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RCMP External Review Committee 2026-27 Departmental Plan

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At a glance

This departmental plan details the RCMP External Review Committee's (ERC) priorities, plans and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as the ERC's [Vision, mission, raison d'être and operating context](#).

Key priorities

The ERC identified the following key priorities for 2026-27:

- Support fair and transparent RCMP recourse processes and decision-making with findings and recommendations.
- Issue findings and recommendations in a timely manner.
- Contribute to government priorities while fostering a culture of diversity and inclusion.
- Support the succession plan of key ERC positions to ensure sustainability of the organization.

Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

The RCMP External Review Committee (ERC) does not have planned reductions under the Comprehensive Expenditure Review (CER).

The ERC will however, respect the spirit of the exercise by doing the following:

- Closely managing its budget and scrutinizing non-essential expenditures to maintain program integrity within a constrained fiscal environment.
- Optimizing internal operations and technology, to streamline processes and strengthen compliance.
- Managing workforce levels through attrition and succession planning to sustain service standards while adapting to evolving operational requirements.

This departmental plan reflects these measures.

Highlights for the RCMP External Review Committee in 2026-27

In 2026-27, total planned spending (including internal services) for the ERC is \$6,835,690 and total planned full-time equivalent staff (including internal services) is 25.

Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called “core responsibilities.”

Core responsibility: Independent Review of RCMP employment matters

The ERC's core responsibility focuses on contributing to RCMP's recourse system through the delivery of independent and impartial case reviews, findings and recommendations for final decisions in appeals of internal RCMP decisions. This core responsibility is delivered by:

- Ensuring that its findings and recommendations support fair and transparent RCMP recourse processes and decision-making.
- Issuing findings and recommendations in a timely manner.
- Providing access to RCMP members and the public to current information on the issues addressed by the ERC in its reviews.

Planned spending: \$4,580,811

Planned human resources: 17

More information about the [Independent review of RCMP employment matters](#) can be found in the full plan.

For complete information on the ERC's total planned spending and human resources, read the [Planned spending and human resources](#) section of the full plan.

From the Chairperson

It is my privilege, as Chairperson of the RCMP External Review Committee (ERC), to present the 2026-27 Departmental Plan.

As an independent, arm's-length, quasi-judicial tribunal established under the *Royal Canadian Mounted Police Act*, the ERC continues to play an essential role in supporting fair, transparent and credible RCMP recourse

processes by impartially reviewing cases and providing Findings and Recommendations to the Commissioner.

Over the past year, the ERC has demonstrated resilience and excellence in delivering its mandate. Building on last year's achievement of issuing 105 Findings and Recommendations, we continued reducing our backlog and are on track to complete remaining legacy cases in 2025-26.

Charles Randall Smith Chairperson



Like many federal organizations, the ERC is navigating fiscal pressures aimed at modernizing and refocusing public spending. The ERC has taken proactive steps to safeguard operational capacity, protect its core responsibility and maintain high-quality, independent reviews. We remain flexible and committed to fulfilling our mandate as the external environment evolves.

A cornerstone of the ERC's strength remains its people. I am proud that employee feedback consistently reflects a strong sense of engagement and satisfaction, with all staff indicating that the ERC is a great place to work. This achievement reflects the care we place on cultivating a healthy, inclusive and accessible workplace; one where employees feel supported, valued and empowered to contribute to our mission. Our continued

investments in mental health, wellness, diversity and inclusion and professional development underscore our commitment to sustaining a positive organizational culture, even through change.

We continue to modernize internal operations by integrating GCdocs and other tools that improve efficiency, knowledge retention, and workflows. These enhancements support our vision of a resilient, flexible, and sustainable organization.

As we look to 2026-27, I remain confident. The ERC has shown it can adapt, innovate, and excel under challenging circumstances. With a dedicated workforce and a clear mandate, we will move forward with integrity, transparency, and a commitment to continuous improvement.

I sincerely thank all ERC employees for their professionalism, perseverance, and contributions over the past year. Together, we will continue ensuring fair and transparent recourse processes for RCMP members and uphold the trust placed in us.

Charles Randall Smith

Chairperson

Plans to deliver on core responsibility and Internal Services

Core responsibility: Independent review of RCMP employment matters

- [Core responsibility: Independent review of RCMP employment matters](#)
- [Internal Services](#)

▶ In this section

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.

Quality of life impacts

The ERC's sole core responsibility contributes to the "Good Governance" domain of the Quality of Life Framework for Canada and, more specifically, "Access to fair and equal justice (civil and criminal)," through all of the activities mentioned in the above description.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Independent review of RCMP employment matters. Details are presented by departmental result.

Table 1: The RCMP External Review Committee's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Independent review of RCMP employment matters.

Departmental Results Indicators	Actual Results	2026-27 Target	Date to achieve target
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<p>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.</p>	<p>2022-23: Agreed in 90%; Partially agreed in 3%; Disagreed in 7%</p> <p>2023-24: Agreed in 88%; Partially agreed in 3%; Disagreed in 9%</p> <p>2024-25: Agreed in 58%, partially agreed in 5% and disagreed in 37%</p>	<p>Up to 100%; no specific target.</p>	<p>Ongoing</p>
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Table 2: Findings and recommendations are issued in a timely manner.

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Independent review of RCMP employment matters.

Departmental Results Indicators	Actual Results	2026-27 Target	Date to achieve target
% of findings and recommendations that are issued within the service standard.	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	Ongoing

Table 3: RCMP members and the public have access to current information on the issues addressed by the RCMP External Review Committee in its reviews.

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Independent review of RCMP employment matters.

Departmental Results Indicators	Actual Results	2026-27 Target	Date to achieve target
Frequency of website postings of the latest summaries of ERC findings and recommendations and of RCMP final decisions.	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	Ongoing

Additional information on the [detailed results and performance information](#) for the ERC's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for Independent review of RCMP employment matters in 2026-27.

- ▶ 1- The RCMP External Review Committee's findings and recommendations support fair and transparent RCMP recourse processes and decision-making
- ▶ 2- Findings and recommendations are issued in a timely manner
- ▶ 3- RCMP members and the public have access to current information on the issues addressed by the RCMP External Review Committee in its reviews

Gender-based Analysis Plus

Gender-based Analysis Plus (GBA Plus) is an analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion and sexual orientation.

The ERC is an independent quasi-judicial statutory tribunal established under the Royal Canadian Mounted Police Act. The ERC impartially reviews appeals of certain decisions made within internal RCMP labour relations

processes and provides findings and recommendations to the Commissioner of the RCMP. Given the unique nature of its mandate and the absence of direct service delivery or policy development functions, applying the GBA Plus framework is not feasible within the ERC's context. While the ERC upholds principles of fairness and impartiality, its operational activities do not fall within areas where GBA Plus analysis is typically relevant.

Planned resources to achieve results

Table 4: Planned resources to achieve results for the Independent review of RCMP employment matters in 2026-27.

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	4,580,811
Full-time equivalents	17

Complete financial and human resources information for the ERC's program inventory is available on GC InfoBase.

Program inventory

The Independent review of RCMP employment matters is supported by the following programs:

- Appeal case reviews

Additional information related to the program inventory for the Independent review of RCMP employment matters is available on the [Results page on GC InfoBase](#).

Internal Services

► In this section

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- acquisition management services
- communications 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

Plans to achieve results

This section presents details the department's plans to achieve results and meet targets for internal services.

In Budget 2025, the Government announced a renewed emphasis on fiscal discipline through the launch of the Comprehensive Expenditure Review (CER). These savings will be realized through measures such as modernizing and restructuring internal functions, rightsizing programs to enhance efficiency, and managing workforce levels through attrition and

other adjustments to support a more sustainable public service. Although the ERC was excluded from the CER as per the Budget 2025, recognizing the broad impact of this review across government, the ERC remains committed to safeguarding the mental health and well-being of its employees throughout this period of change. To this end, the ERC will continue fostering open dialogue and delivering information sessions focused on mental health and wellness, ensuring that staff feel supported while adapting to evolving operational requirements.

As a micro-organization operating within a constrained fiscal environment, the ERC will maintain rigorous financial oversight by closely managing its budget and scrutinizing non-essential expenditures to meet the spirit of the CER.

In 2026-27, the ERC will continue to strengthen its internal services framework to ensure the effective delivery of its mandate and support the achievement of departmental results. It will also continue to advance a safe, healthy, diverse and inclusive workplace by sustaining mental health and wellness initiatives, Occupational Health and Safety practices and offering information sessions that promote equity, accessibility and employee well-being, initiatives that have contributed to consistently positive employee survey results.

The organization will keep optimizing its information management and technology infrastructure, including the operationalization of GCdocs, ongoing digital security training and expanded use of modern tools such as softphones to streamline processes and strengthen compliance with government-wide standards.

Finally, the ERC will continue meeting its procurement responsibilities by maintaining an annual Indigenous procurement plan, building on its demonstrated ability to exceed the 5% target.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year.

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	2,254,879
Full-time equivalents	8

Complete financial and human resources information for the ERC's program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

The Government of Canada has established a mandatory target for all departments to award at least 5% of the total value of contracts to Indigenous businesses annually.

The RCMP External Review Committee (ERC) has demonstrated strong progress in this area. In fiscal year 2024-25, the ERC awarded 26.8% of its contracting funds to Indigenous businesses, significantly exceeding the government-wide target. This achievement underscores the ERC's proactive approach to identifying opportunities for Indigenous suppliers within its limited procurement portfolio.

Looking ahead to 2026-27, the ERC remains committed to sustaining efforts that support Indigenous economic participation. However, the organization acknowledges that consistently meeting the 5% target may present challenges due to its micro-organizational context and resource

constraints. Despite these limitations, the ERC will continue to align with the Treasury Board Secretariat's Directive on the Management of Procurement (Appendix E) by:

- Developing and updating, as required, a procurement plan that examines contracting needs and identifies opportunities for Indigenous businesses;
- Preparing and submitting a Deputy Head-approved Indigenous procurement plan and annual report; and
- Ensuring public disclosure of awarded contracts.

These efforts are part of Canada's broader reconciliation objectives, which seek to strengthen economic partnerships with Indigenous communities and foster sustainable development. By prioritizing Indigenous procurement, the ERC contributes to closing economic gaps, promoting equity and supporting the *Truth and Reconciliation Commission's Calls to Action* related to economic inclusion.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
Total percentage of contracts with Indigenous businesses	26.8 %	44.7 %	5.4 %

Department-wide considerations

► In this section

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The RCMP External Review Committee (ERC) remains committed to supporting the United Nations' Agenda for Sustainable Development and aligns its efforts with the Government of Canada's broader sustainability objectives. As a micro-organization with a specialized mandate, the ERC has limited direct influence on programs that significantly advance sustainable development outcomes. Nevertheless, the ERC contributes through responsible operational practices and by integrating sustainability considerations where feasible. Given the ERC's size and scope, its contributions are modest but consistent with its role within the federal framework.

More information on the ERC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Artificial Intelligence

The ERC is committed to leveraging artificial intelligence (AI) and accessibility tools to enhance operational efficiency and provide robust support to its employees.

As a micro-organization, the ERC does not have the necessary budget to invest in AI advancement; however, it benefits from collaboration with its service provider to ensure the integration of AI tools into its processes.

Key risks

As a micro-organization with a highly specialized workforce, the ERC operates within a constrained resource environment to deliver its sole program effectively. Since receiving program integrity funding in 2021, the ERC has managed its operations prudently; however, it has absorbed significant financial pressures, including covering more than half of the salary increases and retroactive pay resulting from recent economic adjustments for portions of its staff complement. While the ERC was excluded from the CER, these cumulative pressures have nonetheless impacted its financial flexibility.

Under its micro-organizational context, the ERC's limited budget continues to present a risk and to this effect it will continue to monitor its resource allocation closely and explore efficiencies to mitigate these risks while preserving the integrity and impartiality of its mandate.

Planned spending and human resources

This section provides an overview of the RCMP External Review Committee (ERC)'s planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 with actual spending from previous years.

▶ In this section

Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

Budgetary performance summary

Table 7 Three-year spending summary for core responsibility and internal services (dollars)

Table 7 presents the RCMP External Review Committee (ERC)'s spending over the past three years to carry out its core responsibility and for internal services. Amounts for the 2025-26 fiscal year are forecasted based on spending to date.

Core responsibility and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Independent review of RCMP employment matters	3,941,764	5,006,007	3,969,326
Subtotal (s)	3,941,764	5,006,007	3,969,326
Internal services	1,430,609	1,682,492	1,714,252
Total(s)	5,372,373	6,688,499	5,683,578

► Analysis of past three years of spending

Table 8 Planned three-year spending on core responsibility and internal services (dollars)

Table 8 presents the RCMP External Review Committee (ERC)'s planned spending over the next three years by core responsibility and for internal services.

Core responsibility and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
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Independent review of RCMP employment matters	4,580,811	4,599,937	4,464,322
Subtotal (s)	4,580,811	4,599,937	4,464,322
Internal services	2,254,879	2,235,753	2,371,788
Total(s)	6,835,690	6,835,690	6,836,110

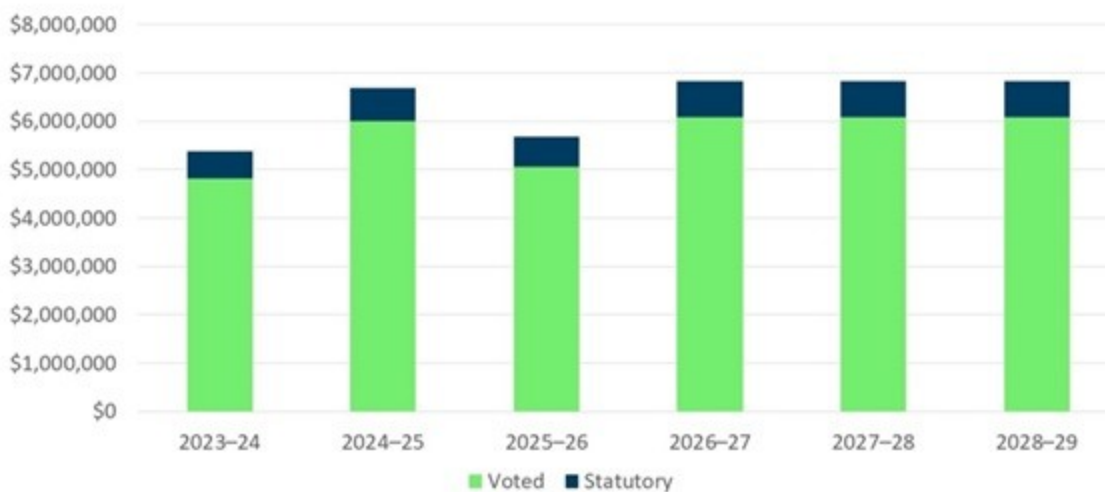
► Analysis of the next three years of spending

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibility and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2023-24 to 2028-29.



► Text description of graph 1

► Analysis of statutory and voted funding over a six-year period

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the ERC's operations for 2025-26 to 2026-27.

Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars).

Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecast)
Total expenses	6,181,973	7,381,584	1,199,611
Total revenues	0	0	0
Net cost of operations before government funding and transfers	6,181,973	7,381,584	1,199,611

► Analysis of forecasted and planned results

Human Resources

This section presents an overview of the department’s actual and planned human resources from 2023-24 to 2028-29.

Table 10: Actual human resources for core responsibility and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for the ERC’s sole core responsibility and for its internal services for the previous three fiscal years. Human resources for the 2025-26 fiscal year are forecasted based on year to date.

Core responsibility and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Independent review of RCMP employment matters	20.6	18.6	17.1
Subtotal	20.6	18.6	17.1
Internal Services	6.7	7.4	6.7
Total	27.3	26.0	23.8

► Analysis of human resources over the last three years

Table 11: Human resources planning summary for core responsibility and internal services

Table 11 shows information on human resources, in full-time equivalents, for the ERC's sole core responsibility and for its internal services planned for the next three years.

Core responsibility and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Independent review of RCMP employment matters	17	17	15
Subtotal	17	17	15
Internal services	8	8	8
Total	25	25	23

► Analysis of human resources for the next three years

Supplementary information tables

Information on the RCMP External Review Committee (ERC)'s [Departmental Sustainable Development Strategy](#) can be found on the ERC website.

Federal tax expenditures

The RCMP External Review Committee (ERC)'s Departmental Plan does not include information on 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](#).

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.

Corporate Information

▶ [Departmental profile](#)

▶ [Departmental contact information](#)

Definitions

▶ [List of terms](#)

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