

RCMP External Review Committee

2018-2019

Departmental Plan

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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Cat. Number PS20-6E-PDF
ISSN 2371-7823

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Institutional Head’s message

The ERC issues findings and recommendations in appeal cases that arise in the RCMP’s employment and human resources management activities. The ERC mandate includes the review of appeals of RCMP decisions in certain matters related to harassment complaints, member conduct, dismissal, discharge and ordered stoppages of pay and allowances.

The work of the ERC provides independent and impartial review of issues critical to RCMP members and managers and to Canadians. It assists in ensuring that RCMP internal recourse processes are fair and respect the principles of law. It also ultimately contributes to the health and productivity of the RCMP workplace and its ability to serve Canadians well.

In 2018-19, the ERC will have opportunities and challenges as it implements the additional funding recently approved for the next several years. The hiring and training of skilled staff for case review work will be a key focus while continuing to ensure thorough reviews and substantive excellence in findings and recommendations. At the time of printing of this report, the ERC Chair position was vacant since late February 2018.

Jamie Deacon
Executive Director

Plans at a glance

The ERC will face continued operational pressures in delivering its case reviews in 2018-19 due to the need to manage a significant backlog of files and increased workload projections. The ERC will continue to manage two streams of case referrals from the RCMP: one under the current legislation and the other under the legacy legislation for cases commenced within the RCMP prior to November 28, 2014. The priority for the ERC this year will be to increase its case review capacity using additional funding approved in late 2017. The hiring and training of new staff, as well as staff retention to support knowledge transfer and excellence, will be essential to delivering results.

Continuous program improvement remains a priority for the ERC. The ERC will continue to improve its efficiency and productivity through active monitoring and management of its caseload. The ERC uses evidence-based assessment and projections to inform planning and risk management and will focus on adaptability, flexibility and gains in case review practices. The development and publication of service delivery standards with time limits for the completion of case reviews (as required by the *RCMP Act*, s. 28.1) remains a priority for the ERC.

For more information on the ERC's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Programs

Program title: Appeal case review

Description

The ERC is an independent administrative tribunal that contributes to fair and equitable labour relations and helps to reinforce accountability at all levels within the RCMP. Other than the courts, the ERC is the only independent review mechanism available to RCMP members and management for labour relations matters. The ERC conducts impartial reviews of appeals of certain conduct measures imposed on RCMP members and of written decisions regarding harassment complaints, revocations of appointments, discharges, demotions and ordered stoppages of pay and allowances. Case files dealing with these matters are referred to the ERC for review by the RCMP pursuant to sections 33 and 45.15 of the *Royal Canadian Mounted Police Act* and section 17 of the *Royal Canadian Mounted Police Regulations*. In conducting its reviews of referred case files, the ERC considers the entire file record that is provided by the RCMP which can include statements from members (complainants, respondents and others), video or audio records and testimony from witnesses, historical human resources file materials and other documentation. Once a review has been completed, the ERC provides findings and recommendations to the Commissioner of the RCMP (as the final decision maker) and to the parties. The ERC's findings and recommendations are directed at ensuring that the general principles of administrative law and labour law are respected and that the requirements of the *RCMP Act* and other relevant legislation, such as the *Canadian Human Rights Act*, are adhered to in decision making. In some cases, the ERC makes recommendations for broader change or for actions that might be taken to address issues raised in a file (e.g. changes in RCMP policies or management practices, or additional or new training for RCMP members or managers). Access to summaries of ERC findings and recommendations and to ERC reports and discussion papers is provided to RCMP members and the public through the [ERC's website](#)ⁱ and publications, and through presentations or other outreach to RCMP members.

Planning highlights

Initial projections through the end of 2017-18 (for legacy cases and current legislation cases combined) were for the number of files referred to the ERC to be more than double the historical annual average (80-100 files). The projection is accurate for 2017-18. However, current rates of referrals from the RCMP are now exceeding initial projections by approximately 50% for current legislation cases. Legacy referral projections for future years are unchanged. The ERC's ability to address an increase in the forecasted workload will principally depend on the availability of additional skilled resources and the time required to integrate the additional staff into its operations.

Regular dialogue with the RCMP on general program management, workload and administrative matters will continue in support of program delivery, planning and risk management.

The ERC will continue to focus on effectiveness and efficiency in its case reviews during 2018-2019. The introduction of service standards, now targeted for Spring 2019, will support program management, transparency and accountability. The ERC recognizes that setting meaningful service standards will be a challenge given its current lengthy delays in processing cases.

Web-based and other communications activities that support RCMP member awareness of workplace issues (such as disseminating case review summaries to RCMP members in the ERC *Communiqué* publication, and presentations to workplace representatives or managers) will continue.

While positioning itself to address the challenges that it will face in 2018-19, the ERC will ensure that its findings and recommendations in each case are substantively correct, clear and relevant for the parties and for the Commissioner of the RCMP.

Expected Results

| Expected results | Performance indicators | Target | Date to achieve target | 2014–15 Actual results | 2015–16 Actual results | 2016–17 Actual results |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------|----------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------|
| ERC findings and recommendations are issued in a timely manner. | Percentage of cases where findings and recommendations are issued within the service standard time limit. | 100% | Spring 2019 | Not applicable. (Expected results were updated in 2016-17.) | Not applicable. (Expected results were updated in 2016-17.) | Not applicable until target date. |
| RCMP members are aware of and understand workplace issues well. | Percentage of summaries of findings and recommendations issued that are posted on the website within two months following each quarter. | 100% | Ongoing | Not applicable. (Expected results were updated in 2016-17.) | Not applicable. (Expected results were updated in 2016-17.) | 100% |
| Canadians and Parliamentarians are informed of the ERC's role, key findings and recommendations. | Percentage of ERC findings and recommendations that are reflected in the ERC Chair's Annual Report to Parliament. | 100% | Ongoing | Not applicable. (Expected results were updated in 2016-17.) | Not applicable. (Expected results were updated in 2016-17.) | 100% |

Budgetary financial resources (dollars)

| 2018–19 Main Estimates | 2018–19 Planned spending | 2019–20 Planned spending | 2020–21 Planned spending |
|------------------------|--------------------------|--------------------------|--------------------------|
| 3,124,931 | 3,124,931 | 3,393,402 | 2,795,211 |

Human resources (full-time equivalents)

| 2018–19 Planned full-time equivalents | 2019–20 Planned full-time equivalents | 2020–21 Planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 17 | 19 | 15 |

As the appeal case review program is the sole program of the RCMP External Review Committee, there is no information on any lower-level programs for the organization available in the [GC InfoBase](#).ⁱⁱ

Internal Services

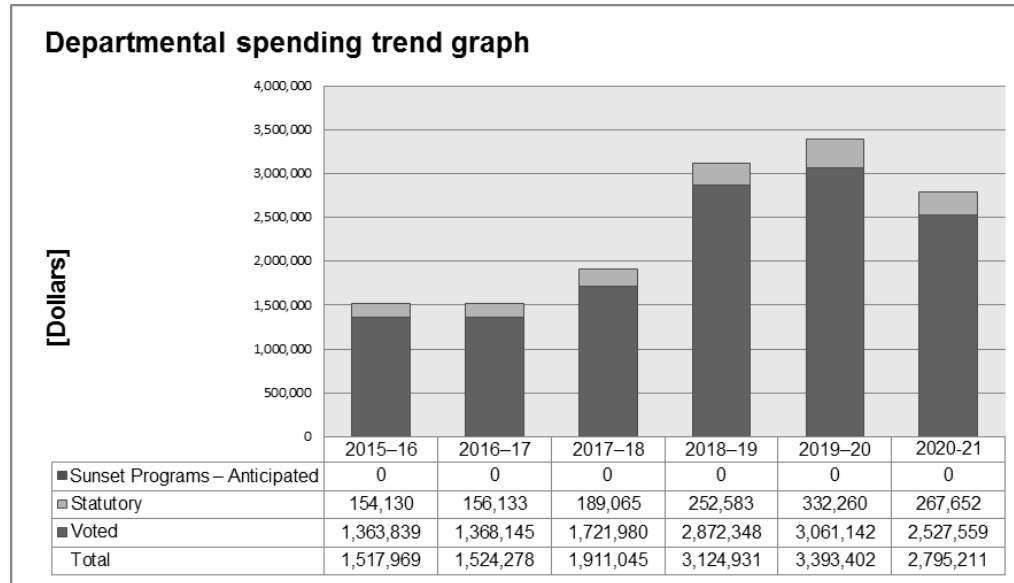
Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

The Treasury Board of Canada Secretariat granted the ERC an exemption from reporting on Internal Services as a separate program beginning in 2009-10 (given the focused nature of the ERC program and associated resources). This Report, therefore, presents information based on a single ERC program and does not provide information on Internal Services separately.

Spending and human resources

Planned spending



Budgetary planning summary for Programs and Internal Services (dollars)

| Programs and Internal Services | 2015–16 Expenditures | 2016–17 Expenditures | 2017–18 Forecast spending | 2018–19 Main Estimates | 2018–19 Planned spending | 2019–20 Planned spending | 2020–21 Planned spending |
|--------------------------------|----------------------|----------------------|---------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| Appeal case review | 1,517,969 | 1,524,278 | 1,911,045 | 3,124,931 | 3,124,931 | 3,393,402 | 2,795,211 |
| Subtotal | 1,517,969 | 1,524,278 | 1,911,045 | 3,124,931 | 3,124,931 | 3,393,402 | 2,795,211 |
| Internal Services* | - | - | - | - | - | - | - |
| Total | 1,517,969 | 1,524,278 | 1,911,045 | 3,124,931 | 3,124,931 | 3,393,402 | 2,795,211 |

* The ERC continues to be exempted from reporting separately on Internal Services expenditures.

The ERC's budget planning trend had been relatively consistent for the past several years. The ERC base budget had been augmented through approvals of annual temporary funding into fiscal year 2016-17. With the approval of additional multi-year funding in late 2017, ERC will receive \$8.1M over four years beginning in 2017-18.

Planned human resources

Human resources planning summary for Programs and Internal Services
(full-time equivalents)

| Programs and Internal Services | 2015–16 Actual full-time equivalents | 2016–17 Actual full-time equivalents | 2017–18 Forecast full-time equivalents | 2018–19 Planned full-time equivalents | 2019–20 Planned full-time equivalents | 2020–21 Planned full-time equivalents |
|--------------------------------|--------------------------------------|--------------------------------------|----------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Appeal case review | 8 | 8 | 8 | 17 | 19 | 15 |
| Subtotal | 8 | 8 | 8 | 17 | 19 | 15 |
| Internal Services* | - | - | - | - | - | - |
| Total | 8 | 8 | 8 | 17 | 19 | 15 |

* The ERC continues to be exempted from reporting separately on Internal Services expenditures.

The planned year end ERC FTE complement during the 2018-2019 year comprises six indeterminate employees, two secondments and up to nine additional employees (program admin, corporate service, legal counsel and a vice-chair). New resources are essential for the effective delivery of the appeal case review program and for management accountabilities.

Estimates by vote

For information on the RCMP External Review Committee's organizational appropriations, consult the [2018–19 Main Estimates](#).ⁱⁱⁱ

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the ERC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [ERC's website](#)^{iv}.

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

| Financial information | 2017–18 Forecast results | 2018–19 Planned results | Difference (2018–19 Planned results minus 2017–18 Forecast results) |
|----------------------------------------------------------------------|-----------------------------|----------------------------|------------------------------------------------------------------------------|
| Total expenses | 2,116,140 | 2,827,166 | 711,026 |
| Total revenues | 0 | 0 | 0 |
| Net cost of operations before government funding and transfers | 2,116,140 | 2,827,166 | 711,026 |

The difference between forecast results for 2017-18 and planned results for 2018-19 is due principally to the new funding through 2020-21 announced in October 2017. The total expenditures sought for 2018-19 is \$2,827,166 compared to \$2,116,140 for 2017-18, representing an increase of \$711,026 from previous year with an increase in salaries, O&M and statutory expenditures.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional head: Chair (currently vacant)

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instrument[s]: *Royal Canadian Mounted Police Act*, R.S.C. 1985, c. R-10^v

Year of incorporation / commencement: 1986

Raison d’être, mandate and role

“Raison d’être, mandate and role: “who we are and what we do” is available on the [ERC’s website](#)^{vi}.

Operating context and key risks

Information on operating context and key risks is available on the [ERC’s website](#)^{vii}.

Reporting framework

The RCMP External Review Committee’s Strategic Outcome and Program Alignment Architecture (PAA) of record for 2018–19 are shown below:

1. Strategic Outcome: Fair and transparent labour relations decision-making that reinforces accountability

1.1 Program: Appeal case review

Internal Services

The Treasury Board of Canada Secretariat granted the ERC an exemption from reporting on Internal Services as a separate program beginning in 2009-10. This report therefore continues to present information based on a single ERC program.

Supporting information on lower-level programs

As the appeal case review program is the sole program of the RCMP External Review Committee, there is no information on any lower-level programs for the organization available in the [GC InfoBase](#).^{viii}

Supplementary information tables

The following supplementary information tables are available on the [ERC's website](#)^{ix}.

- ▶ Departmental Sustainable Development Strategy
- ▶ Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^x This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

RCMP External Review Committee

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Web: <http://www.erc-cee.gc.ca>

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Alignment Architecture (architecture d'alignement des programmes)¹

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. RCMP External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. 2018–19 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- iv. RCMP External Review Committee, Future-Oriented Financial Statements, <http://www.erc-cee.gc.ca/cnt/rsrscs/rprts/fofs-efp/index-en.aspx>
- v. Department of Justice Canada, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- vi. RCMP External Review Committee, Raison d'être, mandate and role, <http://www.erc-cee.gc.ca/cnt/bt/index-en.aspx>
- vii. RCMP External Review Committee, Operating context and key risks, <http://www.erc-cee.gc.ca/cnt/bt/index-en.aspx>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. RCMP External Review Committee, Supplementary Information Tables, <http://www.erc-cee.gc.ca/cnt/rsrscs/rprts/dprtmntl-pln/index-en.aspx>
- x. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>