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› [Reports and Information Resources](#) › [Departmental Results Reports](#)

# RCMP External Review Committee's 2024-25 Departmental Results Report

## On this page:

- [At a glance](#)
  - [From the Chairperson](#)
  - [Results – What we achieved](#)
    - [Core responsibility 1: Independent review of RCMP employment matters](#)
    - [Internal services](#)
  - [Spending and human resources](#)
    - [Spending](#)
    - [Funding](#)
    - [Financial statement highlights](#)
    - [Human resources](#)
  - [Supplementary information tables](#)
  - [Federal tax expenditures](#)
  - [Corporate information](#)
  - [Definitions](#)
-

## At a glance

This departmental results report details the RCMP External Review Committee (ERC)'s actual accomplishments against the plans, priorities and expected results outlined in its [2024-25 Departmental Plan](#).

- [Vision, mission, raison d'être and operating context](#)

## Key priorities

The RCMP External Review Committee identified the following key priorities for 2024-25:

- Support fair and transparent RCMP recourse processes and decision-making with Findings and Recommendations.
- Issuing Findings and Recommendations in a timely manner.
- Continuing to foster a culture of diversity and inclusion.
- Focusing on succession planning and recruitment for key ERC positions.

## Highlights for the RCMP External Review Committee in 2024-25

- Total actual spending (including internal services): \$6,688,499
- Total full-time equivalent staff (including internal services): 26.1

For complete information on the RCMP External Review Committee's total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

# Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main areas of activity, called “core responsibilities.”

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

Actual spending: \$5,006,007

Actual full-time equivalent staff: 18.7

- During 2024-25, the Commissioner made final decisions on 19 cases: 58% (11) of which they were in agreement; 5% (1) in partial agreement; and 37% (7) in disagreement with the ERC issued Findings and Recommendations. Of the seven cases where the Commissioner disagreed, five were from the same Appellant on a similar set of facts where the disagreement turned on the same issue.
- The ERC has met its 100% target in issuing Findings and Recommendations within the established one year service standard.
- RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews. The 105 Findings and Recommendations summaries issued during this reporting period were posted within the established standard.
- As committed in its 2020-21 Program Integrity Submission, the ERC has reduced its backlog caseload from 270 to 194 cases as of March 31, 2025. The ERC estimates that all its legacy cases will be completed by the end of next fiscal year.

For more information on the RCMP External Review Committee’s Independent Review of RCMP employment matters core responsibility, read the “Results – what we achieved” section of its departmental results report.

# From the Chairperson

I am pleased to present the 2024-25 RCMP External Review Committee's (ERC) Departmental Results Report.

This past year marked a significant milestone for the ERC as 105 Reports of Findings and Recommendations were issued. This is the highest number of case file reviews since the organization's inception. This achievement demonstrates ERC's commitment to enhancing the efficiency and effectiveness of its processes including the reduction of backlog cases.

The fiscal year 2024-25 was also an important one while the ERC has met its corporate service standards and reporting requirements all through a strict management of its budget. Although the organization was not included in the refocusing government spending reviews, the recent collective agreement ratifications have required the ERC to manage its budget closely and redistribute funding to offset salary increases and retroactive payments. The ERC will continue to closely manage its budget as the Government-wide Comprehensive Expenditure Review results become available.

A core priority for the ERC remains fostering a strong workplace culture of diversity and inclusion, accessibility and employee well-being. We will continue to strive to foster and strengthen support for employees through a variety of initiatives including information sessions, training programs, and continued open dialogue for a dynamic and adaptable workplace that prioritizes wellness and where each team member feels valued and



empowered. I am proud to report that, the 2024 Public Service Employee Survey results support these efforts as 100% of ERC's staff responded saying the organization was a great place to work.

I would like to take this opportunity to thank each and every member of the ERC for their hard work and continued dedication to the success of our organization. Looking ahead, we remain committed to continuous improvement and innovation.

## **Charles Randall Smith**

Chairperson

# **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.

### **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.

### **Progress on results**

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Independent Review of RCMP employment matters.

## **Table 1: ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making.**

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under ERC's findings and recommendations support fair and transparent RCMP recourse processes and decision-making in the last three fiscal years.

<b>Departmental Result Indicators</b>	<b>Target</b>	<b>Date to achieve target</b>	<b>Actual Results</b>
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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>Up to 100%; no specific target</p>	<p>Ongoing</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> <p>2024–25: Agreed in 58%, partially agreed in 5% and disagreed in 37%</p>
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## **Table 2: Findings and recommendations are issued in a timely manner.**

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Findings and recommendations are issued in a timely manner in the last three fiscal years.

<b>Departmental Result Indicators</b>	<b>Target</b>	<b>Date to achieve target</b>	<b>Actual Results</b>
% of findings and recommendations that are issued within the service standard.	100%	April 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%

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

Table 3 shows the target, the date to achieve the target and actual result for each indicator under RCMP members and the public have access to current information on the issues addressed by the ERC in its reviews in the last three fiscal years.

<b>Departmental Result Indicators</b>	<b>Target</b>	<b>Date to achieve target</b>	<b>Actual Results</b>
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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	2022–23: 100% 2023–24:100% 2024–25: 100%
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The [Results section of the Infographic for the ERC on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

### **Details on results**

The following section describes the results for Independent Review of RCMP employment matters in 2024–25 compared with the planned results set out in the ERC’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.

### **Key risks**

As a micro organization with specialized staff, the ERC has limited resources in ensuring the delivery of its program. In 2021, the ERC’s program integrity funding ask was approved to support the increase of its specialized resources to respond to the growing influx of cases referred to it. Although the ERC was excluded from the refocusing government spending phase 2, in 2024-25, the ERC has had to absorb more than half of the salary increase

and retroactive pay following the last economic increases for some of its resource complement. The ERC mitigated this risk by closely managing its budget to allow for this absorption and by also adjusting its human resource complement.

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

## **Table 4: Snapshot of resources required for Independent Review of RCMP employment matters.**

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

<b>Resource</b>	<b>Planned</b>	<b>Actual</b>
Spending	4,614,222	5,006,007
Full-time equivalents	24.0	18.7

[The Finances section of the Infographic for the ERC on GC Infobase page](#) and the [People section of the Infographic for the ERC on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

### **Related government priorities**

This section highlights government priorities that are being addressed through this core responsibility.

- ▶ 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 refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

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

### 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 to prioritize mental health and well-being of its employees. These efforts were assessed in the 2024 Public Service Employee Survey where 100% of the ERC staff responded that the

organization was a great place to work for. Proud of this accomplishment, the ERC will continue to engage in open discussions, organize informational sessions and events centered around mental health and well-being, as well as activities addressing various facets of diversity and inclusion to engage us all in self-reflection and continued evolution and adapting of processes.

The ERC has also implemented and strengthened its Occupational Health and Safety (OHS) processes over the past year. The efforts will continue to align organizational practices to government’s changing landscape, especially with the introduction of new technology such as softphones.

Finally the 2024-25 fiscal year has had its challenges for the ERC as a micro organization. While the ERC was not included in the refocusing government spending initiatives, the organization has had to absorb more than half of the retro and salary increases generated through the recent collective agreement ratifications. The ERC will continue to strictly manage its resources over the next years through the Comprehensive Expenditure Review initiative.

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

## **Table 5: Resources required to achieve results for internal services this year.**

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

<b>Resource</b>	<b>Planned</b>	<b>Actual</b>
Spending	1,908,094	1,682,492
Full-time equivalents	9.0	7.4

The [Finances section of the Infographic for the ERC on GC Infobase](#) and the [People section of the Infographic for the ERC on GC Infobase](#) provide complete financial and human resources information related to its program inventory.

### **Contracts awarded to Indigenous businesses**

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

In its 2024-25 Departmental Plan, the ERC committed to meeting its 5% mandatory target as its first official reporting year. As a micro organization with limited procurement, the ERC has developed an Indigenous procurement strategy through which the organization has been able to award 27% 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.

### **ERC's results for 2024-25:**

## **Table 6: Total value of contracts awarded to Indigenous businesses<sup>1</sup>.**

As shown in Table 6, the ERC awarded 27% of the total value of all contracts to Indigenous businesses for the fiscal year.

<b>Contracting performance indicators</b>	<b>2024-25 Results</b>
Total value of contracts awarded to Indigenous businesses <sup>2</sup> (A)	\$46,959

Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	\$175,569
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses [ $A / (B-C) \times 100$ ]	27%
<ul style="list-style-type: none"> <li>• <sup>1</sup>“Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00.</li> <li>• <sup>2</sup>For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines “Indigenous business” as either: <ul style="list-style-type: none"> <li>◦ owned and operated by Elders, band and tribal councils</li> <li>◦ registered in the <u>Indigenous Business Directory</u>.</li> <li>◦ registered on a modern treaty beneficiary business list</li> </ul> </li> </ul>	

The ERC has achieved above and beyond its target by awarding 27% of its total procurement budget to Indigenous businesses. This achievement was made possible through the strategic use of existing tools, including the Indigenous Business Directory, which enabled the agency to identify suppliers already qualified under Standing Offers and Supply Arrangements. Prioritizing pre-qualified Indigenous suppliers from eligible lists allowed the agency to meet its procurement objectives while meaningfully contributing to reconciliation and economic growth.

In its 2025–26 Departmental Plan, the ERC estimated that it would award 19.5 % of the total value of its contracts to Indigenous businesses by the end of 2024–25.

## Spending and human resources

► In this section

### Spending

This section presents an overview of the department's actual and planned expenditures from 2022–23 to 2027–28.

#### Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over five years, starting in 2023–24, and by \$4.1 billion annually after that.

Although the ERC was excluded from the refocusing government spending phase 2, in 2024-25, the ERC has had to absorb more than half of the salary increase and retroactive pay following the last economic increases for some of its resource complement.

#### Budgetary performance summary

### Table 7: Actual three-year spending on core responsibilities and internal services (dollars).

Table 7 shows the money that the ERC spent in each of the past three years on its core responsibilities and on internal services.

<b>Core responsibilities and internal services</b>	<b>2024-25 Main Estimates</b>	<b>2024-25 total authorities available for use</b>	<b>Actual spending over three years (authorities used)</b>
Independent review of RCMP employment matters	4,614,222	4,910,364	<ul style="list-style-type: none"> <li>• 2022-23: 4,877,620</li> <li>• 2023-24: 3,941,764</li> <li>• 2024-25: 5,006,007</li> </ul>
<b>Subtotal</b>	<b>4,614,222</b>	<b>4,910,364</b>	<ul style="list-style-type: none"> <li>• <b>2022-23: 4,877,620</b></li> <li>• <b>2023-24: 3,941,764</b></li> <li>• <b>2024-25: 5,006,007</b></li> </ul>
Internal services	1,908,094	2,347,050	<ul style="list-style-type: none"> <li>• 2022-23: N/A</li> <li>• 2023-24: 1,430,609</li> <li>• 2024-25: 1,682,492</li> </ul>
<b>Total</b>	<b>6,522,316</b>	<b>7,257,414</b>	<ul style="list-style-type: none"> <li>• <b>2022-23: 4,877,620</b></li> <li>• <b>2023-24: 5,372,373</b></li> <li>• <b>2024-25: 6,688,499</b></li> </ul>

► Analysis of the past three years of spending

## Table 8: Planned three-year spending on core responsibilities and internal services (dollars).

Table 8 shows the ERC's planned spending for each of the next three years on its core responsibilities and on internal services.

<b>Core responsibilities and internal services</b>	<b>2025–26 planned spending</b>	<b>2026–27 planned spending</b>	<b>2027–28 planned spending</b>
Independent review of RCMP employment matters	4,799,577	4,801,864	4,801,864
<b>Subtotal</b>	<b>4,799,577</b>	<b>4,801,864</b>	<b>4,801,864</b>
Internal services	1,974,496	1,974,463	1,974,463
<b>Total</b>	<b>6,774,073</b>	<b>6,776,327</b>	<b>6,776,327</b>

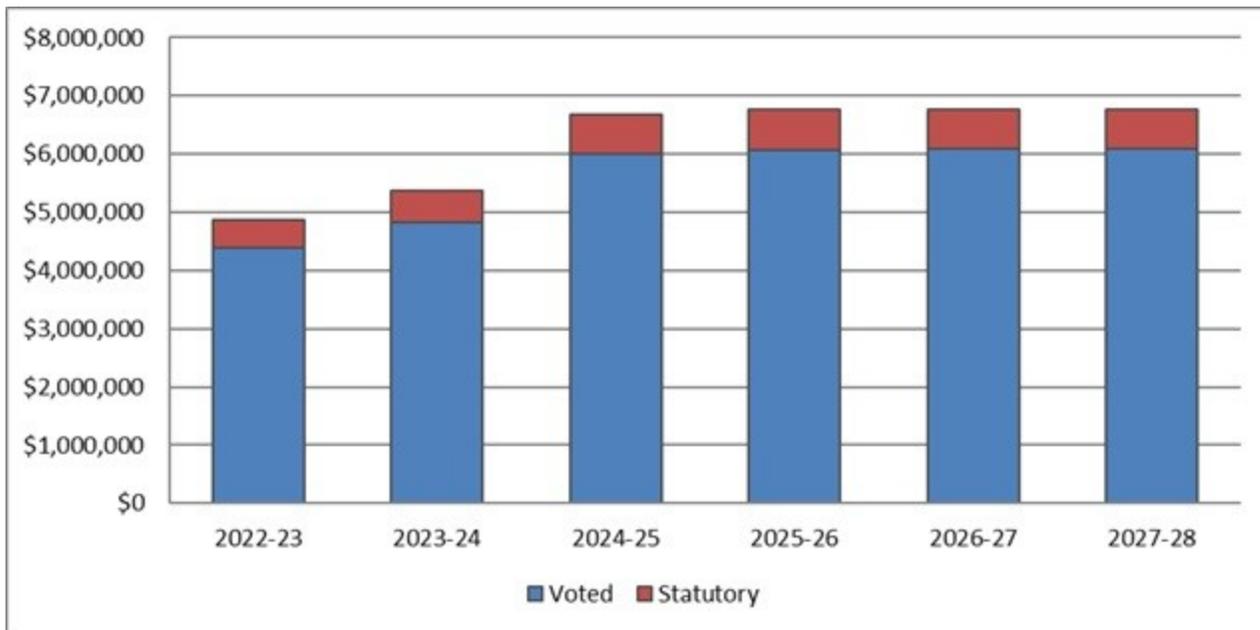
► Analysis of the next three years of spending

## Funding

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

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

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of Graph 1

▶ Departmental Spending Trend

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

## Financial statement highlights

The ERC's Financial Statements (Unaudited) for the Year Ended March 31, 2025.

### Table 9: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2025 (dollars).

Table 9 summarizes the expenses and revenues for 2024-25 which net to the cost of operations before government funding and transfers.

Financial information	2024-25 actual results	2024-25 planned results	Difference (actual results minus planned)

Total expenses	7,291,167	7,044,050	247,117
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,291,167	7,044,050	247,117

## Analysis of expenses and revenues for 2024-25

There are no significant variances between Actual and Planned results.

The 2024-25 planned results information is provided in the ERC's Future-Oriented Statement of Operations and Notes 2024-25.

## Table 10: Condensed Statement of Operations (unaudited or audited) for 2023-24 and 2024-25 (dollars).

Table 10 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

<b>Financial information</b>	<b>2024-25 actual results</b>	<b>2023-24 actual results</b>	<b>Difference (2024-25 minus 2023-24)</b>
Total expenses	7,291,167	5,758,608	1,532,559
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,291,167	5,758,608	1,532,559

# Analysis of differences in expenses and revenues between 2023-24 and 2024-25

The variance between 2023-24 and 2024-25 actual results is driven primarily by the ratification of the LP collective agreement, which resulted in salary adjustments and retroactive pay in fiscal year 2024-25.

## Table 11: Condensed Statement of Financial Position (unaudited or audited) as at March 31, 2025 (dollars).

Table 11 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

<b>Financial information</b>	<b>Actual fiscal year (2024-25)</b>	<b>Previous fiscal year (2023-24)</b>	<b>Difference (2024-25 minus 2023-24)</b>
Total net liabilities	950,245	536,551	413,694
Total net financial assets	662,686	298,530	364,156
Departmental net debt	287,559	238,021	49,538
Total non-financial assets	0	0	0
Departmental net financial position	(287,559)	(238,021)	(49,538)

# Analysis of department's liabilities and assets since last fiscal year

There are no significant changes in liabilities and assets since last fiscal year.

## Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

### Table 12: Actual human resources for core responsibilities and internal services.

Table 12 shows a summary in full-time equivalents of human resources for the ERC's core responsibilities and for its internal services for the previous three fiscal years.

<b>Core responsibilities and internal services</b>	<b>2022-23 actual full-time equivalents</b>	<b>2023-24 actual full-time equivalents</b>	<b>2024-25 actual full-time equivalents</b>
Independent review of RCMP employment matters	23.6	20.6	18.7
<b>Subtotal</b>	<b>23.6</b>	<b>20.6</b>	<b>18.7</b>
Internal services	N/A	6.7	7.4
<b>Total</b>	<b>23.6</b>	<b>27.3</b>	<b>26.1</b>

► **Analysis of human resources for the last three years**

## **Table 13: Human resources planning summary for core responsibilities and internal services.**

Table 13 shows the planned full-time equivalents for each of the ERC's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

<b>Core responsibilities and internal services</b>	<b>2025–26 planned full-time equivalents</b>	<b>2026–27 planned full-time equivalents</b>	<b>2027–28 planned full-time equivalents</b>
Independent review of RCMP employment matters	18	17	17
<b>Subtotal</b>	<b>18</b>	<b>17</b>	<b>17</b>
Internal services	8	8	8
<b>Total</b>	<b>27</b>	<b>25</b>	<b>25</b>

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

## **Supplementary information tables**

The following supplementary information tables are available on the ERC's website:

- [Gender-based Analysis Plus](#)

# 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.

## Corporate Information

▶ [Departmental profile](#)

▶ [Organizational contact information](#)

## Definitions

▶ [List of terms](#)

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