



RCMP External  
Review Committee

Comité externe  
d'examen de la GRC

# 2022–23 Departmental Results Report

## **RCMP External Review Committee**

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The Honourable Dominic LeBlanc, P.C., M.P.  
Minister of Public Safety, Democratic Institutions and  
Intergovernmental Affairs

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Cat. Number PS20-7E-PDF  
ISSN 2561-083X

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## Chairperson's message

I am pleased to present the 2022-23 Departmental Results Report for the RCMP External Review Committee (ERC).

The ERC has continually adjusted to challenges and issues throughout the years and employees have demonstrated resilience and adaptability through their commitment to ensuring that the ERC can deliver on its mandate. The wellbeing and mental health of ERC employees will continue to be at the forefront of our priorities and, as an employer of choice, we have successfully implemented a hybrid work model which has proven to be productive while supporting employees in an inclusive and evolving work environment.



This past year, the ERC successfully completed reviews and issued findings and recommendations for a remarkable 84 internal RCMP appeal cases, marking the highest number of cases submitted to the Commissioner of the RCMP in any single year since the organization's establishment in 1988.

In 2022-23, the ERC kept focusing on the training and orientation of new staff hired as part of the permanent program integrity resources approved in the Fall of 2020. We also implemented a guide on diversity and inclusion and an accessibility plan, as well as held employee sessions on inclusion, diversity, equity and anti-racism. The overall objective of these activities is to increase employee knowledge and awareness in relation to these important topics and to empower them to contribute to an inclusive and respectful workplace.

The ERC has modernized its information management protocols and policies including its internal reporting processes. One of our priorities was to revamp our website in accordance with the Canada.ca platform, as well as implementing a new document and case management system to manage ERC's information and reporting.

This fiscal year, the ERC will continue to meet its service standards and apply strategies to eliminate the backlog now that additional legal resources have been hired. Additional efforts to modernize our processes and tools are also important to maintain a productive and efficient hybrid workforce, while also promoting a healthy, safe and inclusive work environment.

I want to thank my employees for another successful year and appreciate their dedication and commitment.

Charles Randall Smith

Chairperson



## Results at a glance



### Results Achieved

- ✓ Issued findings and recommendations in **84** internal RCMP appeal cases for employment and labour relations matters.
- ✓ Managed two streams of appeal case referrals from the RCMP (cases under the current legislation since late 2014, and cases referred under the legacy legislation).
- ✓ Posted summaries of findings and recommendations regularly to support awareness of RCMP workplace and recourse issues.
- ✓ Achieved in meeting our case review service standards and backlog strategies.
- ✓ Provided employee sessions and offered learning and training opportunities on inclusion, diversity, equity and anti-racism.
- ✓ Published the ERC's 2023-25 Accessibility Plan.
- ✓ Modernized its information management system and implemented GCdocs repository.
- ✓ Financial and corporate services reporting requirements were completed.
- ✓ Updated its common hybrid work model while respecting the Direction on prescribed presence in the workplace.

#### What funds were used?



\$4,877,620

**Actual Spending**

#### Who was involved?



23.6 FTEs

**Actual FTEs**

For more information on RCMP External Review Committee's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.





## Results: what we achieved

### 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.

##### Results

Following the Direction on prescribed presence in the workplace from Treasury Board Secretariat (TBS), the ERC enhanced its common hybrid work model and implemented measures to ensure that every employee had a suitable office space at the ERC workplace. We understand that a well-supported workforce is essential for the organization's success, making the ERC a workplace of choice.

The ERC modernized and developed new policies and tools to prioritize diversity and inclusion. The ERC Accessibility Plan and a comprehensive guide on diversity and inclusion were introduced, along with procedures of virtual and in-person onboarding, to prioritize the health and safety of all employees. The ERC also modernized its information management system and implemented GCdocs.

Diversity and inclusion are central to the ERC's culture. We provided comprehensive information sessions and training led by diversity experts to ensure that all employees are equipped with the necessary knowledge and understanding. The organization encourages open forum discussions, valuing and respecting contributions from everyone. The ERC remains committed to adapting and evolving in response to the changing world, while prioritizing the health and wellness of its employees.

With additional permanent funding received in the Fall of 2020 to address program capacity and integrity, the ERC has continued to fill critical positions and provide training to all employees. These positions are crucial for timely case file reviews and contribute to the integrity of the RCMP's recourse system.

[Operational strategies and processes](#)<sup>i</sup> were established, enabling the ERC to produce more findings and recommendations, implement service standards, and devise backlog strategies to improve productivity.

With the implementation of a new [service standard](#)<sup>ii</sup> as of April 1, 2022, requiring the ERC to complete a file within one year of receiving it, the organization has achieved a 100% success rate. The ERC has successfully reviewed and issued findings and recommendations for 84 case files, representing the highest number of findings and recommendations cases ever produced.

### Files Completed per year

Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Legacy	17	31	14	8	31	48	29	45
Current Legislation	12	7	12	15	39	27	41	39
<b>Total Files Completed</b>	<b>29</b>	<b>38</b>	<b>26</b>	<b>23</b>	<b>70</b>	<b>75</b>	<b>70</b>	<b>84</b>

The ERC's reviews, findings and recommendations support the integrity of decision-making in the individual appeal cases reviewed, accountability and the integrity of the RCMP recourse system, and a healthy RCMP workplace.

The [RCMP Act](#)<sup>iii</sup> requires that the Chairperson to establish and make public service standards with time limits for the completion of its case reviews. During fiscal years 2020-21 and 2021-22, two [service standards](#)<sup>iv</sup> were introduced and implemented with reporting starting in 2023-24. The service standard for the completion of new files within 12 months of being referred to the ERC came into effect on April 1, 2022, and has been achieved on 100% of new cases.

The reduction of the backlog remains a priority for which the ERC has developed strategies to ensure it can provide findings and recommendations in a timely manner.

The searchable database on the [ERC's website](#)<sup>v</sup> continues to provide access to regularly-updated [summaries of ERC findings and recommendations](#)<sup>vi</sup> and of RCMP Commissioner final decisions.

## Results achieved

The following table shows, for independent review of RCMP employment matters, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 Actual results	2021–22 Actual results	2022-23 Actual results
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	Agreed in 76%, agreed in part in 0% and disagreed in 24%	Agreed in 96% and disagreed in 4%	Agreed in 90% Disagreed in 7% Agreed in part in 3%
Findings and recommendations are issued in a timely manner.	% of findings and recommendations that are issued within the service standard.	100%	2022-23	Not applicable (Reporting period starting in 2022-23)	Not applicable (Reporting period starting in 2022-23)	100%
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	66.5%  (website posting of findings and recommendations summaries in the two first quarters of the fiscal year were delayed due to the COVID-19 pandemic. The ERC was 100% on target for the 3 <sup>rd</sup> and 4 <sup>th</sup> quarter.)	84%  Note – We were 100% through 3 quarters and then missed Q4 due to web migration	100%

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

## Budgetary financial resources (dollars)

The following table shows, for independent review of RCMP employment matters, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
6,442,098	6,442,098	6,331,075	4,877,620	(1,564,478)

As the appeal case reviews program is the sole program of the RCMP External Review Committee, there is no information on any lower-level programs for the organization.

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

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
33	23.6	9.4

As the appeal case reviews program is the sole program of the RCMP External Review Committee, there is no information on any lower-level programs for the organization.

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

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

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

Beginning in fiscal year 2023-24, the ERC will commence reporting on internal services as per TBS confirmation.

## Contracts awarded to Indigenous businesses

The RCMP External Review Committee is a Phase 3 organization and is aiming to achieve the minimum 5% target by end of 2024-25.

ERC is a micro-agency primarily utilizing Standing Offers and Supply Arrangements for procurement. The ERC is committed to sourcing from Indigenous Businesses for goods and services.

In 2022-23, employees working in procurement have successfully completed the mandatory course, Indigenous Considerations in Procurement (COR409), offered by the Canada School of Public Service.

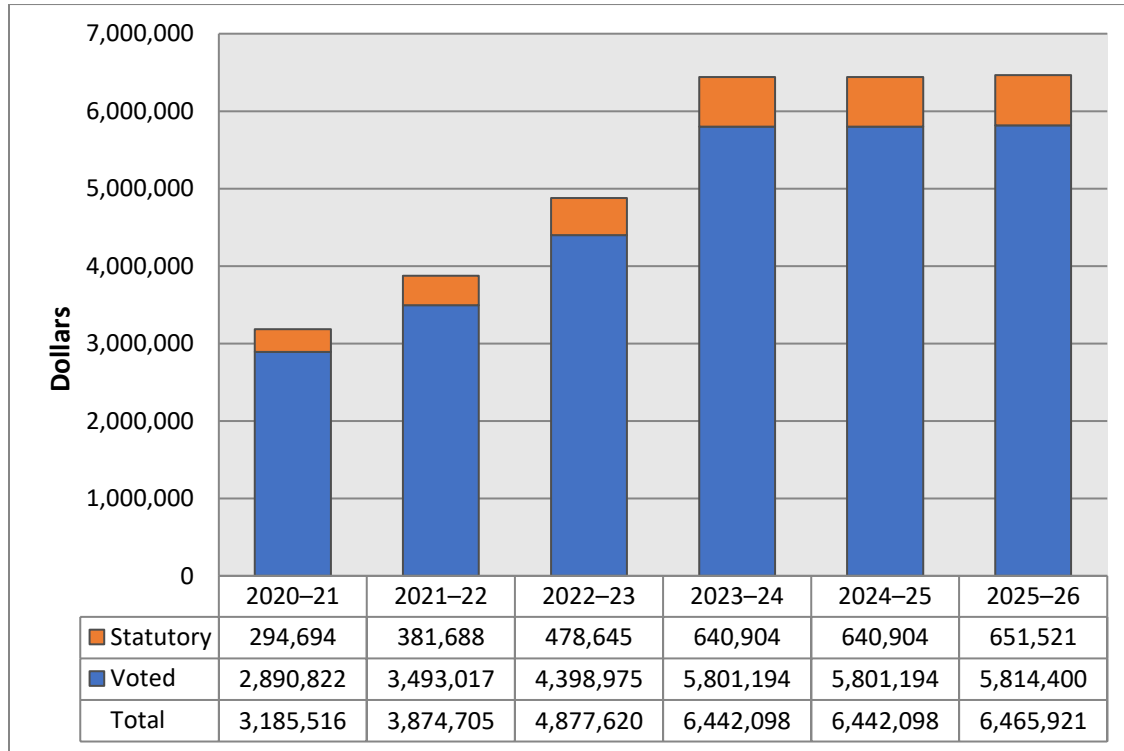


## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

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 performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the RCMP External Review Committee’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Independent review of RCMP employment matters	6,442,098	6,442,098	6,442,098	6,442,098	6,331,075	3,185,516	3,874,705	4,877,620
<b>Subtotal</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,331,075</b>	<b>3,185,516</b>	<b>3,874,705</b>	<b>4,877,620</b>
Internal services *	-	-	-	-	-	-	-	-
<b>Total</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,442,098</b>	<b>6,331,075</b>	<b>3,185,516</b>	<b>3,874, 705</b>	<b>4,877,620</b>

\* The ERC is currently exempted from reporting separately on Internal Services expenditures. Beginning in fiscal year 2023-24, the ERC will commence reporting on internal services as per TBS confirmation.

The ERC over the last several years was operating on temporary funding. 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.

The lapse of \$1.5 M this year is due in large to staffing challenges therefore not filling the 33 FTEs as predicted and training and development costs were significantly lower with virtual platforms instead of in person where travel costs are normally included.



## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the RCMP External Review Committee’s core responsibilities and to internal services.

### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Independent review of RCMP employment matters	16.5	22.3	33	23.6	33	33
<b>Subtotal</b>	<b>16.5</b>	<b>22.3</b>	<b>33</b>	<b>23.6</b>	<b>33</b>	<b>33</b>
Internal services *	-	-	-	-	-	-
<b>Total</b>	<b>16.5</b>	<b>22.3</b>	<b>33</b>	<b>23.6</b>	<b>33</b>	<b>33</b>

\*The ERC is currently exempted from reporting separately on Internal Services expenditures. Beginning in fiscal year 2023-24, the ERC will commence reporting on internal services as per TBS confirmation.

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.

With the additional permanent funding the ERC revised its complement of FTEs for 2021-22 and ongoing to 33 to deliver its appeal case review program.

The ERC was able to hire 4 new resources throughout 2022-23. The ERC didn’t reach the total of 33 FTEs resourcing capacity as predicted as the ability to hire specialized knowledge and skillsets required for many positions such as legal counsel was a challenge.

## Expenditures by vote

For information on the RCMP External Review Committee’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2022](#).<sup>x</sup>

## Government of Canada spending and activities

Information on the alignment of the RCMP External Review Committee’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xi</sup>

## Financial statements and financial statements highlights

### Financial statements

The [RCMP External Review Committee's financial statements](#)<sup>xii</sup> (unaudited) for the year ended March 31, 2023, are available on the departmental website.

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	6,701,891	5,350,476	4,393,317	(1,351,415)	957,159
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	6,701,891	5,350,476	4,393,317	(1,351,415)	957,159

The 2022–23 planned results information is provided in the RCMP External Review Committee's [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>xiii</sup>

**Condensed Statement of Financial Position (unaudited) as of March 31, 2023  
(dollars)**

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	487,211	446,996	40,215
Total net financial assets	167,830	196,299	(28,469)
Departmental net debt	319,381	250,697	68,684
Total non-financial assets	0	0	0
Departmental net financial position	(319,381)	(250,697)	(68,684)

The 2022–23 planned results information is provided in the RCMP External Review Committee's [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>xiv</sup>



## Corporate information

### Organizational profile

**Appropriate minister:** The Honourable Dominic LeBlanc, P.C., M.P

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

**Ministerial portfolio:** Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs

**Enabling instrument:** [\*Royal Canadian Mounted Police Act\*](#)<sup>xv</sup>, R.S.C 1985, c. R-10

**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>xvi</sup>

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).<sup>xvii</sup>

### Operating context

Information on the operating context is available on the [RCMP External Review Committee's website](#).<sup>xviii</sup>

## Reporting framework

The RCMP External Review Committee's departmental results framework and program inventory of record for 2022–23 are shown below.

<b>Departmental Results Framework</b>	<b>Independent review of RCMP employment matters</b>		<b>Internal Services</b>
	<b>Departmental Result:</b> ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.	<b>Indicator:</b> 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.	
	<b>Departmental Result:</b> Findings and recommendations are issued in a timely manner.	<b>Indicator:</b> % of findings and recommendations that are issued within the service standard.	
	<b>Departmental Result:</b> RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.	<b>Indicator:</b> Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.	
<b>Program Inventory</b>	Appeal case reviews		

## Supporting information on the program inventory

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

## Supplementary information tables

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

- ▶ Reporting on Green Procurement

## Federal tax expenditures

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

## Organizational contact information

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Website: <https://www.canada.ca/en/rcmp-external-review-committee.html>





## 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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

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

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

### **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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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.

### **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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

An initiative where 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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.

**target** (*cible*)

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

**voted expenditures** (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

- i. RCMP External Review Committee, ERC Update on Backlog, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/update-backlog.html>
- ii. RCMP External Review Committee, Service Standards, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/organization/service-standards.html>
- iii. Department of Justice of Canada, *RCMP Act*, <https://laws-lois.justice.gc.ca/eng/acts/r-10/>
- iv. RCMP External Review Committee, Service Standards, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/organization/service-standards.html>
- v. RCMP External Review Committee's web-site, <https://www.canada.ca/en/rcmp-external-review-committee.html>
- vi. RCMP External Review Committee, Recent Findings and Recommendations, <https://www.canada.ca/en/rcmp-external-review-committee/corporate/reports-information-resources/publications/recent-findings-and-recommendation.html>
- vii. Treasury Board Secretariat, GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. Treasury Board Secretariat, GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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