a person with a disability. As illustrated in Exhibit 28 below, the overall level of satisfaction with the accessibility of legal services provided by the Department was “strong - surpassed target” (average rating of 9.2).¹²

¹² There were 76 service users who selected “n/a”. This explains the discrepancy between the number of service users who selected “yes” to the question “Do you identify as a person with a disability or disabilities?” and the n value reported in Exhibit 29.

Exhibit 28: Overall Satisfaction with Accessibility of Legal Services	Cycle V (2023-25)	n
Accessibility of legal services provided	9.2 (±0.1)	366

Service users who self-reported as a person with a disability were asked to rate their level of agreement with three statements concerning the accessibility of the Department’s legal services. Exhibit 29 presents the results for all three of these statements.

Exhibit 29: Accessibility of Services	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don’t know or n/a	Total Users
JUS offered barrier-free communications (i.e., hearing, speaking, reading, writing, or plain language)	30 (6.8%)	8 (1.8%)	114 (25.8%)	131 (29.6%)	159 (36.0%)	0	442
JUS buildings and occupied spaces offer a physical environment that is fully accessible (i.e., pathways, entrances, washrooms)	5 (1.1%)	0	30 (6.8%)	19 (4.3%)	22 (5.0%)	365 (82.8%)	441
JUS service providers were respectful of my disability during interactions	19 (4.3%)	2 (0.5%)	188 (42.9%)	80 (18.3%)	148 (33.8%)	1	438

Survey results indicate that most users found the Department’s services to be accessible. Over one-third (36.0%) strongly agreed that communications were barrier-free, while 29.6% agreed. Physical accessibility of buildings was less frequently rated, with 82.8% selecting “Don’t know or not applicable,” suggesting limited direct experience or awareness. Regarding respectful interactions with persons with disabilities, 33.8% strongly agreed and 18.3% agreed, though 42.9% remained neutral.

While these findings reflect generally positive perceptions of accessibility, a small but meaningful proportion of respondents (6.8% and 4.3%, respectively) strongly disagreed that communications were barrier-free or that service providers were respectful of their disability. These perspectives, though limited in number, underscore the importance of continued efforts to ensure that all users experience the Department’s services as inclusive and respectful. Enhancing communication practices and reinforcing respectful engagement can help strengthen service delivery and ensure that accessibility is consistently upheld across all interactions.

SECTION 3 – HISTORICAL RESULTS: SENIOR-RANKING SERVICE USERS

The purpose of this section is to compare Cycle V client satisfaction ratings to the results obtained from previous survey cycles. Unique to Cycle V is the inclusion of LEX client contacts. As a result of using LEX to identify client contacts for the survey, service users outside the traditional target population of EX-minus-1 and above in the NCR, and EX-minus-2 and above in the regions, received and responded to the CFS. To preserve historical comparability, only service users within the traditional target population (i.e. senior-ranking service users who traditionally have been surveyed) are referenced in this section of the report.

3.1 Survey Response

Of the total 6,831 service users who completed the CFS between October 2023 and May 2025, there were 4,528 senior-ranking service users (i.e. EX-minus-1 and above in the NCR and EX-minus-2 and above in the regions) who were within the traditional target population of the survey.

Exhibit 30 below displays the number of senior-ranking service users, by CFS Cycle, who self-reported as having used legal services in the 12 months leading up to the survey.

Exhibit 30: Number of Senior-ranking Service Users by Legal Service Type

	All Senior-ranking Service Users	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
Cycle V (2023-25)	4,528	3,956 (87.4%)	1,378 (30.4%)	273 (6.0%)	487 (10.8%)
Cycle IV (2020-22)	4,598	4,072 (88.6%)	1,510 (32.8%)	199 (4.3%)	502 (10.9%)

N.B. Percentages do not add to 100% as service users could report use of more than one type of legal service.

3.2 Historical Comparison of Overall Results

Client mean satisfaction ratings on the overall quality of legal advisory services (8.6), litigation services (8.5), legislative drafting services (9.0) and regulatory drafting services (8.8) remain above the departmental target of 8.0 for senior-ranking service users (see Exhibit 31). [Annex C](#) provides a detailed comparison of ratings across all five survey cycles conducted to date.

Exhibit 31: Overall Quality of Legal Services by Legal Service Type	Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Legal Advisory Services	8.6 (±0.0)	8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Litigation Services	8.5 (±0.1)	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Legislative Drafting Services †	9.0 (±0.1)	8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Regulatory Drafting Services	8.8 (±0.1)	8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)

Composite satisfaction ratings for each of the service dimensions continued to surpass the departmental target of 8.0 (Exhibit 32). As observed, timeliness and usefulness decreased by a statistically significant (†) difference between cycles for senior-ranking service users.¹³

Exhibit 32: Composite Ratings by Service Dimension	Cycle V (2023-25)	Cycle IV (2020-22)
Responsiveness of Legal Services	8.1 (±0.1)	8.2 (±0.1)
Timeliness of Legal Services †	8.3 (±0.1)	8.5 (±0.0)
Usefulness of Legal Services †	8.6 (±0.0)	8.7 (±0.0)

3.3 Legal Advisory Services

Client satisfaction with legal advisory services exceeded the departmental target of 8.0 for all elements (Exhibit 33). Ratings either remained the same or decreased, with five elements decreasing by a statistically significant difference, since the previous cycle.

Exhibit 33: Legal Advisory Services – Senior-ranking Service User Satisfaction Ratings		Cycle V (2023-25)	Cycle IV (2020-22)
Overall Quality of Legal Advisory Services		8.6 (±0.0)	8.6 (±0.0)
Responsiveness	Provided timely status updates with respect to our services	8.1 (±0.1)	8.1 (±0.1)
	Responded in a timely manner to requests for legal services	8.2 (±0.1)	8.2 (±0.1)
Timeliness	Negotiated mutually acceptable deadlines †	8.2 (±0.1)	8.5 (±0.1)
	Met mutually acceptable deadlines †	8.4 (±0.1)	8.6 (±0.1)
	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.0)	8.8 (±0.0)
Usefulness	Provided consistent legal advice	8.7 (±0.0)	8.7 (±0.0)
	Worked with you to identify, explain and mitigate legal risks †	8.6 (±0.1)	8.8 (±0.0)
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	8.5 (±0.0)
	Involved you in the development of legal strategy and positions †	8.3 (±0.1)	8.6 (±0.0)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.5 (±0.1)	8.7 (±0.0)
	Provided effective support for treaty negotiation (advice, drafting, conduct)	9.3 (±0.3)	9.6 (±0.2)

¹³ Note that the CFS undergoes a review following each survey cycle that results in changes to the elements and content. As a result, Service Dimensions are often incomparable between cycles; however, matching elements from the previous survey can be aggregated for comparison, where possible. For this reason, Service Dimension results may not match those presented in previous results reports. In addition, Service Dimension results from earlier survey cycles are not included.

3.4 Litigation Services

Senior-ranking service user satisfaction with litigation services continued to exceed the departmental target across all elements; however, there was one element that decreased by a statistically significant difference (Exhibit 34).

Exhibit 34: Litigation Services – Senior-ranking Service User Satisfaction Ratings		Cycle V (2023-25)	Cycle IV (2020-22)
Overall Quality of Litigation Services		8.5 (±0.1)	8.5 (±0.1)
Responsiveness	Provided timely status updates with respect to our services	8.2 (±0.1)	8.1 (±0.1)
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.1)	8.3 (±0.1)
	Negotiated mutually acceptable deadlines	8.4 (±0.1)	8.5 (±0.1)
	Met mutually acceptable deadlines	8.6 (±0.1)	8.7 (±0.1)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.7 (±0.1)	8.7 (±0.1)
	Provided consistent legal advice	8.7 (±0.1)	8.7 (±0.1)
	Worked with you to identify, explain and mitigate legal risks	8.6 (±0.1)	8.6 (±0.1)
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	8.4 (±0.1)
	Involved you in the development of legal strategy and positions †	8.3 (±0.1)	8.5 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.4 (±0.1)	8.5 (±0.1)
	Informed you of the issues/developments which may impact your case	8.7 (±0.1)	8.6 (±0.1)
Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	8.7 (±0.2)	

3.5 Legislative Drafting Services

Client satisfaction with legislative drafting services was “strong - surpassed target” for all elements. Ratings increased across all elements, with eight elements increasing by a statistically significant difference, since the previous cycle (Exhibit 35).

Exhibit 35: Legislative Drafting Services – Senior-ranking Service User Satisfaction Ratings

		Cycle V (2023-25)	Cycle IV (2020-22)
Overall Quality of Legislative Drafting Services †		9.0 (±0.1)	8.6 (±0.2)
Responsiveness	Provided timely status updates with respect to our services †	8.8 (±0.2)	8.4 (±0.2)
Timeliness	Responded in a timely manner to requests for legal services	8.8 (±0.2)	8.5 (±0.2)
	Negotiated mutually acceptable deadlines †	9.0 (±0.1)	8.5 (±0.2)
	Met mutually acceptable deadlines	9.0 (±0.1)	8.8 (±0.2)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance (as expressed in the drafting instructions and drafts of the bills) †	9.0 (±0.1)	8.7 (±0.2)
	Proposed appropriate solutions for issues raised during drafting †	9.0 (±0.1)	8.6 (±0.2)
	Provided consistent legal advice †	8.9 (±0.1)	8.5 (±0.2)
	Worked with you to identify, explain and mitigate legal risks †	9.0 (±0.1)	8.7 (±0.2)
	Prepared draft legislative texts to meet your policy and program objectives †	9.2 (±0.1)	8.7 (±0.2)

3.6 Regulatory Drafting Services

Senior-ranking service user satisfaction with all individual elements for regulatory drafting services continued to exceed the departmental target of 8.0 (Exhibit 36). Ratings either remained the same or increased, with no statistically significant differences detected between survey cycles.

Exhibit 36: Regulatory Drafting Services – Senior-ranking Service User Satisfaction Ratings

		Cycle V (2023-25)	Cycle IV (2020-22)
Overall Quality of Regulatory Drafting Services		8.8 (±0.1)	8.6 (±0.1)
Responsiveness	Provided timely status updates with respect to our services	8.5 (±0.1)	8.3 (±0.2)
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.2)	8.3 (±0.1)
	Negotiated mutually acceptable deadlines	8.5 (±0.2)	8.5 (±0.2)
	Met mutually acceptable deadlines	8.6 (±0.2)	8.6 (±0.1)

Exhibit 36: Regulatory Drafting Services – Senior-ranking Service User Satisfaction Ratings

		Cycle V (2023-25)	Cycle IV (2020-22)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.1)	8.7 (±0.1)
	Proposed appropriate solutions for issues raised during drafting (including optimal means to implement policies or programs, whether through legislative, regulatory or administrative tools, or a combination)	8.8 (±0.1)	8.7 (±0.1)
	Provided consistent legal advice	8.7 (±0.1)	8.7 (±0.1)
	Worked with you to identify, explain and mitigate legal risks	8.8 (±0.1)	8.7 (±0.1)
	Prepared draft regulatory texts to meet your policy and program objectives	8.9 (±0.1)	8.7 (±0.1)

3.7 Overall Considerations

The survey results indicate that senior-ranking service users continue to be very satisfied with the Overall Considerations elements (Exhibit 37). All elements of this category remained “strong - surpassed target”, with mean satisfaction ratings ranging from 9.0 to 9.6. In addition, there was a statistically significant increase in satisfaction for four elements.

Exhibit 37: Overall Considerations – Senior-ranking Service User Satisfaction Ratings

	Cycle V (2023-25)	Cycle IV (2020-22)
Courteousness/respectfulness of the legal service provider	9.5 (±0.0)	9.5 (±0.0)
Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work †	9.6 (±0.0)	9.5 (±0.0)
Ease with which the correct service provider to meet your needs was identified †	9.1 (±0.0)	9.0 (±0.0)
Satisfaction with access mode: Email or messaging	9.0 (±0.0)	9.0 (±0.0)
Satisfaction with access mode: Telephone or video †	9.2 (±0.0)	9.0 (±0.0)
Satisfaction with access mode: In person †	9.1 (±0.1)	8.9 (±0.1)

CONCLUSION

Cycle V of the Client Feedback Survey (CFS) marks a period of meaningful evolution in both methodology and scope. The survey aligns with updated departmental service standards and incorporates innovations in administration, analytics, and reporting. The results affirm that service users continue to express high levels of satisfaction with the legal services provided by the Department.

Across all service types (legal advisory, litigation, legislative drafting, and regulatory drafting), mean satisfaction ratings exceeded the departmental target of 8.0. This trend also extended to newly introduced elements assessing training, GBA Plus and EDI integration, as well as Accessibility. These areas received strong ratings, indicating that the Department is delivering on its commitments to equitable and accessible service delivery.

Historical data from senior-ranking service users further reinforces these findings, with all evaluated elements for this client group surpassing the departmental satisfaction target. For legal advisory services, ratings were generally stable or slightly lower, with five elements showing statistically significant decreases since the previous survey cycle. Litigation services maintained similar ratings to the previous cycle; however, one element registered a statistically significant decline. Legislative drafting services demonstrated particularly strong performance, with eight elements showing statistically significant increases in satisfaction. Regulatory drafting services also performed strongly. Within the category of overall considerations, ratings remained high, with four of six elements showing statistically significant improvement.

Overall, Cycle V results reaffirm the Department's commitment to delivering high-quality legal services. The results provide a robust evidence base to inform future strategic planning, performance measurement, as well as client engagement initiatives.

ANNEX A – METHODOLOGY

Background

The CFS has concluded its fifth cycle, with the first cycle having taken place from 2006 to 2009, the second from 2009 to 2012, the third from 2016 to 2019, and the fourth from 2020 to 2022. Each survey cycle concludes with the publishing of a report that includes survey findings for all five Justice Canada portfolios, as well as results from the Privy Counsel Office Legal Services Sector.¹⁴ In addition, aggregate reports are created for the National Litigation Sector (NLS), the Public Law and Legislative Services Sector (PLLSS), and the Centre for Labour and Employment Law (CLEL). In advance of initiating Cycle V, the Department established the CFSVWG to fine-tune the CFS project and make improvements where possible. As a result, the CFS has evolved since the last cycle and continues to generate feedback from clients on the Department's performance against its Standardized Legal Service Agreements.

With the guidance of the Modern Statistical Methods and Data Science Branch at Statistics Canada, the Department developed a standardized questionnaire and methodology for collecting client feedback on the degree to which the delivery of legal services is meeting the needs and expectations of legal service users. Over the years, Statistics Canada has played an important role by reviewing and challenging the proposed approach throughout the survey design and implementation stages, vetting the analyses of survey data and reviewing and commenting on the presentation of findings contained in CFS reports.

Survey Administration

The survey was administered via a web-based questionnaire. In total, 71,876 invitations to complete the questionnaire were sent to potential users of the Department's legal services. Of this population, 6,831 service users (out of 19,551 respondents) reported having used JUS legal services in the 12 months prior to the survey.

For this cycle, mailing lists consisting of potential service users were developed using two methods: the traditional census method and the LEX targeted pilot method. For the traditional method, invitations to participate in the CFS continued to be sent to all employees at the EX-minus-1 level and above in the NCR and the EX-minus-2 level and above in the regions, as has been done in past survey cycles. For the LEX pilot method, survey invitations were extended to all client contacts identified by the Department's legal case management system regardless of their occupational group and level. Contacts identified by both methods only received one survey.

¹⁴ To view the departmental reports from previous CFS series, refer to:
<http://www.justice.gc.ca/eng/rp-pr/cp-pm/dpr-rr/2012/sur/index.html>

Interpreting the Results

The survey collected feedback, in the form of satisfaction ratings, from clients using a 10-point Likert scale¹⁵ with two anchors: not at all satisfied (1) and completely satisfied (10). Feedback was sought along three key dimensions of service quality as per the Department's Service Standards for the Provision of Legal Services to Government (see [Annex G](#)): responsiveness, timeliness, and usefulness. Each service dimension is composed of individual elements pertaining to client satisfaction, many of which relate directly to the Department's Service Standards. Furthermore, service users were asked to rate their level of satisfaction with the overall quality of legal services¹⁶ and Overall Considerations elements.

In reviewing the results presented throughout this report, it is important to note that survey ratings represent estimates of client population perceptions of service delivery by the Department. As such, the margin of error must be considered. The margin of error traditionally reflects the sample-to-sample variability in the use of a sampling methodology. The magnitude of the margin of error is generally affected by the extent of variability in respondent feedback, the overall size of the respondent group and the confidence level chosen by the survey team.

Results in the report are presented in the form of *rating (± margin of error)*. This range of values is called the confidence interval and for the purpose of the CFS, a 95% confidence interval¹⁷ is used. As an example, in this report, client satisfaction with the overall quality of litigation services is presented as 8.5 (±0.1), which implies that the 95% confidence interval for the mean rating of the overall quality of litigation services obtained from this survey for this population is from 8.4 to 8.6.

The CFS has traditionally used a census approach¹⁸ in which invitations to participate in the survey are sent to all potential users of legal services. This approach was chosen for the CFS largely because departmental rosters, including the Department's legal case management system, are limited in terms of identifying all users of legal services and because with this approach, potential sources of error associated with sampling can be avoided. In this case of no sampling, margins of error account for variability related to non-response to the invitation to complete the questionnaire. That is, the respondents to the CFS are treated like a random sample from all potential users of the legal services, assuming that the respondents were representative of the population of interest, which is all potential users of the legal services. Had all potential users responded to the survey, there would have been no variability, and the

¹⁵ There has been debate in the academic and professional literature regarding the relative merits of using 3, 4, 5, 7 and 10-point scales to measure attitudes and perceptions. After reviewing the literature and undertaking consultations with a variety of groups, the Department adopted a 10-point scale. Pre-testing of the questionnaire determined that respondents were able to interpret and understand the scale. Additionally, the 10-point scale permits the Department to track even small changes in client perceptions over time.

¹⁶ This element represents a global appreciation of the services by the respondent and is not a composite rating.

¹⁷ If the CFS were administered repeatedly to the client population and the same method of estimation was used, then 95% of the resulting confidence intervals would have contained the client population perception or rating for the element(s) under consideration.

¹⁸ A census approach refers to collecting and recording information from all members of a given population, as compared to a sampling approach, which seeks to collect information only from a subset of a given population.

margins of error would have all been zero, as all ratings/perceptions would have been accounted for. The Finite Population Correction (FPC) Factor was also applied as part of the calculation of margins of error to take into account the sizes of the number of potential users and number of survey respondents.

Lastly, to compare ratings between current and past surveys, as well as various categories of service users, t-tests for pairs of independent samples were undertaken. All t-tests conducted were based on the null hypothesis of equality of two mean ratings against the alternative hypothesis of mean ratings not being equal. In other words, by identifying which of the two hypotheses one fails to reject, one can determine whether the difference between the two mean ratings is statistically significant.

ANNEX B – OVERALL RESULTS

Client satisfaction, assessed collectively for the 6,831 total service users captured, exceeded the departmental target of 8.0 across all elements. The majority of elements featured “strong - surpassed target” ratings, including all elements of legislative drafting services and overall considerations. These findings suggest that clients are largely satisfied with the services they have received.

		Cycle V (2023-25)	<i>n</i>
Legal Advisory Services			
Overall Quality of Legal Advisory Services		8.6 (±0.0)	5,939
Responsiveness	Provided timely status updates with respect to our services	8.1 (±0.1)	5,355
Timeliness	Responded in a timely manner to requests for legal services	8.2 (±0.0)	5,860
	Negotiated mutually acceptable deadlines	8.3 (±0.1)	4,401
	Met mutually acceptable deadlines	8.4 (±0.1)	4,857
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.0)	5,912
	Provided consistent legal advice	8.7 (±0.0)	5,794
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.7 (±0.0)	4,896
	Worked with you to identify, explain and mitigate legal risks	8.7 (±0.0)	5,600
	Provided clear and practical legal advice to support your mandate	8.6 (±0.0)	5,793
	Involved you in the development of legal strategy and positions	8.3 (±0.1)	4,014
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.5 (±0.1)	3,900
	Provided effective support for treaty negotiation (advice, drafting, conduct)	9.1 (±0.4)	31
Litigation Services			
Overall Quality of Litigation Services		8.5 (±0.1)	2,091
Responsiveness	Provided timely status updates with respect to our services	8.2 (±0.1)	1,965
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.1)	1,904
	Negotiated mutually acceptable deadlines	8.4 (±0.1)	1,658
	Met mutually acceptable deadlines	8.6 (±0.1)	1,734

		Cycle V (2023-25)	n
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.7 (±0.1)	2,056
	Provided consistent legal advice	8.7 (±0.1)	2,020
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.6 (±0.1)	1,665
	Worked with you to identify, explain and mitigate legal risks	8.6 (±0.1)	1,939
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	1,955
	Involved you in the development of legal strategy and positions	8.3 (±0.1)	1,756
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.4 (±0.1)	1,611
	Informed you of the issues/developments which may impact your case	8.7 (±0.1)	2,029
	Fully prepared you to give testimony in a proceeding	8.9 (±0.1)	356
Legislative Drafting Services			
Overall Quality of Legislative Drafting Services		8.9 (±0.1)	336
Responsiveness	Provided timely status updates with respect to our services	8.7 (±0.1)	318
Timeliness	Responded in a timely manner to requests for legal services	8.7 (±0.2)	319
	Negotiated mutually acceptable deadlines	8.9 (±0.2)	282
	Met mutually acceptable deadlines	9.0 (±0.1)	313
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance (as expressed in the drafting instructions and drafts of the bills)	8.9 (±0.1)	322
	Proposed appropriate solutions for issues raised during drafting	9.0 (±0.1)	315
	Provided consistent legal advice	8.9 (±0.1)	326
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.9 (±0.1)	293
	Worked with you to identify, explain and mitigate legal risks	8.9 (±0.1)	315
	Provided clear and practical legal advice to support your mandate	8.8 (±0.1)	325
	Prepared draft legislative texts to meet your policy and program objectives	9.1 (±0.1)	303
Regulatory Drafting Services			
Overall Quality of Regulatory Drafting Services		8.7 (±0.1)	737
Responsiveness	Provided timely status updates with respect to our services	8.4 (±0.1)	677

		Cycle V (2023-25)	n
Timeliness	Responded in a timely manner to requests for legal services	8.3 (±0.1)	703
	Negotiated mutually acceptable deadlines	8.5 (±0.1)	602
	Met mutually acceptable deadlines	8.6 (±0.1)	643
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.1)	713
	Proposed appropriate solutions for issues raised during drafting (including optimal means to implement policies or programs, whether through legislative, regulatory or administrative tools, or a combination)	8.8 (±0.1)	701
	Provided consistent legal advice	8.8 (±0.1)	705
	Provided legal advice that reflects a whole-of-government approach (i.e., considered issues and priorities across government departments/agencies)	8.8 (±0.1)	598
	Worked with you to identify, explain and mitigate legal risks	8.8 (±0.1)	668
	Provided clear and practical legal advice to support your mandate	8.7 (±0.1)	695
	Prepared draft regulatory texts to meet your policy and program objectives	9.0 (±0.1)	617
Overall Considerations			
Courteousness/respectfulness of the legal service provider		9.5 (±0.0)	6,751
Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work		9.6 (±0.0)	6,520
Ease with which the correct service provider to meet your needs was identified		9.1 (±0.0)	6,151
Satisfaction with access mode: Email or messaging		9.1 (±0.0)	6,662
Satisfaction with access mode: Telephone or video		9.2 (±0.0)	5,658
Satisfaction with access mode: In person		9.1 (±0.1)	1,941
Information/training received		8.8 (±0.1)	866
Integration of GBA Plus and EDI considerations, as applicable, into the legal services you received		9.0 (±0.1)	1,043
Accessibility of legal services provided		9.2 (±0.1)	366

ANNEX C – HISTORICAL COMPARISON OF RESULTS FOR SENIOR-RANKING SERVICE USERS

Annex C presents historical satisfaction ratings for senior-ranking service users at the EX-minus-1 level and above in the NCR, and the EX-minus-2 level and above in the regions, based on data collected through the traditional census approach. Cycle V results for these senior-ranking service users were comparable to the overall satisfaction ratings reported in [Annex B](#). Of the 6,831 service users in Cycle V, 4,528 were senior-ranking service users, representing 66.2% of the total. This compares to 4,598 senior-ranking service users in Cycle IV.

All elements exceeded the departmental target of 8.0. For **Legal Advisory Services**, satisfaction ratings either remained the same or decreased slightly, with a statistically significant (†) decrease detected for five of the elements. For **Litigation Services**, satisfaction ratings were similar to the previous cycle for most elements; however, there was a statistically significant decrease for the element *involved you in the development of legal strategy and positions*. For **Legislative Drafting Services**, all satisfaction ratings were “strong - surpassed target”, with statistically significant increases detected for eight of the elements. For **Regulatory Drafting Services**, all ratings were “strong - surpassed target”. For elements that fall within the category of **Overall Considerations**, results continued to remain “strong - surpassed target”, with a statistically significant increase detected for four of the six elements.

		Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Legal Advisory Services						
Overall Quality of Legal Advisory Services		8.6 (±0.0)	8.6 (±0.0)	8.5 (±0.0)	8.4 (±0.0)	8.2 (±0.0)
Responsiveness	Provided timely status updates with respect to our services	8.1 (±0.1)	8.1 (±0.1)	7.8 (±0.1)	7.2 (±0.1)	7.5 (±0.1)
	Responded in a timely manner to requests for legal services	8.2 (±0.1)	8.2 (±0.1)	8.1 (±0.1)	7.7 (±0.0)	7.8 (±0.1)
Timeliness	Negotiated mutually acceptable deadlines †	8.2 (±0.1)	8.5 (±0.1)	8.0 (±0.1)	7.7 (±0.1)	7.9 (±0.1)
	Met mutually acceptable deadlines †	8.4 (±0.1)	8.6 (±0.1)	8.3 (±0.1)	7.9 (±0.1)	8.0 (±0.1)

		Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.0)	8.8 (±0.0)	8.6 (±0.0)	8.3 (±0.0)	8.5 (±0.0)
	Provided consistent legal advice	8.7 (±0.0)	8.7 (±0.0)	8.5 (±0.0)	8.2 (±0.0)	n/a
	Worked with you to identify, explain and mitigate legal risks †	8.6 (±0.1)	8.8 (±0.0)	8.6 (±0.0)	8.3 (±0.0)	8.3 (±0.1)
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	8.5 (±0.0)	8.3 (±0.0)	8.1 (±0.0)	8.1 (±0.1)
	Involved you in the development of legal strategy and positions †	8.3 (±0.1)	8.6 (±0.0)	8.3 (±0.1)	7.7 (±0.1)	7.8 (±0.1)
	Identified means to prevent or resolve legal disputes at the earliest opportunity †	8.5 (±0.1)	8.7 (±0.0)	8.2 (±0.1)	7.9 (±0.1)	8.1 (±0.1)
	Provided effective support for treaty negotiation (advice, drafting, conduct)	9.3 (±0.3)	9.6 (±0.2)	n/a	n/a	n/a
Litigation Services						
Overall Quality of Litigation Services		8.5 (±0.1)	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.4 (±0.1)
Responsiveness	Provided timely status updates with respect to our services	8.2 (±0.1)	8.1 (±0.1)	8.0 (±0.1)	7.7 (±0.1)	7.7 (±0.2)
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.1)	8.3 (±0.1)	8.3 (±0.1)	8.1 (±0.1)	8.4 (±0.1)
	Negotiated mutually acceptable deadlines	8.4 (±0.1)	8.5 (±0.1)	8.2 (±0.1)	7.8 (±0.1)	8.3 (±0.1)
	Met mutually acceptable deadlines	8.6 (±0.1)	8.7 (±0.1)	8.4 (±0.1)	8.0 (±0.1)	8.3 (±0.1)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.7 (±0.1)	8.7 (±0.1)	8.5 (±0.1)	8.3 (±0.1)	8.5 (±0.1)
	Provided consistent legal advice	8.7 (±0.1)	8.7 (±0.1)	8.5 (±0.1)	8.3 (±0.1)	n/a
	Worked with you to identify, explain and mitigate legal risks	8.6 (±0.1)	8.6 (±0.1)	8.4 (±0.1)	8.1 (±0.1)	8.2 (±0.1)
	Provided clear and practical legal advice to support your mandate	8.5 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	8.1 (±0.1)	8.3 (±0.1)
	Involved you in the development of legal strategy and positions †	8.3 (±0.1)	8.5 (±0.1)	8.2 (±0.1)	7.9 (±0.1)	8.0 (±0.1)

		Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
	Identified means to prevent or resolve legal disputes at the earliest opportunity	8.4 (±0.1)	8.5 (±0.1)	8.1 (±0.1)	7.9 (±0.1)	8.4 (±0.1)
	Informed you of the issues/developments which may impact your case	8.7 (±0.1)	8.6 (±0.1)	8.4 (±0.1)	8.2 (±0.1)	8.4 (±0.1)
	Fully prepared you to give testimony in a proceeding	8.7 (±0.2)	8.7 (±0.2)	8.7 (±0.2)	n/a	n/a
Legislative Drafting Services						
Overall Quality of Legislative Drafting Services †		9.0 (±0.1)	8.6 (±0.2)	8.6 (±0.1)	8.5 (±0.1)	8.2 (±0.1)
Responsiveness	Provided timely status updates with respect to our services †	8.8 (±0.2)	8.4 (±0.2)	8.3 (±0.2)	7.6 (±0.2)	7.7 (±0.1)
Timeliness	Responded in a timely manner to requests for legal services	8.8 (±0.2)	8.5 (±0.2)	8.4 (±0.2)	8.2 (±0.2)	7.8 (±0.1)
	Negotiated mutually acceptable deadlines †	9.0 (±0.1)	8.5 (±0.2)	8.2 (±0.2)	8.0 (±0.2)	7.8 (±0.1)
	Met mutually acceptable deadlines	9.0 (±0.1)	8.8 (±0.2)	8.5 (±0.2)	8.1 (±0.2)	7.9 (±0.1)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance (as expressed in the drafting instructions and drafts of the bills) †	9.0 (±0.1)	8.7 (±0.2)	8.5 (±0.2)	8.3 (±0.1)	8.3 (±0.1)
	Proposed appropriate solutions for issues raised during drafting †	9.0 (±0.1)	8.6 (±0.2)	8.4 (±0.2)	8.2 (±0.2)	8.1 (±0.1)
	Provided consistent legal advice †	8.9 (±0.1)	8.5 (±0.2)	8.5 (±0.2)	8.3 (±0.2)	8.0 (±0.1)
	Worked with you to identify, explain and mitigate legal risks †	9.0 (±0.1)	8.7 (±0.2)	8.5 (±0.2)	8.1 (±0.1)	8.2 (±0.1)
	Prepared draft legislative texts to meet your policy and program objectives †	9.2 (±0.1)	8.7 (±0.2)	8.4 (±0.2)	8.3 (±0.2)	8.2 (±0.1)
Regulatory Drafting Services						
Overall Quality of Regulatory Drafting Services		8.8 (±0.1)	8.6 (±0.1)	8.4 (±0.1)	8.5 (±0.1)	7.8 (±0.3)

		Cycle V (2023-25)	Cycle IV (2020-22)	Cycle III (2016-19)	Cycle II (2009-12)	Cycle I (2006-09)
Responsiveness	Provided timely status updates with respect to our services	8.5 (±0.1)	8.3 (±0.2)	7.7 (±0.2)	7.7 (±0.2)	7.1 (±0.4)
Timeliness	Responded in a timely manner to requests for legal services	8.4 (±0.2)	8.3 (±0.1)	7.8 (±0.2)	8.0 (±0.1)	7.5 (±0.3)
	Negotiated mutually acceptable deadlines	8.5 (±0.2)	8.5 (±0.2)	7.7 (±0.2)	7.8 (±0.1)	7.4 (±0.4)
	Met mutually acceptable deadlines	8.6 (±0.2)	8.6 (±0.1)	8.0 (±0.2)	8.0 (±0.2)	7.5 (±0.3)
Usefulness	Fully understood the nature of the problem/issue(s) for which you received assistance	8.8 (±0.1)	8.7 (±0.1)	8.4 (±0.1)	8.3 (±0.1)	7.9 (±0.3)
	Proposed appropriate solutions for issues raised during drafting (including optimal means to implement policies or programs, whether through legislative, regulatory or administrative tools, or a combination)	8.8 (±0.1)	8.7 (±0.1)	8.2 (±0.1)	8.3 (±0.1)	7.7 (±0.3)
	Provided consistent legal advice	8.7 (±0.1)	8.7 (±0.1)	8.3 (±0.1)	8.3 (±0.1)	7.6 (±0.3)
	Worked with you to identify, explain and mitigate legal risks	8.8 (±0.1)	8.7 (±0.1)	8.3 (±0.1)	8.2 (±0.1)	7.9 (±0.3)
	Prepared draft regulatory texts to meet your policy and program objectives	8.9 (±0.1)	8.7 (±0.1)	8.2 (±0.2)	8.3 (±0.1)	7.8 (±0.3)
Overall Considerations						
	Courteousness/respectfulness of the legal service provider	9.5 (±0.0)	9.5 (±0.0)	9.3 (±0.0)	9.1 (±0.0)	9.2 (±0.0)
	Legal services were provided in the official language of your choice, in accordance with applicable policies on language of work †	9.6 (±0.0)	9.5 (±0.0)	9.4 (±0.0)	9.3 (±0.0)	9.4 (±0.0)
	Ease with which the correct service provider to meet your needs was identified †	9.1 (±0.0)	9.0 (±0.0)	8.9 (±0.0)	8.6 (±0.0)	n/a
	Satisfaction with access mode: Email or messaging	9.0 (±0.0)	9.0 (±0.0)	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: Telephone or video †	9.2 (±0.0)	9.0 (±0.0)	8.9 (±0.0)	8.7 (±0.0)	n/a
	Satisfaction with access mode: In person †	9.1 (±0.1)	8.9 (±0.1)	8.9 (±0.1)	8.7 (±0.0)	n/a

ANNEX D – RESPONSE RATES AND SERVICE USERS BY DEPARTMENT/AGENCY

As indicated below, 71,876 potential service users from across 45 departments received an invitation to participate in the survey. Of this population, the overall response rate was 27.2% and the service user rate was 9.5%.

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Business and Regulatory Law Portfolio	34,346	9,468	3,509	3,263	751	176	465
Agriculture and Agri-Food Canada	1,201	302	113	109	27	7	13
Atlantic Canada Opportunities Agency	327	122	39	39	1	0	0
Canada Economic Development for Quebec Regions	197	74	61	60	3	1	3
Impact Assessment Agency of Canada	178	76	49	46	15	4	6
Canadian Food Inspection Agency	881	241	145	132	25	4	15
Canadian Heritage	386	132	86	79	23	6	9
Canadian Space Agency	524	127	60	60	1	0	4
Competition Bureau	162	59	46	43	21	3	3
Employment and Social Development Canada	3,943	876	247	205	85	34	44
Environment and Climate Change Canada	3,002	805	273	252	52	12	77
Fisheries and Oceans Canada	3,310	732	298	284	63	5	30
Global Affairs Canada	2,850	581	296	277	45	6	29
Health Canada	1,969	600	315	298	59	19	78
Housing, Infrastructure and Communities Canada (Infrastructure Canada)	283	127	61	60	2	4	2
Innovation, Science and Economic Development Canada	1,559	345	130	117	33	22	12
Library and Archives Canada	105	34	17	17	7	0	1
National Research Council of Canada	81	22	13	13	9	0	0
Natural Resources Canada	1,583	448	138	132	13	14	22

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Parks Canada	1,146	316	135	126	41	6	14
Public Health Agency of Canada	841	195	73	70	13	8	7
Public Services & Procurement Canada	4,014	1,350	505	481	99	3	18
Shared Services Canada	2,323	668	52	50	11	0	0
Statistics Canada	746	306	23	18	6	0	1
Transport Canada	2,069	706	279	249	70	17	74
Veterans Affairs Canada	666	224	55	46	27	1	3
Central Agencies Portfolio	2,749	750	404	388	75	57	55
Finance Canada	388	114	90	87	11	43	29
Financial Consumer Agency of Canada	143	61	32	32	6	1	4
Financial Transactions and Reports Analysis Centre of Canada	92	39	34	34	2	2	4
Office of the Superintendent of Financial Institutions	1,038	257	69	66	10	3	3
Public Service Commission	173	71	51	48	12	1	4
Treasury Board Secretariat	915	208	128	121	34	7	11
Indigenous Rights and Relations Portfolio	2,585	596	334	318	103	13	31
Crown-Indigenous Relations and Northern Affairs Canada	728	175	115	112	41	8	8
Indigenous Services Canada	1,857	421	219	206	62	5	23
Privy Council Office Legal Services Sector (Privy Council Office)	420	133	87	84	11	19	8
Public Safety, Defence and Immigration Portfolio	22,514	4,598	6,831	1,111	503	54	137
Canada Border Services Agency	2,518	616	176	138	82	14	19
Canadian Armed Forces	7,109	1,299	121	99	35	2	7
Canadian Security Intelligence Service	628	49	44	29	32	0	5

Portfolio/Department/Agency	Population	Respondents*	Total Service Users**	Service Users			
				Legal Advisory	Litigation	Legislative Drafting	Regulatory Drafting
Communications Security Establishment Canada	375	26	23	22	5	1	3
Correctional Service of Canada	2,080	471	154	121	89	2	8
Department of National Defence	5,309	1,118	199	178	45	3	22
Immigration, Refugees and Citizenship Canada	1,685	419	237	226	64	17	35
Parole Board of Canada	75	29	19	18	9	0	1
Public Safety Canada	403	96	51	47	7	9	14
Royal Canadian Mounted Police	2,332	475	268	233	135	6	23
Tax Law Services Portfolio (Canada Revenue Agency)	9,262	4,006	1,205	776	656	17	41
Total	71,876	19,551	6,831	5,940	2,099	336	737

*The term “respondent” encompasses all potential service users or survey questionnaire recipients who completed the survey. There were 12,720 respondents who indicated they had not used legal services in the 12 months prior to the survey. These 12,720 respondents were directed to a ‘thank you for participating’ webpage and were unable to provide any further input/subsequent data.

**The term “service user” refers to those respondents who indicated having used the Department’s legal services in the 12 months prior to the survey and completed the questionnaire.

ANNEX E – PROFILE OF SERVICE USERS

The table below provides a breakdown of legal service users by first official language, gender, disability, classification, and work location.

	Count	Percentage
First Official Language		
• English	4,844	70.9%
• French	1,987	29.1%
Total	6,831	100%
Gender		
• Man	2,760	40.4%
• Woman	3,681	53.9%
• Non-binary	13	0.2%
• Two-spirit	4	0.1%
• Prefer not to say	368	5.4%
• Prefer to self-identify	5	0.1%
Total	6,831	100%
Person(s) with a Disability		
• Yes	442	6.5%
• No	5,804	85.0%
• Prefer not to say	585	8.6%
Total	6,831	100%
Classification		
• EX or EX-equivalent	1,811	26.5%
• EX-minus-1	2,128	31.2%
• EX-minus-2	1,731	25.3%
• Below EX-minus-2	1,065	15.6%
• Unknown	96	1.4%
Total	6,831	100%
Work Location		
• National Capital Region	3,870	56.7%
• Regions	2,922	42.8%
• Outside of Canada	39	0.6%
Total	6,831	100%

N.B. Percentages may not add to 100% due to rounding.

ANNEX F – DISTRIBUTION OF SERVICE USERS BY SERVICE PROVIDER AND TYPE

The table below shows the distribution of service users based on service provider and service type.

Service Provider	Legal Advisory Services	Litigation Services	Legislative Drafting Services	Regulatory Drafting Services
Legal Service Unit (LSU) dedicated to your department/agency	4,968	n/a	n/a	n/a
National Litigation Sector (including regional offices across the country)	190	805	n/a	n/a
Trade Law Bureau – JTL legal opinions	29	11	n/a	n/a
Trade Law Bureau – JTL advice during treaty negotiations	19	n/a	n/a	n/a
Centre of Expertise – Procurement Law	47	n/a	n/a	n/a
Centre of Expertise – Centre for Labour and Employment Law	131	n/a	n/a	n/a
Centre of Expertise – Business and Technology Law	11	n/a	n/a	n/a
Tax Law Services (Ottawa), including the TLS ADMO and the Tax Law Litigation Section	47	71	n/a	n/a
LSU - Competition Bureau Legal Services	n/a	24	n/a	n/a
LSU - Employment and Social Development Canada	n/a	84	n/a	n/a
LSU - National Security Litigation and Advisory Group	n/a	58	n/a	n/a
LSU - Public Services and Procurement Canada, including the Centre of Expertise in Procurement Law	n/a	72	n/a	n/a
LSU - Treasury Board Secretariat, including the Centre for Labour and Employment Law	n/a	126	n/a	n/a
Legislative Services Branch (specializing in the drafting of Bills)	n/a	n/a	247	n/a
Finance Canada – Tax Counsel Division	n/a	n/a	17	19
Legislative Services Branch (specialized in regulatory drafting) - Headquarters Regulations Section	n/a	n/a	n/a	314
Legislative Services Branch (specialized in regulatory drafting) - Health Canada Regulations Section	n/a	n/a	n/a	61
Legislative Services Branch (specialized in regulatory drafting) - Transport Canada Regulations Section	n/a	n/a	n/a	54
Other	101	110	26	95
Unknown	397	738	46	194
Total	5,940	2,099	336	737

n/a - the service provider does not provide this particular service type.

ANNEX G – SERVICE STANDARDS FOR THE PROVISION OF LEGAL SERVICES IN GOVERNMENT

The Department of Justice Canada is committed to delivering high-quality legal advisory, litigation, and legislative and regulatory drafting services in accordance with the following set of common Service Standards focusing on responsiveness, timeliness and usefulness.

Responsiveness of Services

- We provide timely status updates with respect to our services.

Timeliness of Services

- We respond in a timely manner to requests for legal services.
- We negotiate and meet mutually acceptable deadlines.

Usefulness of Services

- We provide consistent legal advice that reflects a whole-of-government approach.
- We work with you to identify, explain and mitigate legal risks.
- We provide clear and practical legal advice to support your mandate.
- We prepare draft legislative texts to meet your policy and program objectives.
- We involve you in the development of legal strategy and positions.
- We identify means to prevent and resolve legal disputes at the earliest opportunity.

The Service Standards, most recently updated in November 2022, are included in Memoranda of Understanding with client departments and agencies and can be found on the Department's website.¹⁹

¹⁹ [Service Standards for the Provision of Legal Services in Government](#).