

# **Commission for Public Complaints Against the RCMP**

**2008–2009**

**Departmental Performance Report**

---

The Honourable Peter Van Loan, C.P., M.P.  
Minister of Public Safety

# Table of Contents

Chair's Message

## SECTION I: DEPARTMENTAL OVERVIEW

1.1 Summary Information.....	1
Raison d'être: Vision, Mission, Mandate and Strategic Outcome.....	1
Strategic Outcome.....	1
Program Activity Architecture: Civilian review of RCMP members' conduct in the performance of their duties.....	2
1.2 Summary of Performance.....	2
Performance Summary.....	3
Contribution of Priorities to Strategic Outcome(s).....	5
Risk Analysis.....	7
Expenditure Profile.....	8
SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME.....	9
Strategic Outcome.....	10
Program Activity by Strategic Outcome.....	11
Program Activity: Civilian review of RCMP members' conduct in the performance of their duties.....	11
Benefits for Canadians.....	12
Performance Analysis.....	12
Lessons Learned.....	14
SECTION III: SUPPLEMENTARY INFORMATION.....	15
Financial Highlights.....	16
Financial Statements.....	16
List of Supplementary Information Tables.....	17
Other Items of Interest.....	17
Contacts for Further Information and Web Site.....	17
Legislation.....	17
Recent Publications.....	18

## **Chair's Message**

I am pleased to present the Departmental Performance Report of the Commission for Public Complaints Against the RCMP (CPC) for 2008-2009. The report provides an overview of our work during this fiscal year and discusses the extent to which the Commission has met its objectives, as set out in its 2008-2009 Report on Plans and Priorities.

In 2008, the CPC celebrated its 20th Anniversary; in December it held a one day conference which included speakers and panellists from government, law enforcement, media and academia. These experts shared their insights and experience on the future of police oversight at this milestone gathering. In December 2007 the government provided the Commission with 16 months of additional temporary funding that enabled it to better fulfill its existing mandate and to deal with increased workloads in complaints and reviews. The funding was used to refine existing processes for complaints and reviews, raise public awareness about the Commission and its work, improve access to the public complaints machinery, and build on the effectiveness of the CPC as a policing review agency through a number of key reports highlighting systemic concerns affecting the quality of RCMP policing.

A credible and effective regime of civilian oversight of the RCMP is an essential mechanism whereby the public and their police may jointly participate in a respectful dialogue, the ultimate goal of which is to maintain the public trust in the police individually and as an institution.

**Paul E. Kennedy**  
**Chair**

## **SECTION I: DEPARTMENTAL OVERVIEW**

## 1.1 Summary Information

### Raison d'être: Vision, Mission, Mandate and Strategic Outcome

The Commission for Public Complaints Against the RCMP (CPC) is an independent agency 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 the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. This public accountability is not only essential in helping ensure that police officers exercise their considerable authority appropriately but is also a structured response by the government to address a challenging and evolving public safety environment. The CPC has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

The CPC's Vision and Mission statements set out why it exists, what it does to support the Government of Canada's goal of maintaining safe and secure communities.

#### **Vision**

Excellence in policing through accountability.

#### **Mission**

To provide civilian review of RCMP members' conduct in performing their policing duties so as to hold the RCMP accountable to the public.

#### **Mandate**

The mandate of the CPC is set out in Part VII of the *RCMP Act* and can be summarized as follows:

- to receive complaints from the public about the conduct of RCMP members;<sup>1</sup>
- to initiate complaints to delve into RCMP conduct when it is in the public interest to do so;
- to conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints;
- to hold hearings and conduct investigations; and
- to report findings and make recommendations.

#### **Strategic Outcome**

In order to effectively pursue its mandate, the CPC aims to achieve the following strategic outcome:

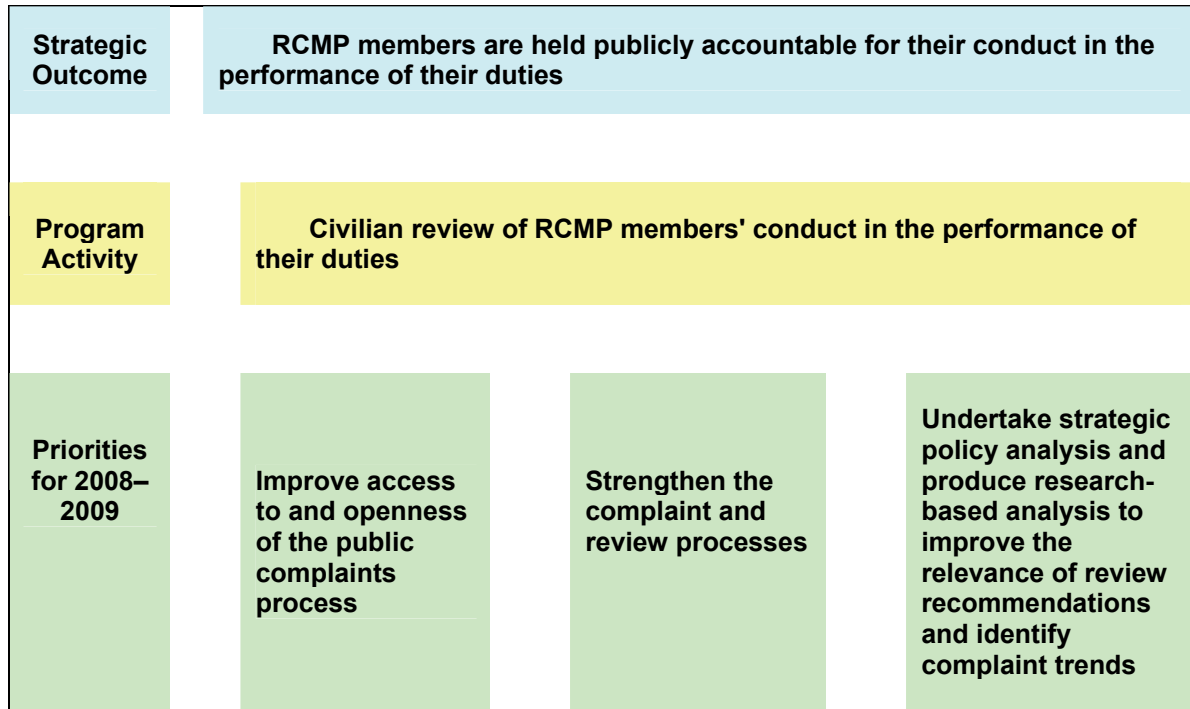
RCMP members are held publicly accountable for their conduct in the performance of their duties.

---

<sup>1</sup> Note: The term "members" as used in this document includes all persons appointed under the *RCMP Act*, i.e. both regular and civilian members of the RCMP.

**Program Activity Architecture: Civilian review of RCMP members’ conduct in the performance of their duties**

The following graphic outlines the CPC’s Program Activity Architecture and the priorities it set for 2008–2009.



**1.2 Summary of Performance**

**2008–09 Financial Resources (\$000)**

Planned Spending	Total Authorities	Actual Spending
8,676	9,223	8,569

**2008–09 Human Resources (FTEs)**

Planned	Actual	Difference
44	56	12

## Performance Summary

<b>Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties.</b>		
<b>Performance Indicators</b>	<b>Targets</b>	<b>2008–09 Performance</b>
The percentage of complaints received directly by the CPC is increased by 5% over the percentage of complaints received directly by the RCMP.	Annual increase of five percent	Approximately 67% of all complaints, versus less than 50% in prior years, are now lodged with the CPC. The number of complaints received in 2008–2009 increased by 34.5 % from 2007–2008. The RCMP has agreed that the CPC will promptly receive all complaints lodged with the RCMP.
The number of community group outreach activities/sessions undertaken.	Increased understanding and awareness	Feedback received from outreach sessions has been positive and indicates that there is a pressing need for the CPC to expand efforts to increase awareness and understanding of the complaints process.  The CPC produced a short in-house video to explain its work and the processes involved in filing a complaint.
Review reports publicly available through website and media coverage.	An assortment of review reports posted on website	Thirteen (13) review reports were posted on the website covering a range of issues from a shooting death to receiving adequate medical care while in custody.
Service standards maintained - complaints received are processed and delivered within 4 days and reviews are completed within 120 days.	80% of complaints processed within 4 days	<ul style="list-style-type: none"> <li>▪ 90% of complaints processed within 4 days</li> </ul>
	80% of interim and satisfied reports completed within 120 days of request	<ul style="list-style-type: none"> <li>▪ 89% of interim and satisfied reports completed within 120 days of request</li> </ul>
	80% of Final after Commissioner's Notice completed within 30 days	<ul style="list-style-type: none"> <li>▪ 95% of Final after Commissioner's Notice (FACN) completed within 30 days</li> </ul>
Trends in problem or positive police behaviour are identified.	Trends identified	The CPC has identified key trends such as the type of complaints received and multi-year CEW <sup>2</sup> usage. It also conducted a review of all RCMP dispositions of complaints that were not formally appealed to the Commission for the calendar year 2007.  These reports were published on its website.

<sup>2</sup> Conducted energy weapon (CEW) is also commonly referred to as a conducted energy device (CED), Taser® or stun gun. These terms can be used interchangeably.

**Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties.**

Performance Indicators	Targets	2008–09 Performance
RCMP policies changed due to CPC recommendations.	Assessment of RCMP policies undertaken in order to determine if policy changes made	<p>Changes in RCMP policies have been made, such as how head restraints are performed and protocols for in-custody medical assistance.</p> <p>In response to recommendations made by the CPC in the public interest investigation into complaints received relating to RCMP investigations of alleged sexual abuse at the Kingsclear Youth Training Centre in New Brunswick, the RCMP has made significant changes in its policies and practices.</p> <p>90% of 22 recommendations relating to Taser® usage have been adopted by the RCMP.</p> <p>The RCMP is currently revising its policies in a number of areas in response to the CPC’s recommendations including how interventions in civil disputes are handled.</p> <p>CPC has also published on its website outstanding key recommendations and will continue to monitor compliance.</p>
Policy and research reports produced for the Chair on current and emerging policing issues.	Reports produced	<p>Key reports produced include:</p> <ul style="list-style-type: none"> <li>▪ RCMP Use of the Conducted Energy Weapon (CEW) - Final Report</li> <li>▪ RCMP Use of the Conducted Energy Weapon (CEW): January 1, 2008 to December 31, 2008 - Special Report</li> <li>▪ Review of the RCMP’s Public Complaint Records - 2007.</li> <li>▪ In-Custody Death Literature Review: Preliminary Review - provided to the In-Custody Death Working Group</li> <li>▪ Statistical Report prepared for the Braidwood Inquiry on CEW use by RCMP in BC</li> </ul>



(\$000)						
Program Activity	2007-08 Actual Spending	2008-09				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Civilian review of RCMP members' conduct in the performance of their duties	6,801	8,676	8,676	9,223	8,569	<a href="#">Safe and secure communities</a>

### Contribution of Priorities to Strategic Outcome(s)

Operational Priorities	Type	Status	Linkages to Strategic Outcome(s)
<p>Improve access to and openness of the public complaints process.</p> <p>There remains a need to increase awareness of the CPC among Aboriginal and ethno-cultural communities.</p> <p>The CPC must also continue its efforts toward understanding the needs of Aboriginal and ethno-cultural community groups, as they affect the complaints process.</p>	Ongoing	<p>Met</p> <p>Notable progress has been made in the past year with key stakeholder organizations that have embraced our efforts to help increase awareness of the CPC's role.</p> <p>Awareness of the CPC and the complaint process remains low among priority groups.</p>	<ul style="list-style-type: none"> <li>RCMP members are held publicly accountable for their conduct in the performance of their duties.</li> </ul> <p>The CPC must provide a service that is open and accessible in ways relevant to the stakeholder groups it serves.</p>
<p>Strengthen the complaint and review processes.</p> <p>A strong complaint and review process with service standards enhances the ability of complainants, RCMP members and Canadians to hold the CPC and the RCMP accountable for a timely response to public complaints.</p>	Ongoing	<p>Met</p> <p>The organizational changes integrating the complaints and review units have improved efficiency and effectiveness.</p> <p>Although the number of complaints increased by 34.5%, with additional funding, the CPC was able to meet its performance targets for all of its service standards.</p> <p>The CPC continued to focus Chair-initiated complaints on those issues of particular concern to the public, i.e. deaths in RCMP custody and the use of the CEW.</p> <p>It also broadened the scope of its reviews to include a consideration of the adequacy of RCMP training and policies in addition to individual member conduct.</p>	<ul style="list-style-type: none"> <li>RCMP members are held publicly accountable for their conduct in the performance of their duties.</li> </ul> <p>The CPC is committed to the continuous improvement of the complaint and review processes.</p>

<b>Operational Priorities</b>	<b>Type</b>	<b>Status</b>	<b>Linkages to Strategic Outcome(s)</b>
<p>Undertake strategic policy analysis and produce research-based analysis to improve the relevance of review recommendations and to identify continuing, emerging and new complaint trends.</p> <p>There is a public thirst for more information and stronger assurances that key areas of concern for Canadians regarding oversight of the RCMP are being thoroughly examined and reported upon publically.</p>	New	<p>Exceeded</p> <p>The CPC conducted a review of all RCMP dispositions of complaints that were not formally sent to the CPC for review in the calendar year 2007.</p> <p>The CPC also undertook a review of the RCMP's CEW database examining CEW useage in 2008.</p> <p>In order to share best practices, identify emerging issues and find ways to collaborate with provincial policing complaints commissions, the CPC organized two national conferences with provincial counterparts in 2008.</p>	<ul style="list-style-type: none"> <li>▪ RCMP members are held publicly accountable for their conduct in the performance of their duties.</li> </ul> <p>In order to improve the relevance of review recommendations and to identify continuing, emerging and new complaint trends, it is essential that the CPC undertake strategic policy analysis.</p>
<b>Management Priorities</b>	<b>Type</b>	<b>Status</b>	<b>Linkages to Strategic Outcome(s)</b>
<p>Promoting management excellence and a workplace of choice.</p> <p>In order to achieve an efficient and effective civilian review, work must be carried out by dedicated and committed public servants who work in a healthy and fulfilling environment who are led by a team that can deliver with the management and policy frameworks laid down by Parliament and the Central Agencies.</p>	Ongoing	<p>Exceeded</p> <p>The CPC's own Code of Conduct was implemented, prior to the government-wide Code.</p> <p>The CPC conducted its fourth annual workplace survey and results were fed into priorities for Workplace of Choice activities. The CPC results from the Public Service-wide Employee Survey indicated that Employee Engagement was much higher than average at the CPC than for the Public Service as a whole.</p> <p>The CPC also developed supply arrangements for specialized investigative services to address surge capacity and gaps in skill sets, as well as to balance workload.</p> <p>The CPC undertook a review of its business processes as a first step in the development of a new case management system that will have the ability to track all steps in the complaint and review process. The CPC also took steps to modernize its document management and correspondence tracking systems.</p> <p>The CPC formalized and strengthened its Integrated Risk Management Framework and developed a Corporate Risk Profile as well as a Business Continuity Plan.</p>	<ul style="list-style-type: none"> <li>▪ RCMP members are held publicly accountable for their conduct in the performance of their duties.</li> </ul> <p>The CPC is a values-based organization that requires employees to observe the highest standards of professional ethics and conduct. Behind its performance is an exceptionally competent, professional, and dedicated workforce.</p>

## Risk Analysis

The CPC has identified a number of risks that have the potential to impede progress made towards the achievement of its strategic outcome and expected results. The primary risks, and our efforts to mitigate them include the following:

The CPC faces the same recruitment and retention challenges as other government departments, but in addition, a third of its current staff complement is funded through temporary funding. It continued to take steps to mitigate this risk, namely:

- It developed and has maintained an integrated human resources plan that utilizes tools made available under the *Public Service Modernization Act*, including pooled staffing and obtaining the best fit candidates for key positions.
- It established a supply arrangement for investigative services to handle additional workload or specialized cases.
- It continued to prioritize creating a workplace of choice; it undertook an annual staff survey to identify strengths and weaknesses, implemented a Pride and Recognition program and established and communicated a Code of Conduct for employees.

### **Integrated Risk Management**

In 2008–2009 the CPC formalized and strengthened its Integrated Risk Management Framework.

It developed a Corporate Risk Profile as well as a Business Continuity Plan for both its Ottawa and Surrey office.

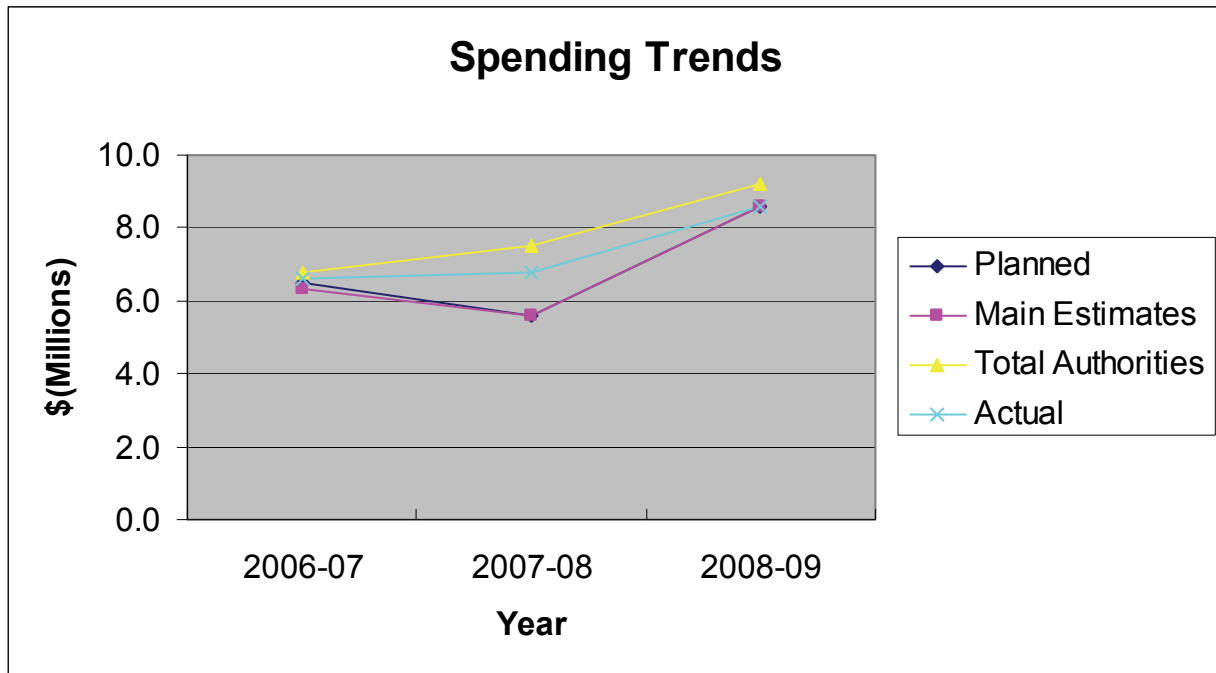
The CPC has no control over serious confrontations between the RCMP and the public that it can respond to, for example, with a Chair-initiated complaint. Such events impact on workloads across the CPC and have the potential to negatively impact the achievement of service standards. To mitigate this risk, the CPC ensured that its budget was flexible enough to accommodate such events, finances were monitored closely and when priorities shifted, management ensured that workload was adjusted and that staff had sufficient resources to carry out new tasks.

The CPC also has no control over its day to day workload and last year the number of complaints received increased by 34.5%. Notably, the CPC has observed an increase in the level of sophistication and complexity of the issues raised in both the complaints lodged against the RCMP as well as with review cases.

The CPC has made it a priority to meet its established service standards and over the past year, these standards have only been met with additional funding and through the extraordinary efforts of staff and senior management. The trend indicates increasing

volumes for both complaints and reviews; there is a risk that this increased workload, if it consistently stays at this level, is simply not sustainable without the continuation of additional resources. To mitigate this risk, the CPC may have to adjust its service standards and targets downwards, resulting in an erosion of service to the public and reduced public confidence.

## Expenditure Profile



*The CPC received a net year over year increase of \$3.1 million in 2008-2009 due to funding for Program Integrity activities to allow it to modernize the review function, fulfill the outreach function and staff the Strategic Policy and Research group.*

### Voted and Statutory Items

(\$000)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2006-07 Actual Spending	2007-08 Actual Spending	2008-09 Main Estimates	2008-09 Actual Spending
70	Operating expenditures	6,011	6,230	7,934	7,792
(S)	Contributions to employee benefit plans	615	571	742	777
<b>Total</b>		<b>6,625</b>	<b>6,801</b>	<b>8,676</b>	<b>8,569</b>

**SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY  
STRATEGIC OUTCOME**

## Strategic Outcome

### **RCMP members are held publicly accountable for their conduct in the performance of their duties.**

---

The CPC is an independent federal agency established in 1988 to receive and review public complaints about the conduct of RCMP members in a fair and impartial manner. The CPC strives to achieve the above Strategic Outcome with a single program activity, civilian review of RCMP members' conduct in the performance of their duties.

The CPC holds the RCMP accountable to the public by providing, at the request of complainants, an independent review of the RCMP's disposition of complaints and by making recommendations to the RCMP Commissioner. Much of the Commission's work continues to centre on providing direct service to Canadians concerned about the actions of the RCMP. The CPC's national intake office in Surrey, British Columbia, continues to experience increasing workload. Specifically, it processed over 9,000 client contacts in 2008–2009, which included correspondences, faxes, formal complaints against the RCMP, alternative dispute resolutions, and general enquiries.

The CPC responds to the needs of the public by providing a number of options for the processing of any concerns. A member of the public contacting the CPC will normally be provided with same-day access to an experienced analyst who will listen to their concerns, assess what they would like to achieve, and identify an appropriate process that will meet their objectives.

When reviewing a complaint, the CPC does not act as an advocate either for the complainant or for RCMP members. Rather, its role is to conduct an independent inquiry and reach objective conclusions based on the information available. In conducting its review, the CPC considers all relevant information provided by the complainant and the RCMP.

The Chair also has the authority to hold a public interest hearing to inquire into a complaint. The ability to self-initiate such a review allows the CPC to broaden its scope of review beyond what may have been articulated by individual complainants, leading to the identification of systemic issues that may not otherwise be adequately explored. The Chair reports his findings and any recommendations for action stemming from a Chair-initiated complaint to the Commissioner of the RCMP and to the Minister of Public Safety.

If the Chair is not satisfied with the RCMP's handling of a complaint, the CPC will issue an interim report of its findings and recommendations; after the RCMP Commissioner replies to this interim report, a final report is forwarded to the Minister of Public Safety, to the RCMP Commissioner and to all parties. Alternatively, if the Chair concludes that the RCMP responded adequately to the complainant's concerns, a final report is delivered stating that the RCMP's handling of the complaint was satisfactory.

## Program Activity by Strategic Outcome

Program Activity: Civilian review of RCMP members' conduct in the performance of their duties					
2008-09 Financial Resources (\$ millions)			2008-09 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
8,676	9,223	8,569	44	56	12

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Access to and openness of the public complaints process is improved.	The percentage of complaints received from the public directly by the CPC is increased.	Annual increase of 5 %	Exceeded	Approximately 67% of all complaints, versus less than 50% in prior years, are now lodged with the CPC. The RCMP has agreed that that the CPC will promptly receive all complaints lodged with the RCMP.
Strengthen the complaint and review processes.	Complaints received are processed and delivered within 4 days and reviews are completed within 120 days.	80% of complaints processed within 4 days  80% of interim and satisfied reports completed within 120 days of request  80% of Final after Commissioner's Notice (FACN) completed within 30 days	Met	90% of complaints processed within 4 days  89% of interim and satisfied reports completed within 120 days of request  95% of Final after Commissioner's Notice (FACN) completed within 30 days
Undertake strategic policy analysis and produce research-based analysis to improve the relevance of review recommendations and to identify continuing, emerging and new complaint trends.	The number of policy and research reports produced.	Two policy and four research reports produced for internal and external audiences	Exceeded	5 Research and 5 Policy reports produced Key public reports produced: <ul style="list-style-type: none"> <li>▪ Final report for the Minister of Public Safety on CEWs</li> <li>▪ Analysis of the RCMP's CEW use for the calendar year 2008</li> <li>▪ Review of the RCMP's Public Complaint Records – 2007</li> </ul>

## Benefits for Canadians

Safe and secure communities is a defining characteristic of the Canadian way of life and Canadians are rightly proud of that tradition of community safety and security. Canadians deserve to live in a just society, to have faith in their justice system, and to be protected against violence and criminal acts.

The CPC provides civilian oversight of RCMP members' conduct in performing their policing duties so as to hold the RCMP accountable to the public. Its job is to help find and shape a balance between individual rights and collective security.

The Commission makes a significant contribution to protecting citizens by building safer and healthier communities and its work is an essential component of the government's commitment to strengthen the security of Canadians. Canadians must have confidence in their national law enforcement agencies. The CPC's oversight ensures that this confidence, faith and trust is well-placed.

## Performance Analysis

This year, the CPC made significant progress toward achieving its strategic outcome of holding RCMP members accountable for their conduct in the performance of their duties. The CPC aims to have the entire complaint process—from the initial lodging of the complaint to the final disposition on review—finalized within one year. The CPC is seeing a number of complaints being completed within the one-year time period, which is a significant improvement from previous years.

With additional funding, the CPC maintained rigorous service standards affecting the entire complaint and review process and, despite a significant increase of 34.5% in the number of complaints received, it achieved its performance targets.

When a person lodges a formal complaint about the conduct of a member of the RCMP, if that person is not satisfied with the RCMP's response, that person has the right to request that the CPC independently review the propriety of the conduct and the RCMP's handling of the matter.

In 2008–2009 the CPC was asked to formally review the RCMP's handling of 226 complaints. Of these, 78% were from complaints originally lodged with the CPC. The CPC notes that the complex nature of the issues raised in these review requests is continuing to increase.

As part of its ongoing commitment to ensuring straightforward, public access to reports and recommendations given to the RCMP, the CPC greatly expanded the amount of information available on its website this past year. Additionally, in an effort to promote civilian confidence in the RCMP, one section of the website features a number of reports which highlight both opportunities for improvement as well as instances of exemplary police conduct.

## Lessons Learned

The CPC is starting to see the results of the integration of complaints and reviews into a single operational unit. With access to additional financial resources, the CPC was able to handle a 34.5% increase in the number of complaints received and meet its service standards.

The CPC believes that the synergies realized as a result of this reorganization have contributed to the CPC being more attuned to the needs of the Canadian public and thus better able to identify and respond to emerging trends related to police oversight.



While addressing cases involving the conduct of individual RCMP members, it has also aggressively sought to identify systemic problems that frequently are catalysts for complaints about individual member's conduct. The additional funding received in 2008–2009 also allowed the CPC to continue to focus on Chair-initiated complaints and public interest investigations in relation to those issues of particular concern to the public, i.e. deaths in RCMP custody and the use of the CEW. By doing so, the CPC is creating a comprehensive factual picture of police activities and enabling the CPC to examine RCMP practices on a detachment, divisional and national basis.

This approach also allows the CPC to better inform the RCMP Commissioner, the Minister and the Canadian public of the true nature and scope of problems that have tended to be viewed as isolated events. To foster greater public debate on these important issues, the CPC continued to publish on its website all reports containing its adverse significant findings and its recommendations to address these findings.

The CPC observed a marked increase in the number of findings and recommendations that the Commissioner of the RCMP agreed with. Of the number of adverse findings made, the Commissioner agreed with 75% of them. Furthermore, he accepted 85% of the CPC's recommendations.

The Review of the Record Project, a unique project which was launched in 2007, released its first report in January of 2009. The project examined all RCMP complaint dispositions—not merely those where a complainant had requested a review by the CPC going back to January 1, 2007. The main goal is to identify opportunities to strengthen police accountability and effect change within the entire complaint system. By tracking all active public complaint files, whether originally lodged with the RCMP or the CPC, the project is uniquely positioned to understand why complainants are complaining, what they are complaining about and how the RCMP is performing.

A credible and effective RCMP civilian oversight function demands that all members of the public feel entitled, empowered and able to file a complaint when appropriate. But analysis has found that the concerns of vulnerable populations tend to be under-represented for cultural, linguistic or literacy-related reasons and that members of Aboriginal communities are reluctant to avail themselves of the public complaints machinery. Key stakeholder organizations have embraced our efforts to help increase awareness of the CPC's role as an independent civilian body which can review complaints about the conduct of RCMP members.

In order to enhance our outreach efforts across the board, the CPC produced a short in-house video to explain the work of the CPC and the processes involved in filing a complaint. Versions of the video will be made available in multiple languages.

In its continuing quest for workplace excellence, the CPC developed a framework for a workplace of choice and finalized a CPC-wide code of conduct suitable for a quasi-judicial body, which has been distributed and embraced by all staff. The CPC is starting to see progress from this focus; the results from the recently published Public Service-wide Employee Survey indicate that Employee Engagement is much higher than average at the CPC than for the Public Service as a whole.

---

## Lessons Learned

A key component of having an effective public complaints process is making sure citizens are made aware of the process and their rights therein. The CPC's national outreach capability is subject to limited resources and gaps in human resources. And although notable progress has been made in the past year with key stakeholder organizations it has become clear that a more sustained effort is required in order to build trust and understanding of the CPC's role as an independent civilian body which can review complaints about the conduct of RCMP members.

The CPC recognizes that not every concern has a basis in conduct, nor is the formal complaint process the singular vehicle to address issues raised by the public. It acts on the need to provide additional service to the public by recognizing that many of the issues raised by citizens could suitably and promptly be addressed by experienced analysts. This may include requests for information about police authority, obtaining assistance in furthering an investigation, or gaining an understanding of the role of Crown counsel. This alternative measure appreciably decreases the demands placed on the complaint system.

In recognition of the need to provide a uniform quality of civilian oversight of police in the contracting provinces, the CPC in March 2008 hosted a meeting of civilian police oversight bodies to discuss a broad range of operational and strategic matters. Future meetings will be held with a view to identifying opportunities for enhanced collaboration between the CPC and its provincial counterparts.

Since 2005–2006, one of the CPC's priorities has been to create a workplace of choice for its employees. One of the tools that both assists the CPC in measuring progress made towards the priority and planning activities to improve the workplace culture is an annual staff survey and all-staff meeting. The annual staff survey is based on the Public Service-wide Survey and is undertaken by a consultant from Public Works and Government Service Canada Government Consulting.

The CPC completed its fourth annual survey in November 2008. Indicators of Workplace Wellbeing are used to identify areas of key strengths and key weaknesses. Results from the survey are fed back to staff in advance of the annual all-staff meeting and time is set aside to discuss both areas of concern and areas of improvements. The discussion is led by an independent facilitator with the goal of validating the results of the survey, identifying no more than three top issues for follow-up and developing an employee-led action plan. Issues identified for follow-up included promoting workplace well-being through continued efforts on respect in the workplace, values and ethics, the Pride and Recognition program, and harmonious labour relations and building on the strength of the CPC's commitment to learning and career development. Senior management has committed to the follow-up actions and to reporting progress made at quarterly meetings.

Overall, the CPC has seen a steady improvement in the number of indicators of Workplace Wellbeing receiving a positive score. In fact, the results from the Public Service-wide Employee Survey indicated that Employee Engagement was much higher than average at the CPC than for the Public Service as a whole. By setting priorities based on survey results and monitoring progress the CPC has been able to make significant progress towards its priority of becoming a workplace of choice. The CPC is pleased to see that the Government will be moving to an annual Public Service-wide survey.

## **SECTION III: SUPPLEMENTARY INFORMATION**

## Financial Highlights

(\$ 000)

<b>Condensed Statement of Financial Position</b>			
At End of Year (March 31, 2009)	% Change	2009	2008
ASSETS			
<b>TOTAL Assets</b>	-6%	133	141
<b>TOTAL Liabilities</b>	40%	1,575	1,127
<b>TOTAL Equity</b>	<b>-46%</b>	<b>(1,442)</b>	<b>(986)</b>

Note: Total liabilities include accrued employee severance benefits of \$707,000.

(\$ 000)

<b>Condensed Statement of Operations</b>			
At End of Year (March 31, 2009)	% Change	2009	2008
EXPENSES			
<b>Total Expenses</b>	21%	9,213	7,641
REVENUES			
<b>Total Revenues</b>	324%	4	1
<b>NET COST OF OPERATIONS</b>	<b>21%</b>	<b>9,209</b>	<b>7,640</b>

Note: Total expenses include services received without charge from other government departments, including accommodations and employee benefit plan as well as amortization costs.

*The CPC received an increase in funding in the last quarter of 2008–2009 and an increase of \$3.1M for 2008-2009.*

## Financial Statements

The CPC's Financial Statement for 2008–2009 is available on its website at:

<http://www.cpc-cpp.gc.ca/prr/dpr/financ0809-eng.aspx>

## List of Supplementary Information Tables

All electronic supplementary information tables found in the 2008-09 Departmental Performance Report can be found on the Treasury Board of Canada Secretariat's website at: <http://www.tbs-sct.gc.ca/dpr-rmr/2008-2009/index-eng.asp>.

Table 2: User Fees/External Fees

Table 9: Green Procurement

## Other Items of Interest

### Contacts for Further Information and Web Site

#### By e-mail:

[complaints@cpc-cpp.gc.ca](mailto:complaints@cpc-cpp.gc.ca) (for complaints)

[reviews@cpc-cpp.gc.ca](mailto:reviews@cpc-cpp.gc.ca) (for reviews)

[org@cpc-cpp.gc.ca](mailto:org@cpc-cpp.gc.ca) (for general enquiries)

#### By telephone:

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

TTY: 1-866-432-5837

#### By fax:

604-501-4095

#### By mail:

7337 137 Street

Suite 102

Surrey BC

V3W 1A4

#### On the Web:

<http://www.cpc-cpp.gc.ca/>

## Legislation

The CPC shares responsibility with the RCMP for carrying out the provisions of Part VII, *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VII).

In addition, the CPC reports to Parliament on Parts VI and VII of the *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VI, Part VII).

## **Recent Publications**

[Annual Report 2008–2009](#)

[Strategic Plan – May 2009](#)

[Review of the RCMP's Public Complaint Records – 2007](#)

[Recommendations Awaiting Implementation](#)