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# RCMP External Review Committee's 2023-24 Departmental results report

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## From the Chairperson

I am pleased to present the 2023-24 Departmental Results Report for the RCMP External Review Committee (ERC).

Over the past years, the ERC has cultivated a culture that strongly advocates for diversity, inclusion, accessibility and employee wellbeing. Throughout the past year, we have consistently supported our personnel through a variety of initiatives including informative sessions, training programs, and open dialogues. We have strived to foster a supportive, dynamic and adaptable workplace that prioritizes wellness and where each team member feels valued and empowered. Aligning with topics of interest selected by the personnel, we have acquired services of subject matter experts.



During the fiscal year 2023-24, we have also revised our processes and implemented new tools, such as Occupational Health and Safety protocols and information management systems, to better support the hybrid work model and increase our efficiency in analyzing data, generating reports and informing our decision making.

Creating a healthy work environment has also empowered our team in demonstrating resilience and adaptability in delivering on the ERC mandate. Our efforts in increasing our efficiency and reducing the backlog

have proven effective. On April 1, 2023, the ERC had 348 active cases in addition to the 20 new cases we received during the reporting cycle. I am proud to report that during 2023-24 the team has completed and issued 96 Findings and Recommendations (F&Rs). This is the largest number of F&Rs submitted to an RCMP Commissioner in a single year since ERC's inception in 1988. Further to the F&Rs issuance, the team has consistently met its service standards and has adapted to address new demands and reporting requirements.

Moving forward into the fiscal year 2024-25, we will keep fostering an environment that supports and promotes mental health, wellbeing, diversity and inclusion through a variety of approaches such as personnel selected information sessions, training, coaching and planned succession planning. The ERC will continue to meet our services standards and apply our backlog strategies in delivering our mandate. We will also keep enhancing our efficiency by streamlining our processes, finalizing the implementation of its information management system and working with partners.

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

Chairperson

Charles Randall Smith

## Results - What we achieved

### Core responsibilities and internal services

- Core responsibility 1: Independent Review of RCMP employment matters

- Internal services

## Core responsibility 1: Independent review of RCMP employment matters

► 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.

### Progress on results

This section presents details on how the department performed to achieve results and meet targets for Independent review of RCMP employment matters. Details are presented by departmental result.

### Table 1: Targets and results for Independent review of RCMP employment matters

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.

**ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.**

Departmental Result Indicators	Target	Date to achieve target	Actual Results

<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>Up to 100%; no specific target</p>	<p>Ongoing</p>	<p>2021–22: Agreed in 96% and disagreed in 4%</p> <p>2022–23: Agreed in 90%, partially agreed in 3%, and disagreed in 7%</p> <p>2023–24: Agreed in 88%, partially agree in 3%, and disagreed in 9%</p>
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**Findings and recommendations are issued in a timely manner.**

<p><b>Departmental Result Indicators</b></p>	<p><b>Target</b></p>	<p><b>Date to achieve target</b></p>	<p><b>Actual Results</b></p>
<p>% of findings and recommendations that are issued within the service standard.</p>	<p>100%</p>	<p>April 2024</p>	<p>2021–22: Not applicable (Reporting period starting in 2022-23)</p> <p>2022–23: 100%</p> <p>2023–24: 100%</p>

**RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.**

<b>Departmental Result Indicators</b>	<b>Target</b>	<b>Date to achieve target</b>	<b>Actual Results</b>
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	2021–22: 84% (Note – 100% through 3 quarters and then missed Q4 due to web migration.  2022–23: 100%  2023–24:100%

Additional information on [the detailed results and performance information](#) for the RCMP External Review Committee’s program inventory is available on GC InfoBase.

**Details on results**

The following section describes the results for Independent review of RCMP matters in 2023–24 compared with the planned results set out in the RCMP External Review Committee’s departmental plan for the year.

▶ ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.

▶ Findings and Recommendations are issues in a timely manner.

- ▶ RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews.

## Resources required to achieve results

### Table 2: Snapshot of resources required for Independent review of RCMP employment matters

Table 2 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	6,465,921	3,941,764
Full-time equivalents	33	20.6

In 2009-10, given the focused nature of its program and associated resources, the ERC was granted an exemption from separately reporting on Internal Services. As a result, Planned Spending and Full-time equivalents (FTE) count in the table above are presented for the entire organization.

Following the approval of Treasury Board Submission and allocation increase in 2021, the ERC adjusted its processes to initiate respective program and internal services financial reporting. Consequently, for the fiscal year 2023-24, the Actual Spending and FTE count is specific to Independent review of RCMP employment matters core responsibility. Since this is a year of transition, the Planned and Actual Spending and FTE count cannot be compared.

Complete [financial](#) and [human resources information](#) for the RCMP External Review Committee's program inventory is available on GC InfoBase.

## Related government-wide priorities

- ▶ United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

## **Program inventory**

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

- Appeal case reviews

Additional information related to the program inventory for 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:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

## **Progress on results**

This section presents details on how the Department performed to achieve results and meet targets for internal services.

Over the last year, the ERC continued its efforts to modernize its processes and tools to support its established productive and efficient hybrid workforce, while also promoting a healthy, safe, and inclusive work environment.

To deliver on its objectives, the ERC implemented a newly revised training plan for all employees to ensure common knowledge and awareness in areas of Government priorities such as diversity and inclusiveness, Indigenous procurement, and climate change. The ERC also enhanced a list of specific functional training to support its internal services staff in their area of expertise. Further to the implemented organizational training plan, ERC has endorsed leadership coaching and assistance for employees transitioning to new roles or looking for development opportunities.

Committed to supporting wellness and wellbeing of its employees, the ERC continued to provide and offer sessions such as “Toxic Positivity” and “Decision Burnout”. Demonstrated through its annual survey results, the ERC has remained a preferred workplace for its employees by way of promoting healthy work-life balance, creating a dynamic, diverse and inclusive work environment and by constantly adapting to support its employees’ needs while ensuring productivity.

Furthermore, during the fiscal year 2023-24, the ERC has also revised and implemented new processes to ensure its continued compliance with Treasury Board policies and to improve its efficiencies. Specifically, the ERC has reviewed and adapted its Occupational Health and Safety (OHS) protocols and updated its tools and guides to ensure that they align and

support the current hybrid work model. The ERC has also advanced its GCdocs implementation by migrating its data and onboarding its various teams.

### **Resources required to achieve results**

#### **Table 3: Resources required to achieve results for internal services this year**

Table 3 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

<b>Resource</b>	<b>Planned</b>	<b>Actual</b>
Spending	N/A	1,430,609
Full-time equivalents	N/A	6.7

As previously indicated, in 2009-10, the ERC was granted an exemption from separately reporting on Internal Services, given the focused nature of its program and associated resources. Consequently, ERC's planned Spending and FTE count were reported for the entire organization under the sole core responsibility. Therefore, planned Spending and FTE count data specific to Internal Services is not available for this reporting cycle.

Since its funding increase in 2021, the ERC adjusted its processes to initiate respective program and internal services financial reporting. As a result, the Actual spending and FTE count provided in the Table 3 is specific to Internal Services. Due to this adjustment during the course of the fiscal year 2023-24, comparison between Planned and Actual Spending and FTE count cannot be demonstrated.

The [complete financial and human resources information](#) for the RCMP External Review Committee's program inventory is available on GC InfoBase.

## **Contracts awarded to Indigenous businesses**

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25. As part of the Phase 3 of the established schedule, the ERC is committed to achieving the minimum 5% target by the end of 2024–25. Nevertheless, the ERC has already embraced its commitment and adjusted its procurement approach to contribute to Indigenous Procurement. Over the fiscal year 2023-24, the ERC has awarded 8% of its contracting funds to Indigenous businesses.

Due to its micro-organizational context and limited contracting budget, the ERC will continue to establish an annual procurement plan to support its strategies in meeting the 5% target.

The ERC has also made it mandatory for all managers to complete the COR409 – Indigenous Consideration in Procurement course which is available through Canada School of Public Service. For this reporting period, 100% of ERC managers have completed the course.

# **Spending and human resources**

▶ In this section

## **Spending**

This section presents an overview of the department's actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

**Table 4: Actual three-year spending on core responsibilities and internal services (dollars)**

Table 4 presents how much money the RCMP External Review Committee spent over the past three years to carry out its core responsibilities and for internal services.

<b>Core responsibilities and internal services</b>	<b>2023-24 Main Estimates</b>	<b>2023-24 total authorities available for use</b>	<b>Actual spending over three years (authorities used)</b>
Independent review of RCMP employment matters	6,465,921	4,618,775	<ul style="list-style-type: none"> <li>• 2021-22: 3,874,705</li> <li>• 2022-23: 4,877,620</li> <li>• 2023-24: 3,941,763</li> </ul>
<b>Subtotal</b>	<b>6,465,921</b>	<b>4,618,775</b>	<ul style="list-style-type: none"> <li>• <b>2021-22: 3,874,705</b></li> <li>• <b>2022-23: 4,877,620</b></li> <li>• <b>2023-24: 3,941,763</b></li> </ul>
Internal services	-	1,875,865	<ul style="list-style-type: none"> <li>• 2021-22: N/A</li> <li>• 2022-23: N/A</li> <li>• 2023-24: 1,430,609</li> </ul>

<b>Total</b>	<b>6,465,921</b>	<b>6,494,640</b>	<ul style="list-style-type: none"> <li>• <b>2021–22:</b> <b>3,874,705</b></li> <li>• <b>2022–23:</b> <b>4,877,620</b></li> <li>• <b>2023–24:</b> <b>5,372,373</b></li> </ul>
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► Analysis of the past three years of spending

**Table 5: Planned three-year spending on core responsibilities and internal services (dollars)**

Table 5 presents how much money the RCMP External Review Committee’s plans to spend over the next three years to carry out its core responsibilities and for internal services.

<b>Core responsibilities and internal services</b>	<b>2024–25 planned spending</b>	<b>2025–26 planned spending</b>	<b>2026–27 planned spending</b>
Independent review of RCMP employment matters	4,614,222	4,616,704	4,616,704
<b>Subtotal</b>	<b>4,614,222</b>	<b>4,616,704</b>	<b>4,616,704</b>
Internal services	1,908,094	1,908,836	1,908,836
<b>Total</b>	<b>6,522,316</b>	<b>6,525,540</b>	<b>6,525,540</b>

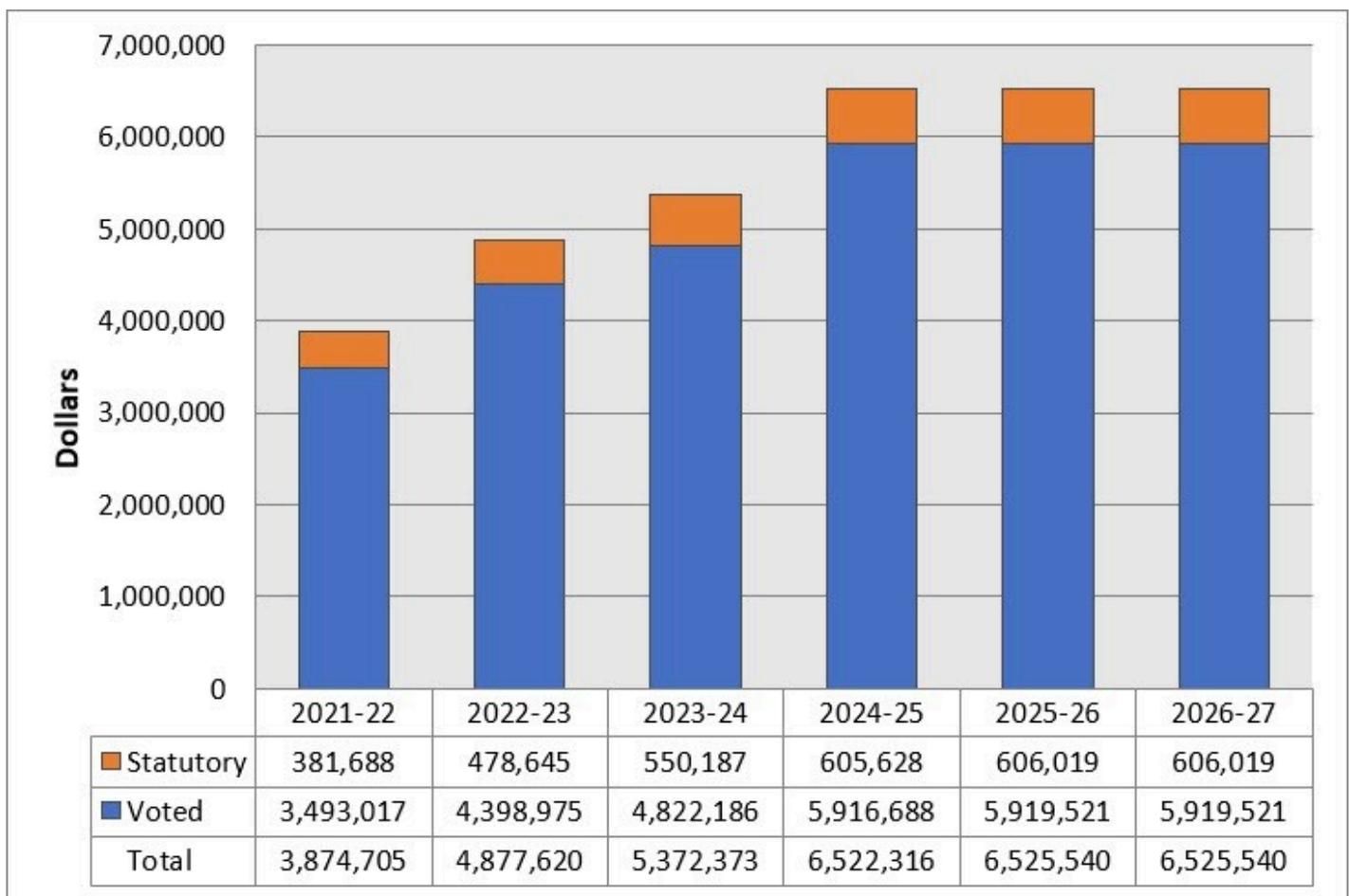
► Analysis of the next three years of spending

# Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities 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 2021-22 to 2026-27.



Text description of Graph 1

► Departmental Spending Trend

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

## Financial statement highlights

The RCMP External Review Committee's complete financial statements (unaudited) for the year ended March 31, 2024, are available online.

### Table 6: Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (2024)

Table 6 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

<b>Financial information</b>	<b>2023–24 actual results</b>	<b>2023–24 planned results</b>	<b>Difference (actual results minus planned)</b>
Total expenses	5,758,608	6,815,639	(1,057,031)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,758,608	6,815,639	(1,057,031)

The 2023–24 planned results information is provided in the RCMP External Review Committee's Future-Oriented Statement of Operations and Notes 2023–24.

Table 7 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

<b>Financial information</b>	<b>2023–24 actual results</b>	<b>2022–23 actual results</b>	<b>Difference (2023-24 minus 2022-23)</b>
Total expenses	5,758,608	5,350,476	408,132
Total revenues	0	0	0

Net cost of operations before government funding and transfers	5,758,608	5,350,476	408,132
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**Table 8: Condensed Statement of Financial Position (unaudited) as of March 31, 2024 (dollars)**

Table 8 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

<b>Financial information</b>	<b>Actual fiscal year (2023-24)</b>	<b>Previous fiscal year (2022-23)</b>	<b>Difference (2023-24 minus 2022-23)</b>
Total net liabilities	536,551	487,211	49,340
Total net financial assets	298,530	167,830	130,700
Departmental net debt	238,021	319,381	(81,360)
Total non-financial assets	0	0	0
Departmental net financial position	(238,021)	(319,381)	81,360

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2021-22 to 2026-27.

## Table 9: Actual human resources for core responsibilities and internal services

Table 9 shows a summary of human resources, in full-time equivalents (FTEs), for the RCMP External Review Committee's core responsibilities and for its internal services for the previous three fiscal years.

<b>Core responsibilities and internal services</b>	<b>2021-22 actual FTEs</b>	<b>2022-23 actual FTEs</b>	<b>2023-24 actual FTEs</b>
Independent review of RCMP employment matters	22.3	23.6	20.6
<b>Subtotal</b>	<b>22.3</b>	<b>23.6</b>	<b>20.6</b>
Internal services	N/A	N/A	6.7
<b>Total</b>	<b>22.3</b>	<b>23.6</b>	<b>27.3</b>

### ► Analysis of human resources over the last three years

## Table 10: Human resources planning summary for core responsibilities and internal services

Table 10 shows information on human resources, in full-time equivalents (FTEs), for the RCMP External Review Committee's sole core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

<b>Core responsibilities and internal services</b>	<b>2024-25 planned FTEs</b>	<b>2025-26 planned FTEs</b>	<b>2026-27 planned FTEs</b>
Independent review of RCMP employment matters	24	24	24
<b>Subtotal</b>	<b>24</b>	<b>24</b>	<b>24</b>

Internal services	9	9	9
<b>Total</b>	<b>33</b>	<b>33</b>	<b>33</b>

▶ **Analysis of human resources for the next three years**

## Corporate Information

▶ Organizational profile

▶ Organizational contact information

## Supplementary information tables

The following supplementary information tables are available on the [RCMP External Review Committee's website](#):

- [RCMP External Review Committee GBA plus](#)
- [Departmental Sustainable Development Strategy 2023 to 2027](#)

## 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](#). 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.

# Definitions

▶ [List of terms](#)

Date modified: 2024-12-19