

Civilian Review and Complaints Commission for the RCMP

2015–16

Departmental Performance Report

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

© Her Majesty the Queen in Right of Canada, represented by the Civilian Review and
Complaints Commission for the Royal Canadian Mounted Police, 2016

Catalogue No.: PS75-3E-PDF
ISSN 2369-596X

This document is available on the Civilian Review and Complaints Commission for the Royal Canadian Mounted
Police website at: <http://www.crcc-ccetp.gc.ca>.

This document is available in alternative formats upon request.

Table of Contents

Chairperson’s Message	1
Results Highlights	3
Section I: Organizational Overview.....	5
Organizational Profile	5
Organizational Context.....	5
Organizational Priorities	8
Section II: Expenditure Overview.....	16
Actual Expenditures	16
Budgetary Performance Summary	16
Departmental Spending Trend.....	17
Alignment of Spending With the Whole-of-Government Framework	18
Financial Statements and Financial Statements Highlights	19
Section III: Analysis of Program and Internal Services.....	20
Civilian review of RCMP members’ conduct in the performance of their duties	20
Internal Services	23
Section IV: Supplementary Information	24
Supporting Information on Lower-Level Programs	24
Supplementary Information Tables	24
Federal Tax Expenditures	25
Organizational Contact Information	25
Appendix: Definitions	26
Endnotes	29

Chairperson's Message

In this inaugural year as the Civilian Review and Complaints Commission for the RCMP, our focus was on putting into action the expanded mandate provided in the *Enhancing Royal Canadian Mounted Police Accountability Act*, which came into force in late 2014.

With this new authority in place, we launched two reviews of RCMP programs. The first examines the RCMP's implementation of recommendations made in Justice Dennis O'Connor's 2006 *Report of the Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar*. The second is a review of the RCMP's implementation of recommendations made in the Commission's 2013 Report on Harassment in the RCMP. This review, requested by The Honourable Ralph Goodale, Minister of Public Safety, will also examine the RCMP's implementation of its Gender and Respect Action Plan and RCMP culture more broadly.

Both reviews will provide the public with an independent assessment of the changes the RCMP has made to its policies and practices. These reviews come at a critical time as Parliament considers RCMP collective bargaining (Bill C-7) and a National Security and Intelligence Committee of Parliamentarians (Bill C-22). The Commission has been a consistent contributor to the parliamentary debate of both Bills, demonstrating its current mandate to provide comprehensive RCMP oversight and its potential role in broader oversight regimes being considered by legislators.

The Commission continued its focus on building direct working relationships with government partners, the RCMP, interest groups and other police oversight bodies in every province and territory. This has increased awareness of the Commission, our new mandate and responsibilities and contributed to a more unified and effective community of practice for police oversight in Canada.

We have also continued our work on several large investigations which carried over from previous years. Notable among these are our reports on the RCMP's Response to the 2013 Flood in High River, Alberta, our ongoing review of RCMP Response to Shale Gas Protests in Kent County, New Brunswick and our investigation into policing in Northern British Columbia.

To meet the demands of our expanded mandate and the additional work it brings, we have hired new analysts and investigators to add capacity, depth and experience to our in-house roster. We also moved our Complaint Intake office from Surrey, B.C., to the Commission's Headquarters in Ottawa. This allowed us to streamline the complaint process and better integrate it in the Commission's operations. In conjunction with this move, an on-line complaint tool was launched in June 2015, giving the public 24/7 access to the Commission's complaint process.

As always, our efforts are aimed at providing the public and the RCMP an independent and transparent process through which to address concerns about how members of the RCMP carry out their policing duties. By examining member conduct and, where appropriate, making meaningful, remedial recommendations, the Commission seeks to enhance the performance of the RCMP and ultimately contribute to the public's understanding of, and confidence in, this important Canadian law enforcement institution.

Ian McPhail, Q.C.
Chairperson

Results Highlights

Funds Used	Key Results
\$9.7M	
People	<ul style="list-style-type: none">✓ Enhanced public complaint process including new online service✓ 2,399 public complaints and 241 review requests processed✓ Case Management System fully operationalized✓ Two specified activity investigations initiated✓ Public education/outreach and stakeholder engagement completed in every provincial and territorial jurisdiction
67 FTEs	

Section I: Organizational Overview

Organizational Profile

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

Institutional Head: Ian McPhail, Q.C.

Ministerial Portfolio: Public Safety and Emergency Preparedness

Enabling Instrument: *Royal Canadian Mounted Police Act*

Year of Incorporation / Commencement: 2014

Organizational Context

Raison d'être and Responsibilities

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police (the Commission) is an independent agency created by Parliament and is not part of the Royal Canadian Mounted Police (RCMP). The Commission's fundamental role is to provide civilian review of the conduct of RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. The Commission ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify and remedy policing problems which stem from the conduct of individual RCMP members or from deficiencies in RCMP policies or practices. The Commission also conducts reviews of specified RCMP activities, reports to provinces which contract RCMP services, conducts research, program outreach and public education, and provides independent observers to investigations of serious incidents involving RCMP members.

The Minister of Public Safety and Emergency Preparedness is responsible for this organization.

Strategic Outcome and Program Alignment Architecture

Strategic Outcome: Public Confidence in the RCMP

Program: Civilian review of RCMP members' conduct in the performance of their duties

Internal Services

Operating Environment and Risk Analysis

The public accountability of policing organizations and the civilian oversight of police conduct continues to be of concern to Canadians. Timely, thorough and independent review of police conduct, especially in circumstances that attract wide public interest, is essential to maintaining public confidence in law enforcement.

The Commission's new authorities, which came into effect in late 2014, provide for the initiation of investigation into and evaluation of police conduct, policy and practice in appropriate circumstances, enhancing the transparency and independence of the public complaint investigation process.

These new authorities have brought increased expectations from the public as well as provincial and municipal governments who contract for policing services from the RCMP.

The Commission must be able to respond to emerging law enforcement issues and be seen as providing valued input not only with respect to the conduct of RCMP police officers in the performance of their duties, but also in the evolution of law enforcement practices as they adapt to changing social, cultural and community dynamics across the country.

The Commission must carefully manage its resources to ensure it is able to respond in a timely and effective way to incidents where RCMP member conduct is brought into question through an individual public complaint or as a result of a broader concern expressed by political leaders, community stakeholders and interest groups.

The Commission has continued to refine its structure and business model, identifying efficiencies which reduce administrative costs and enhance operational processes, and ensures that the bulk of its resources are focused on its primary objectives. The most significant business change undertaken over this reporting period was the relocation of the Commission's national complaint intake function from Surrey, B.C., to its headquarters office in Ottawa. This business process change has allowed the realignment of operational budgets to support an enhanced investigational presence in British Columbia, the RCMP's largest contract jurisdiction and to respond to provincial and federal priorities relating to Aboriginal communities in BC.

Key Risks

Risk	Risk Response Strategy	Link to the Organization's Program
<p>RCMP Implementation of Commission's Recommendations</p> <p>As the Commission's recommendations to the RCMP are not binding, there is a risk that key recommendations will not be implemented.</p>	<p>The Commission maintained its systematic tracking of recommendations made to the RCMP. It also met regularly with RCMP officials to discuss the manner and timing in which the Commission's recommendations are being implemented.</p>	<p>Civilian review of RCMP members' conduct in the performance of their duties</p>
<p>Responding to Major Policing Events</p> <p>The Commission has no control over serious incidents between the RCMP and the public. Such events may impact on workloads across the Commission and have the potential to negatively affect the maintenance of service standards.</p>	<p>The Commission has a supply arrangement for specialized investigators, and continued to track workloads, and, where needed, reallocated staff to priority areas.</p> <p>The Commission must ensure that it has resources available to respond appropriately to any incidents that may arise throughout the fiscal year.</p>	<p>Civilian review of RCMP members' conduct in the performance of their duties</p>

Organizational Priorities

Name of Priority: Strengthen the public complaint process

Description

A strong, accessible and timely complaint process with established service standards enhances the credibility of both the Commission and the RCMP. The outcome of a complaint, whether made by an individual or by the Commission Chair, is the formulation of findings which identify both deficiencies and opportunities, and remedial recommendations designed to positively influence RCMP member conduct, policies and/or practices. A robust approach to both the formulation and implementation of findings and recommendations is necessary to ensure continual progress in effecting change and fostering public confidence in the RCMP. The Commission must enhance its capacity to conduct independent investigations where appropriate, gather and analyse relevant data, and track the manner in which recommendations are accepted and implemented by the RCMP.

Priority Type: On-going

Key Supporting Initiatives

Priority: Strengthen the public complaint process				
Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program
Implement service delivery methods that maximize efficiency and effectiveness of the complaint intake process and enhance the Commission's data collection, statistical integration and reporting functions.	On-going		On Track	Civilian review of RCMP members' conduct in the performance of their duties
Evaluate, establish and publicly report on service standards for the complaint and review processes.	On-going		On Track	
Develop the Commission's Informal Resolution Program in light of recent legislative changes.	On-going		On Track	
Continue to track actions taken by the RCMP on recommendations contained in public reports, and establish a tracking mechanism for the implementation of recommendations contained in individual reports.	On-going		On Track	
Progress Toward the Priority				
<ul style="list-style-type: none"> The Commission evaluated and reported on its service standards for the complaint and review process. The Commission has made significant progress in implementing service delivery methods that 				

maximize efficiency and effectiveness of the complaint intake process with an online complaint process launched in June 2015.

- The Commission has continued to track actions taken by the RCMP on recommendations contained in public reports, and has established a tracking mechanism for the implementation of recommendations contained in individual reports.
- The Commission has continued to coordinate with appropriate provincial and territorial bodies and the RCMP regarding operation of the complaint, review and investigation processes.
- Through the implementation of a new case management system, the Commission has enhanced its data collection, statistical integration and research functions.

Name of Priority: Strengthen the Commission’s investigative capacity and introduce specified activity reviews

Description

The independence regarding police investigations of police actions continues to be of concern to Canadians. In most Canadian jurisdictions, measures are in place to ensure independent criminal investigations into serious incidents involving police officers. It is equally important that the investigation into and evaluation of police conduct, policy and practice be conducted independently in appropriate situations, and particularly where an incident attracts wide public interest. The authority of the Commission to conduct its own investigations in appropriate circumstances enhances the transparency and independence of the public complaint investigation process in a cost effective way. This contributes to the public's perception of the impartiality of such reviews and investigations and, by extension, its confidence in the RCMP.

Conducting reviews of specified RCMP activities will contribute to the increased transparency and public accountability of the RCMP. The reviews will be supported by independent research and will include systemic examinations of policies, procedures and training, among other issues, and the results will be made public. Specified activity reviews can be undertaken based on any number of criteria, including at the request of provincial ministers responsible for policing where the RCMP provides service under contract. As such, the reviews have the potential to contribute to enhancing RCMP accountability in a number of areas.

Priority Type: On-going

Key Supporting Initiatives

Priority: Strengthen the Commission’s investigative capacity and introduce specified activity reviews				
Planned Initiatives	Start Date	End Date	Status	Link to the Organization’s Program
Reallocate operating budgets to support increased investigative capacity.	On-going		On Track	Civilian review of RCMP members’ conduct in the performance of their duties
Enhance staff training in the areas of investigation technique and major case management.	On-going		On Track	
Develop a comprehensive planning process, including a research support component.	On-going		On Track	

Undertake reviews based on a detailed risk analysis.	On-going	On Track	
Progress Toward the Priority			
<ul style="list-style-type: none"> • The Commission conducted consultations with stakeholders to assist in the identification of priority issues for investigation. • A comprehensive planning process was developed. • Two specified activity reviews were initiated in 2015/16. In January 2016, the Commission initiated a review of the RCMP’s implementation of the relevant recommendations contained in Justice Dennis O’Connor’s Report of the Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar. In February 2016, the Minister of Public Safety requested that the Commission undertake a comprehensive review of the RCMP’s policies and procedures on workplace harassment. The review will specifically examine the RCMP’s implementation of the recommendations made by the Commission in its 2013 Public Interest Investigation into RCMP Workplace Harassment. • Major case management system protocols were developed to ensure effective support of these specified activity reviews. 			

Name of Priority: Enhance relations with provincial and territorial governments, as well as police and federal review bodies

Description

In developing a relationship-building strategy, and enhancing appropriate linkages and communication with provincial and territorial governments, the Commission will establish and maintain its role as a strong participant in the field of civilian review of law enforcement. The expanded mandate requires the Commission to report on its activities to provincial and territorial governments. The development of relationships with governments and provincial review bodies will be integral to enabling the appropriate delivery of such reports, allowing their content to be responsive to provincial and territorial needs. This process will assist the Commission in enhancing the accountability and transparency of the RCMP towards the contracting provinces and territories.

Priority Type: On-going

Key Supporting Initiatives

Priority: Enhance relations with provincial and territorial governments, as well as police and federal review bodies				
Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program
Conduct regular meetings with provincial and territorial governments, as well as police review bodies.	On-going		On Track	Civilian review of RCMP members' conduct in the performance of their duties
Develop an annual government relations strategy.	On-going		On Track	
As required, share reports and other information regarding the Commission's activities with provincial and territorial governments as well as police review bodies.	On-going		On Track	
Progress Toward the Priority				
<ul style="list-style-type: none"> • The Commission has enhanced its relationships with provincial and territorial governments, review agencies and stakeholders with a view to aligning police oversight processes to the extent possible under existing law and its new mandate. • The Commission has developed processes for reporting to provincial and territorial governments as well as other police review bodies. • The Commission developed and implemented a government relations strategy which focused on enhancing collaboration with provincial oversight agencies and provincial government authorities responsible for public safety and law enforcement. 				

Name of Priority: Increase outreach, public education and engagement efforts

Description

In enhancing knowledge of its role and activities, the Commission will increase the opportunities available to the general public and community stakeholders to access the public complaint process. As the Commission works toward implementing service delivery methods that maximize the efficiency and effectiveness of complaint intake, it will be instrumental to increase and coordinate the Commission's contact with its partners, the public and community stakeholders in order to ensure that those who require or could benefit from information receive it. In pursuing such an engagement strategy and ensuring the appropriate and targeted provision of information, the Commission will strengthen public trust and confidence in the RCMP.

Priority Type: On-going

Key Supporting Initiatives

Priority: Increase outreach, public education and engagement efforts				
Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program
Establish annual engagement targets and priorities.	On-going		On Track	Civilian review of RCMP members' conduct in the performance of their duties
Identify key community stakeholders and partners, and develop suitable engagement strategies and informational materials for their use.	On-going		On Track	
Progress Toward the Priority				
<ul style="list-style-type: none"> • The Commission has established annual engagement targets and priorities. • Outreach/educational materials were designed and produced to support public education about the Commission, its mandate and the public complaint and review processes. • Targeted public outreach initiatives were carried out in every provincial and territorial jurisdiction over the course of the reporting period with specific focus on First Nation and Aboriginal communities and stakeholders. 				

Name of Priority: Ensure that the most effective and efficient tools and administrative support are in place to facilitate the transition to the new mandate.

Description

To respond to the requirements of its new mandate, the Commission must ensure that its resources are deployed in the most effective and efficient manner possible. Its operational and administrative structures, tools and processes must be focused on supporting the delivery of its priorities. Streamlining business processes and employing strategies and technologies which enhance operational efficiency will reduce the internal services costs.

Priority Type: On-going

Key Supporting Initiatives

Priority: Ensure that the most effective and efficient tools and administrative support are in place to facilitate the transition to the new mandate.				
Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program
Continue the IT Transformation.	On-going		On Track	Civilian review of RCMP members' conduct in the performance of their duties
Deploy a new case management system.	On-going		On Track	
Continue to streamline business processes.	On-going		On Track	
Ensure staffing plans are in place to support HR requirements of the new mandate.	On-going		On Track	
Progress Toward the Priority				
<ul style="list-style-type: none"> The transformation of the Commission's IT systems, through a partnership with another government agency, was completed in 2015-16. Upgrades were made to accommodate new mandate requirements and the consolidation of the public complaint intake function with the Commission's HQ operations in Ottawa. During 2015–16, the Commission has continued to restructure its administrative services and business processes, supporting GOC HR system renewal (Phoenix) and new financial management platforms. Enhancements to the Commission's case management system were developed, tested and deployed. A second generation version is being tested for deployment in 2017. The majority of staffing actions planned to meet new mandate requirements and the restructuring of the public complaint intake process were completed. 				

For more information on organizational priorities, see the [Minister's mandate letter](#).ⁱ

Section II: Expenditure Overview

Actual Expenditures

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	Difference (actual minus planned)
10,011,723	10,011,723	10,466,736	9,718,063	(293,660)

Human Resources (Full-Time Equivalents [FTEs])

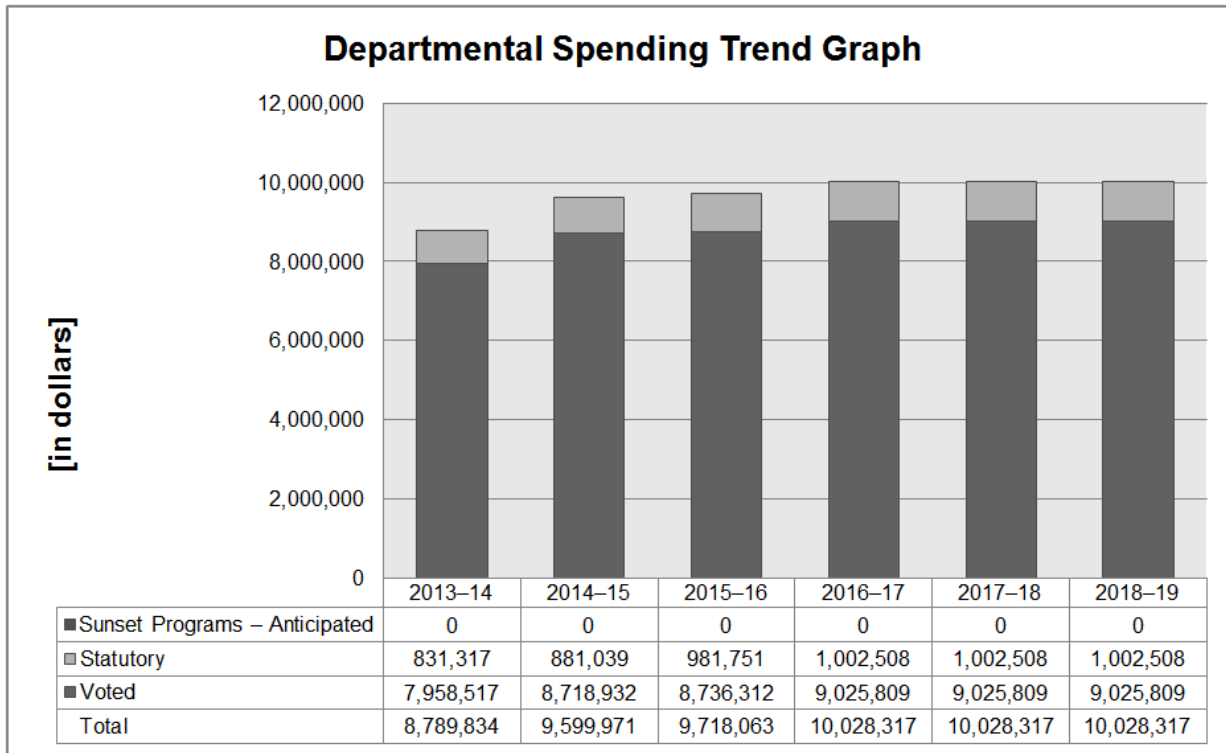
2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
67	67	0

Budgetary Performance Summary

Budgetary Performance Summary for Program(s) and Internal Services (dollars)

Program and Internal Services	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2014-15 Actual Spending (authorities used)	2013-14 Actual Spending (authorities used)
Strategic Outcome: Public Confidence in the RCMP								
Civilian review of RCMP members' conduct in the performance of their duties	6,307,346	6,307,346	6,317,800	6,367,800	6,762,359	6,529,281	6,181,112	4,361,336
Subtotal	6,307,346	6,307,346	6,317,800	6,367,800	6,762,359	6,529,281	6,181,112	4,361,336
Internal Services	3,704,377	3,704,377	3,710,517	3,660,517	3,704,377	3,188,782	3,418,859	4,428,498
Total	10,011,723	10,011,723	10,028,317	10,028,317	10,466,736	9,718,063	9,599,971	8,789,834

Departmental Spending Trend



The CRCC’s spending gradually increased 14% from actual spending of \$8.8M in 2013-14 to \$10.0M planned spending in 2016-17, due the implementation of the CRCC’s new mandate, following the passage of its enabling legislation in November 2014. New programs and activities supporting the CRCC’s expanded responsibilities have been rolled out over this period.

The Commission’s funding remains constant starting in 2016-17 as it has no sunseting funding.

Expenditures by Vote

For information on the Civilian Review and Complaints Commission for the RCMP’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2016](#).ⁱⁱ

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending With the [Whole-of-Government Framework](#)ⁱⁱⁱ (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Civilian review of RCMP members' conduct in the performance of their duties	Social Affairs	A safe and secure Canada	6,529,281

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	0	0
Social affairs	6,307,346	6,529,281
International affairs	0	0
Government affairs	0	0

Financial Statements and Financial Statements Highlights

Financial Statements

The Civilian Review and Complaints Commission for the RCMP's Financial Statements for this reporting period can be viewed on the [Commission's website](#).

Financial Statements Highlights

Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	11,311,409	11,058,860	10,694,744	(252,549)	363,716
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	11,311,409	11,058,860	10,694,744	(252,549)	363,716

Condensed Statement of Financial Position (unaudited) As at March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	1,754,531	1,466,873	287,658
Total net financial assets	1,125,869	820,367	305,502
Departmental net debt	628,662	646,506	(17,844)
Total non-financial assets	393,205	464,828	(71,623)
Departmental net financial position	(235,457)	(181,678)	(53,779)

Section III: Analysis of Program and Internal Services

Civilian review of RCMP members' conduct in the performance of their duties

Description

The Commission is an independent agency created by Parliament to provide fair and independent civilian review of RCMP members' conduct in the performance of their duties. The Commission accomplishes this by receiving complaints from the public about the conduct of RCMP members, and monitoring the RCMP's investigation of such complaints. Where a complainant is not satisfied with the outcome of the RCMP's response to a complaint, a request can be made to the Commission for an independent review of the members' conduct and the RCMP's handling of the matter. In reviewing complaints, the Commission may find that it is satisfied with the RCMP's handling of the complaint, or it may make findings and recommendations to the RCMP Commissioner and the Minister of Public Safety and Emergency Preparedness with respect to matters addressed in the complaint. The Commission also has the mandate to conduct reviews of specified RCMP activities; report to provinces and territories which contract RCMP services; conduct research, program outreach and public education; and provide independent observers to investigations of serious incidents involving RCMP members.

Program Performance Analysis and Lessons Learned

The workload associated to the Commission's core function—receiving, processing and monitoring public complaints and independently reviewing RCMP public complaint investigations—mirrored that of previous years. Of note is the unprecedented number of public interest investigations the Commission had in progress during the course of the year.

The Commission processed 2,399 complaints regarding the on-duty conduct of RCMP members in 2015-16. Of these complaints, 1,952 were lodged with the Commission, while 447 were made directly to the RCMP.

In 2015-16, considerable changes were made to the Commission's complaint intake processes. The Commission amalgamated its call centre by moving it from Surrey, B.C., to its headquarters in Ottawa. This resulted in a more streamlined public complaint process and tighter integration with other units at the Commission.

To give complainants access to the Commission 24 hours a day, 7 days a week, the Commission implemented a new web-based complaint form in June 2015 that allows complainants to fill out and submit the form to the Commission directly through its website. This tool automatically inputs details about a complaint into the Commission's Case Management System, creating

efficiencies in the complaint process, and allowing the Commission to better serve Canadians. Since the online form became available, 32% of complaints have been lodged using this method.

If a complainant is not satisfied with the RCMP's handling of their public complaint, legislation allows for the complaint to be referred to the Commission for review. In 2015-16, the Commission received 241 new requests for review. To ensure timely responses to public complaints, target response times have been put in place by the Commission for its role in the complaint and review process. This year, 80% of the Commission's Satisfied and Interim Reports were completed within the target 120-day timeframe and 100 % of its Final Reports were delivered within the target 30-day timeframe.

To increase awareness of the Commission and its new mandate and to contribute to a more unified and effective community of practice for police oversight in Canada, the Commission continues to focus on building direct working relationships with government partners, the RCMP, special interest groups and other police oversight bodies in every province and territory.

The Commission's new authorities give it expanded investigative powers, the ability to conduct joint complaint investigations with other police complaints bodies, broader access to RCMP information, and the ability to undertake RCMP policy reviews. In 2015-16, the Commission launched two specified activity reviews.

In January 2016, the Commission initiated a review of the RCMP's implementation of the relevant recommendations contained in Justice Dennis O'Connor's Report of the Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar. The purpose is to ensure that RCMP activities are carried out in accordance with legislation, regulations, and ministerial direction by assessing policies, procedures and guidelines.

In February 2016, the Minister of Public Safety requested that the Commission undertake a comprehensive review of the RCMP's policies and procedures on workplace harassment. The review will specifically examine the RCMP's implementation of the recommendations made by the Commission in its 2013 Public Interest Investigation into RCMP Workplace Harassment.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
6,307,346	6,307,346	6,762,359	6,529,281	221,935

Human Resources (Full-Time Equivalent [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
44	45	1

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased transparency and public accountability of the RCMP	Increased % of public confidence in the complaint process over a two-year period.	1% increase by March 2016	N/A*
	Increased % of accepted recommendations implemented over a two-year period		
Enhanced accountability to RCMP contracting provinces	Increased % of contracting partner confidence in the RCMP over a two-year period.	1% increase by March 2016	N/A*

*The Commission relied on performance results drawn from the RCMP's public opinion research conducted as part of its core survey program. Core survey results were not published by the RCMP for the reporting period.

Internal Services

Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities 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.

Program Performance Analysis and Lessons Learned

The Commission continued to restructure its administrative services with a focus on creating efficiencies that allowed for the investment of savings into new mandate areas along with enhancements to the complaint and review processes.

A new case management system has been deployed to consolidate and centralize all aspects of the public complaint process into one information management system. This supports both the management of complaint and review processes and the Commission's new provincial reporting requirements.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
3,704,377	3,704,377	3,704,377	3,188,782	(515,595)

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
23	22	(1)

Section IV: Supplementary Information

Supporting Information on Lower-Level Programs

The information presented in this report is at the lower-level program for the Civilian Review and Complaints Commission for the RCMP.

Supplementary Information Tables

The Civilian Review and Complaints Commission for the RCMP does not have any supplementary information tables.

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 annually in the [Report of Federal Tax Expenditures](#).^{iv} 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

E-mail:

Media@crcc-ccetp.gc.ca

Telephone:

From anywhere in Canada: 1-800-665-6878

TTY: 1-866-432-5837

Fax:

613-952-8045

Mail:

P.O. Box 1722, Station B,
Ottawa, ON K1P 0B3

Web:

<http://www.crcc-ccetp.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.

Departmental Performance Report (rapport ministériel sur le rendement): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

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.

Government of Canada outcomes (résultats du gouvernement du Canada): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

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 Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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 RPPs and DPRs.

plans (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.

priorities (priorité): Plans or projects 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 Strategic Outcome(s).

program (programme): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (rapport sur les plans et les priorités): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results (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.

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.

Whole-of-government framework (cadre pangouvernemental): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- i. Minister's mandate letter, <http://pm.gc.ca/eng/ministerial-mandate-letters>
- ii. Public Accounts of Canada 2016, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. Whole-of-Government Framework, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp>
- iv. Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>