

# RCMP External Review Committee

2021–22

## **Departmental Plan**

---

The Honourable William Sterling Blair, P.C., C.O.M., M.P.  
Minister of Public Safety and Emergency Preparedness

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Public Safety and Emergency Preparedness, 2021

Cat. Number PS20-6E-PDF

ISSN 2371-7823

---

## Table of contents

From the Chairperson .....	1
Plans at a glance .....	3
Core responsibilities: planned results and resources .....	5
Independent review of RCMP employment matters .....	5
Internal Services: planned results .....	9
Spending and human resources.....	11
Planned spending .....	11
Planned human resources.....	13
Estimates by vote.....	13
Future-oriented Condensed statement of operations .....	14
Corporate information .....	15
Organizational profile.....	15
Raison d'être, mandate and role: who we are and what we do .....	15
Reporting framework .....	15
Supporting information on the program inventory .....	17
Supplementary information tables .....	17
Federal tax expenditures .....	17
Organizational contact information .....	17
Appendix: definitions .....	19
Endnotes .....	23

---



## From the Chairperson

I am pleased to present the RCMP External Review Committee's 2021-22 Departmental Plan.

Through its independent and impartial reviews of appeal cases dealing with broad employment matters affecting RCMP members, including decisions in harassment complaints, conduct matters, demotion or the discharge of RCMP members due to any number of factors, the ERC helps to provide an assurance of fair and transparent recourse processes within the RCMP, ultimately contributing to the ability of the Force to serve Canadians.



The ERC's work over the past year with the portfolio department and central agencies to address program integrity resulted in receiving additional permanent ongoing funding in the Fall of 2020.

In 2021-22, with the additional permanent ongoing funding, the ERC will prioritize the implementation of new resources and ensure ongoing training and support. The ERC will continue to focus on reducing its backlog of cases and on delivering independent reviews, findings and recommendations to serve RCMP members, managers and the Force.

With the year 2020 behind us, the ERC has overcome multiple challenges and had to refocus its resources and be creative in its strategies while making employee's well-being and mental health a priority through this unprecedented pandemic. In spite of challenges of working remotely in accordance with public health authorities and governments recommendations, I am pleased to say that the ERC is on track to exceed the target it reached in 2019-20.

We have had many successes in 2020 and will continue to do so in 2021. With the ERC having secured additional permanent funding and allowed additional resources to be implemented, rigorous strategic examination of our backlog, and many steps have already been completed and continue to be taken to address an unsatisfactory delay in responding to member's concerns. I believe the ERC has provided the Commissioner and her Final Adjudicators with very meaningful and thoughtful Findings and Recommendations to assist them in adjudicating their member's cases. Year 2021-22 starts us off on facing ongoing pandemic realities and the well-being and mental health of ERC employees will continue to be one of the main priorities.

Charles Randall Smith  
Chairperson



## Plans at a glance

The ERC will continue to face significant operational pressures due to a backlog of files and workload projections that continue to exceed historical levels. The ERC manages 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.

In 2021-22, the ERC will focus on the orientation and training of the new staff complement hired as part of the permanent program integrity resources approved in the Fall of 2020. This phase, and support for staff generally, will be vital to achieving and maintaining the enhanced program capacity needed to continue to address the backlog of files awaiting review.

Continuous program improvement remains a priority for the ERC and will be realized through active monitoring and management of the ERC's caseload and 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 RCMP External Review Committee's plans, priorities and planned results, see the "Core responsibilities: planned results and resources" section of this report.



---

## Core responsibilities: planned results and resources

This section contains detailed information on the department's planned results and resources for each of its core responsibilities.

### Independent review of RCMP employment matters

#### Description

Independent and impartial case reviews, findings and recommendations for final decisions in appeals of internal RCMP decisions in harassment complaints, conduct cases, discharges or demotions, and stoppages of pay and allowances.

The [Royal Canadian Mounted Police External Review Committee](#)<sup>i</sup> (ERC) is an independent administrative tribunal that contributes to fair and equitable labour relations and helps to reinforce accountability at all levels within the Royal Canadian Mounted Police (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](#)<sup>ii</sup> and section 17 of the [Royal Canadian Mounted Police Regulations](#)<sup>iii</sup>. 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](#)<sup>iv</sup>, 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](#)<sup>v</sup> and publications, and through presentations or other outreach to RCMP members.

## **Planning highlights**

The ERC currently has a caseload of over 300 files under or awaiting review, which resulted in lengthy wait times for the completion of reviews following the ERC's receipt of a referred case. In 2021-22, following the hiring of additional resources further to the permanent program integrity funding in the Fall of 2020, the ERC will invest in developing its new staff capacity and knowledge and ensuring strategic and efficient use of its resources to increase its case review capacity.

The ERC's planned introduction of service standards in 2021-22 will support program management, transparency and accountability. An abridged copy of these service standards will be published on the ERC website.

Outreach activities will support RCMP member awareness of workplace and recourse issues (such as disseminating case review summaries to RCMP members in the ERC *Communiqué* publication, and through virtual presentations to RCMP officials with recourse responsibilities, managers or employee representatives). Regular dialogue with the RCMP on general program management, workload and administrative matters will continue in support of program delivery, planning and risk management.

While positioning itself to address the challenges that it will face in 2021-22, 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.

## Planned results for Independent review of RCMP employment matters

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.	The degree to which RCMP final decisions concord with ERC recommendations, expressed as the % of the RCMP final decisions that fully agree, partly agree or do not agree with the recommendations.	Up to 100%; no specific target.	Ongoing	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	Agreed in 82%, agreed in part in 4% and disagreed in 14%
Findings and recommendations are issued in a timely manner.	% of findings and recommendations that are issued within the service standard.	100%	April 2023	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	Not applicable
RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.	Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.	100% posted within two months following the end of the quarter.	Ongoing	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	Not applicable (ERC has transitioned from PAA to DRF in 2019-20)	100%

Financial, human resources and performance information for the RCMP External Review Committee's program inventory is available in the [GC InfoBase](#).<sup>vi</sup>

Planned budgetary financial resources for Independent review of RCMP employment matters

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
6,432,998	6,432,998	6,433,553	6,433,553

Financial, human resources and performance information for the RCMP External Review Committee’s program inventory is available in the [GC InfoBase](#).<sup>vii</sup>

Planned human resources for Independent review of RCMP employment matters

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
33	33	33

Financial, human resources and performance information for the RCMP External Review Committee’s program inventory is available in the [GC InfoBase](#).<sup>viii</sup>

## Internal Services: planned results

### **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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

### **Planning highlights**

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.



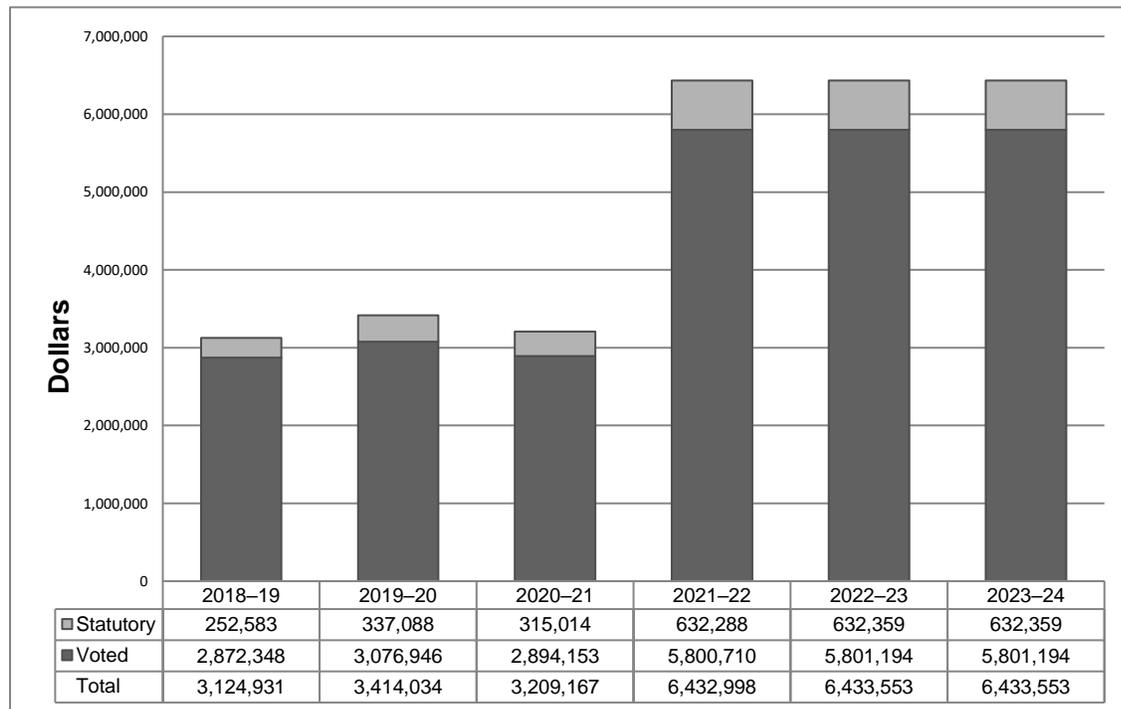
## Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

Departmental spending 2018–19 to 2023–24

The following graph presents planned (voted and statutory) spending over time.



In the Fall of fiscal year 2020-21, the ERC has secured additional permanent ongoing funding to support program capacity and integrity. With increased resources to deliver on its mandate in a timely and effective manner, the ERC will contribute to the integrity of the RCMP’s recourse system.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the RCMP External Review Committee’s core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Independent review of RCMP employment matters	2,311,207	3,132,901	3,209,167	6,432,998	6,432,998	6,433,553	6,433,553
<b>Subtotal</b>	2,311,207	3,132,901	3,209,167	6,432,998	6,432,998	6,433,553	6,433,553
Internal Services *	-	-	-	-	-	-	-
<b>Total</b>	2,311,207	3,132,901	3,209,167	6,432,998	6,432,998	6,433,553	6,433,553

\* The ERC is exempted from reporting separately on Internal Services expenditures.

The ERC’s work with the portfolio department and central agencies to address its permanent funding requirements has resulted with the ERC receiving additional permanent ongoing funding in the Fall of fiscal year 2020-21 to support the integrity of the appeal case review program.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the RCMP External Review Committee’s departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Independent review of RCMP employment matters	9.72	14.9	17	33	33	33
<b>Subtotal</b>	9.72	14.9	17	33	33	33
Internal Services *	-	-	-	-	-	-
<b>Total</b>	9.72	14.9	17	33	33	33

\* The ERC is exempted from reporting separately on Internal Services expenditures.

The ERC’s planned complement of resources from 2021-22 and ongoing is 33 FTEs. The increase of FTEs between 2020-21 and 2021-22 is attributed to increasing capacity and the creation of new positions as a result of additional permanent ongoing funding received in the Fall of 2020-21.

## Estimates by vote

Information on the RCMP External Review’s organizational appropriations is available in the [2021–22 Main Estimates](#).<sup>ix</sup>

## Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the RCMP External Review Committee's operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore 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 [RCMP External Review Committee's website<sup>x</sup>](#).

Future-oriented Condensed statement of operations for the year ending March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	5,855,015	6,779,840	894,825
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,855,015	6,779,840	894,825

The difference between forecast results for 2020-21 and planned results for 2021-22 relates to the amounts of permanent ongoing program funding approved in the Fall of 2020. The total expenditures planned for 2021-22 are \$6,779,840 compared to \$5,855,015 for 2020-21, representing an increase of \$894,825.

## Corporate information

### Organizational profile

**Appropriate minister(s):** The Honourable William Sterling Blair, P.C., C.O.M., M.P.

**Institutional head:** Charles Randall Smith, Chairperson

**Ministerial portfolio:** Public Safety and Emergency Preparedness

**Enabling instrument(s):** *Royal Canadian Mounted Police Act, R.S.C. 1985, c. R-10*<sup>xi</sup>

**Year of incorporation / commencement:** 1986

### Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on the [RCMP External Review Committee's website](#)<sup>xii</sup>.

### Reporting framework

The RCMP External Review Committee's approved departmental results framework and program inventory for 2021–22 are as follows.

		Independent review of RCMP employment matters			
Departmental Results Framework	ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.	The degree to which RCMP final decisions concord with ERC recommendations, expressed as the % of the RCMP final decisions that fully agree, partly agree or do not agree with the recommendations.		Internal Services	
	Findings and recommendations are issued in a timely manner.	% of findings and recommendations that are issued within the service standard.			
	RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.	Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.			
Program Inventory	Appeal case reviews				



## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the RCMP External Review Committee’s program inventory is available in the [GC InfoBase](#).<sup>xiii</sup>

## Supplementary information tables

The following supplementary information tables are available on the [RCMP External Review Committee’s website](#)<sup>xiv</sup>:

- ▶ [Sustainable Development Goals](#)

## Federal tax expenditures

RCMP External Review Committee’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xv</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

### Mailing address

RCMP External Review Committee  
P.O. Box 1159, Station B  
Ottawa, Ontario K1P 5R2  
Canada

**Telephone:** 613-998-2134

**Fax:** 613-990-8969

**Email:** [org@erc-cee.gc.ca](mailto:org@erc-cee.gc.ca)

**Website(s):** <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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. 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)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

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

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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 assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**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.

**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.

**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.

**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 inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**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.

**strategic outcome (résultat stratégique)**

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

**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. Royal Canadian Mounted Police External Review Committee, <http://www.erc-cee.gc.ca/index-en.aspx>
- ii. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- iii. Royal Canadian Mounted Police Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-281/index.html>
- iv. Canadian Human Rights Act, <http://laws-lois.justice.gc.ca/eng/acts/H-6/index.html>
- v. RCMP External Review Committee’s website, <http://www.erc-cee.gc.ca/index-en.aspx>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- x. RCMP External Review Committee’s website, Future-oriented statement of operations, <https://www.erc-cee.gc.ca/cnt/rsrscs/rprts/fofs-efp/index-en.aspx>
- xi. Royal Canadian Mounted Police Act, <http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html>
- xii. RCMP External Review Committee, Raison d’être, mandate and role, <http://www.erc-cee.gc.ca/cnt/bt/rspnsblts-en.aspx>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. RCMP External Review Committee, Sustainable Development Goals, <https://www.erc-cee.gc.ca/cnt/rsrscs/rprts/dprtmntl-pln/index-en.aspx>
- xv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>