RCMP External Review Committee's 2025-26 Departmental Results Report

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At a glance

This departmental results report details the Royal Canadian Mounted Police (RCMP) External Review Committee's (ERC) actual accomplishments against the plans, priorities and expected results outlined in its 2025-26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with the ERC's vision, mission, raison d'être and operating context.

Key priorities

The ERC identified the following key priorities for 2025-26:

- 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.

- Finalize the implementation of the succession plan of key ERC positions.
- Continue to streamline its processes and gain efficiencies by operationalizing and optimizing its information management system, and reviewing its internal processes.

Highlights

In 2025-26, the ERC continued to deliver on its mandate by supporting fair and transparent RCMP recourse processes. The ERC issued 64 Findings and Recommendations to the Commissioner of the RCMP and met all of its service standards.

The ERC also advanced its priority of fostering a healthy, diverse and inclusive workplace. In 2025-26, the organization developed and implemented its Duty to Accommodate Guide, continued to share information and resources on diversity, accessibility, mental health and employee well-being through its monthly newsletter. These efforts supported employee well-being, inclusion and organizational resilience. Further to its workplace diversity and inclusion initiatives, the ERC has once again contributed to Indigenous procurement well above the 5% target and despite its limited contracting budget.

- Total actual spending (including internal services): $5,420,967
- Total full-time equivalent staff (including internal services): 23.6

For detailed information on the ERC's total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025-26 under its "core responsibility" (its main area of activity).

Core responsibility: Independent Review of RCMP employment matters

Actual spending: $3,878,124

Actual human resources: 16.9

- During 2025-26, the Commissioner made final decisions on 112 cases: 96% (107) of which they were in agreement; and 4% (5) in disagreement with the ERC issued Findings and Recommendations (F&R).
- The ERC has met 100% of its target by issuing F&Rs for 34 out of the received 36 cases 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 64 F&R summaries issued during this reporting period were posted within the established standard.
- During 2025-26, the ERC has decreased its backlog by issuing an additional 30 F&Rs; therefore rereducing its active caseload from 194 to 167 cases, while also completed all legacy cases that it had received to date.

For more information on the ERC's activities related to the Independent Review of RCMP employment matters, read the "Results: What we achieved" section of this report.

From the Chairperson

I am pleased to present the RCMP External Review Committee's (ERC) 2025-26 Departmental Results Report (DRR).



The 2025-26 fiscal year has known a number of shifting budget reviews and initiatives. As we entered the year, the government was planning for the second phase of the refocusing government spending (RGS) review. This approach was revisited and converted to targeted reductions under the Comprehensive Expenditure Review (CER) initiative.

While the ERC was excluded from the second phase of RGS, the CER required us to present ways in which we could meet the established reduction targets. To this end, the ERC rigorously managed its spending and concluded its temporary resource commitments to attain its targets through planned natural attrition. In November 2025, the ERC received confirmation of its exclusion from the CER. The generated savings are planned to be attributed to the anticipated program pressures due to RCMP policy changes.

Despite these challenging times, the ERC delivered on its mandate by issuing 64 Findings and Recommendations. During this period, the ERC also issued and implemented its Duty to Accommodate Guide, met its corporate reporting obligations, contributed 12% of its contracting funds to Indigenous owned businesses, and initiated a streamlined invoice processing approach within its information management system (GCDocs) environment.

The ERC recognizes that periods of fiscal restraint and change across the federal public service can create uncertainty and additional pressures for employees. In this context, employee well-being remains central to how we manage our work and support our people. The ERC continues to foster a

healthy, inclusive, accessible and respectful workplace through open dialogue, information-sharing, training opportunities and initiatives that support mental health, diversity, inclusion and accessibility.

Looking ahead, the ERC will continue to focus on delivering its mandate within the established service standards and ensuring the continuity of its operations. This includes completing full implementation of its succession planning for key positions to strengthen internal capacity, ensure knowledge transfer, and business continuity.

The ERC will continue, particularly in response to CER and anticipated operational pressures, to uphold robust financial management by actively monitoring its budget and limiting discretionary spending where appropriate. At the same time, it will continue to strengthen its internal services framework to ensure operational effectiveness and support the achievement of departmental results.

I would like to recognize the continued professionalism and dedication of ERC employees. Their expertise, collaboration and commitment have enabled the organization to deliver meaningful results while navigating change. The accomplishments of 2025-26 are a reflection of their resilience and their continued commitment to the ERC's important role in supporting fairness, transparency and accountability in RCMP recourse processes.

Charles Randall Smith

Chairperson

Results - What we achieved

Core responsibilities and internal services

- Core responsibility: Independent Review of RCMP employment matters

- Internal services

Core responsibility: 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: Independent review of RCMP employment matters.

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.

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

Departmental result indicator	Target	Date to achieve target	Actual result
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	2023-24: Agreed in 88%, partially agreed in 3%, and disagreed in 9% 2024-25: Agreed in 58%, partially agreed in 5% and disagreed in 37% 2025-26: Agreed in 96% and disagreed in 4%

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.

Table 2: Findings and recommendations are issued in a timely manner

Departmental result indicator	Target	Date to achieve target	Actual result
% of findings and recommendations that are issued within the service standard.	100%	April 2026	2023-24: 100% 2024-25: 100% 2025-26: 100%

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.

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

Departmental result indicator	Target	Date to achieve target	Actual result

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	2023-24: 100% 2024-25: 100% 2025-26: 100%

The Results section of the Infographic for the ERC on GC Infobase 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 2025-26 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

▶ The findings and recommendations are issued 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 a limited budget of $6.8M operating budget, the ERC is under all circumstances rigorously managing its expenses. Although approved in its 2021 program integrity submission, the ERC was working on increasing its specialized staff complement to address the

backlog while continuing to meet its revised service standards. Without full implementation of its plan, the ERC has had to shift its strategy to absorb the economic increase for two thirds of is specialized staff.

With this adjustment in place, during 2025-26, government-wide organizations were asked to decrease their budgets and spending through the CER. Although, the ERC had prepared a proposal that involved refining its budget plan and streamlining its expenditures, in November, through the Budget 2025, the organization was informed of its exclusion from the CER exercise.

In parallel to the budget exercise, the RCMP was revising its internal policies some of which are anticipated to have impact on the ERC operations. To this end, the ERC intends to use the generated savings from 2025-26 to support the projected influx of case files stemming from RCMP policy revisions.

The ERC continues to temporarily mitigate its financial pressures and uncertainty through prudent budget management and by leveraging available funding options. Nevertheless the unpredictable changes to RCMP policies and their impact pose a risk in the organization to sustainably deliver its mandate within its established service standards and legal obligations.

Resources required to achieve results

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

Table 4: Snapshot of resources required for Independent review of RCMP employment matters

Resource	Planned	Actual

Spending	4,711,080	3,878,124
Full-time equivalents	18.0	16.9

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.

▶ Gender-based Analysis Plus

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

▶ Artificial intelligence

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 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 activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

- 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

Progress on results

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

In 2025-26, the introduction of the CER underscored a renewed government-wide focus on expenditure management and fiscal discipline. Although the ERC was exempt from the CER under Budget 2025, the organization took proactive steps to identify efficiencies and reduce spending in order to generate savings and strengthen its readiness for the projected operational pressures due to an expected influx in case files. These efforts demonstrate the ERC’s continued commitment to prudent stewardship, responsible resource management, and the efficient delivery of its mandate within a constrained operating environment.

Over the past year, the ERC also addressed high risk vacancies and advanced the implementation of its succession plan of key positions to ensure sustainability of its operations. Through this changing government-

wide landscape, the organization continued to: meet all its corporate reporting requirements in a timely manner; established an internal Duty to Accommodate Guide streamlining its internal request process; exceeded, for another year in a row, the Indigenous procurement target, and advanced its use of GCDocs through the establishment of a tailored invoice processing workflow, with the support of its service provider.

The ERC will continue to manage its resources in the spirit of the CER and revise its internal processes to find efficiencies and opportunity for leveraging technology, including AI.

Resources required to achieve results

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

Table 5: Resources required for internal services for 2025-26

Resource	Planned	Actual
Spending	1,999,815	1,542,843
Full-time equivalents	9.0	6.7

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.

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.

As shown in Table 6, the ERC awarded 12.1% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 6: Total value of contracts awarded to Indigenous businesses.

Contracting performance indicator	2025-26 result
Total value of contracts awarded to Indigenous businesses (A)	$6,281.46
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$51,976.26
Value of exceptions approved by deputy head (C)	$0
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	12.1%

Notes

For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as:

- businesses owned and operated by Elders, band and tribal councils
- businesses registered in the Government of Canada’s Indigenous Business Directory
- registered on a modern treaty beneficiary business list

A “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.

In 2025-26, the ERC exceeded the Government of Canada’s minimum target of awarding at least 5% of the total value of contracts to Indigenous businesses. The organization directed 12.1% of its total contract value to Indigenous suppliers, more than doubling the established target. This achievement reflects the ERC’s ongoing commitment to supporting Indigenous participation in federal procurement while advancing its operational requirements within the context of a relatively modest procurement portfolio.

In its 2026-27 Departmental Plan, the ERC estimated that it would award 44.7% of the total value of its contracts to Indigenous businesses by the end of 2025-26. While the ERC has high commitments, as indicated in its 2026-27 Departmental Plan, its contractual strategy was revisited due to budgetary adjustments and savings approach.

As a micro-organization with relatively limited procurement activity, the ERC’s annual procurement results can fluctuate significantly from year to year. Because the organization awards a small number of contracts, the value of a single contract can represent a substantial share of its overall procurement spending and have a considerable impact on the percentage awarded to Indigenous businesses. Despite these inherent fluctuations, the ERC exceeded the Government of Canada's minimum target in 2025-26, demonstrating its continued commitment to Indigenous procurement.

Spending and human resources

▶ In this section

Spending

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

Budgetary performance summary

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

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

Core responsibilities and internal services	2025-26 Main Estimates	2025-26 total authorities available for use	Actual spending over three years (authorities used)

Independent review of RCMP employment matters	4,799,577	4,406,220	• 2023-24: 3,941,764 • 2024-25: 5,006,007 • 2025-26: 3,878,124
Subtotal	**4,799,577**	**4,406,220**	• 2023-24: 3,941,764 • 2024-25: 5,006,007 • 2025-26: 3,878,124
Internal services	1,974,496	2,558,623	• 2023-24: 1,430,609 • 2024-25: 1,682,492 • 2025-26: 1,542,843
Total	**6,774,073**	**6,964,843**	• 2023-24: 5,372,373 • 2024-25: 6,688,499 • 2025-26: 5,420,967

▶ Analysis of the past three years of spending

Planned spending for next three years

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

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

Core responsibilities and internal services	2026-27 planned spending	2027-28 planned spending	2028-29 planned spending
Independent review of RCMP employment matters	4,580,811	4,599,937	4,464,322
Subtotal	**4,580,811**	**4,599,937**	**4,464,322**
Internal services	2,254,879	2,235,753	2,371,788
Total	**6,835,690**	**6,835,690**	**6,836,110**

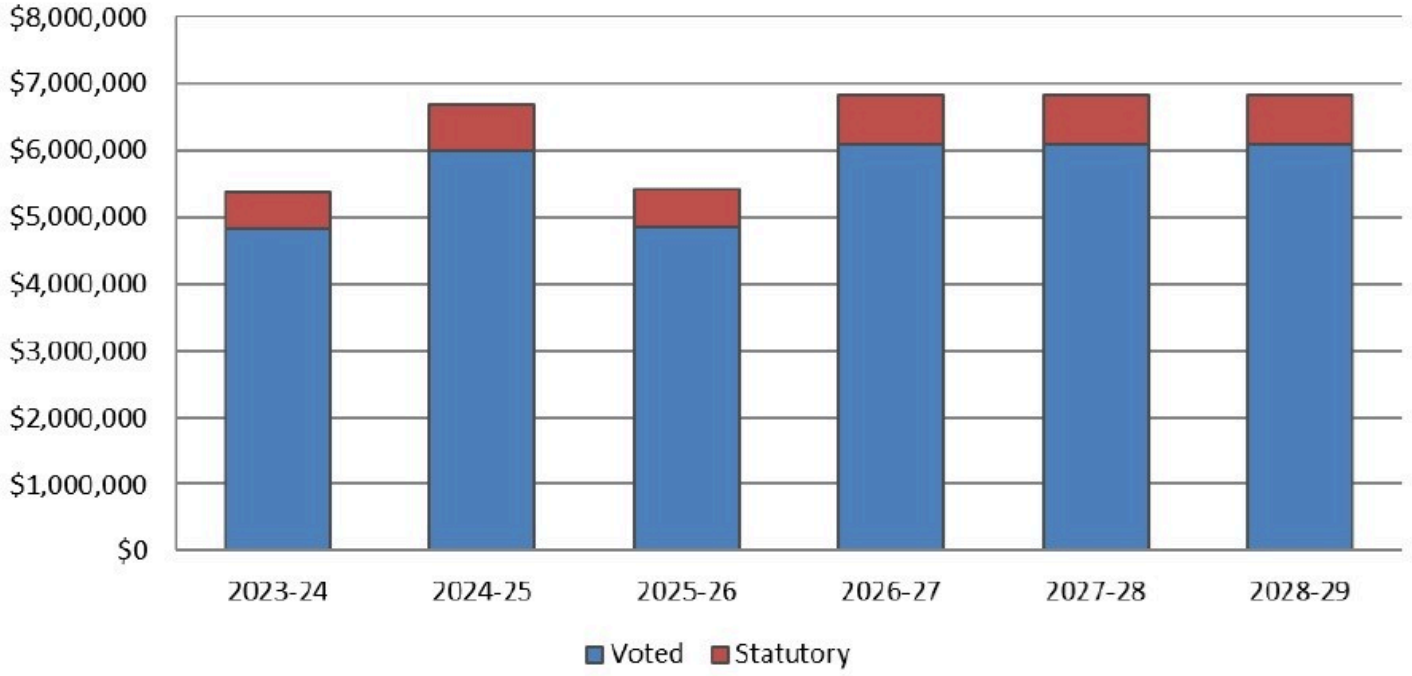
▶ Analysis of the next three years of planned spending

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services.

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

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



Text description of Graph 1

▶ Departmental Spending Trend

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

Financial statement highlights

This section presents the ERC's Financial statements (Unaudited) for the year ended March 31, 2026.

Table 9 summarizes the expenses and revenues for 2025-26, which net to the cost of operations before government funding and transfers.

Table 9: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025-26 actual results	2025-26 planned results	Difference (actual results minus planned)
Total expenses	$6,099,169	$7,200,519	($1,101,350)
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$6,099,169	$7,200,519	($1,101,350)

Analysis of expenses and revenues for 2025-26

The variance between planned and actual spending was primarily attributable to prudent expenditure management undertaken in anticipation of the potential impacts of the CER. While the ERC was ultimately excluded from the CER, it maintained a cautious approach to expenditures given the uncertainty surrounding potential expenditure reduction measures. The organization continued to apply rigorous financial management practices to mitigate potential future fiscal pressures while supporting the effective delivery of its mandate.

The 2025-26 planned results information is provided in the ERC's Future-Oriented Statement of Operations and Notes 2025-26.

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

Table 10: Condensed Statement of Operations (unaudited) for 2024-25 and 2025-26 (dollars)

Financial information	2025-26 actual results	2024-25 actual results	Difference (2025-26 minus 2024-25)
Total expenses	$6,099,169	$7,291,167	($1,191,998)
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$6,099,169	$7,291,167	($1,191,998)

Analysis of differences in expenses and revenues between 2024-25 and 2025-26

The variance between 2024-25 and 2025-26 reflects the combined impact of higher expenditures in 2024-25 related to salary adjustments and retroactive pay following the ratification of the LP collective agreement and the ERC's proactive expenditure management measures in 2025-26 in response to the announcement of the CER. Although the ERC was ultimately excluded from the CER following Budget 2025, it maintained a prudent approach to financial management to mitigate potential future fiscal pressures while continuing to deliver its mandate.

Table 11provides 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.

Table 11: Condensed Statement of Financial Position (unaudited) as at March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025-26)	Previous fiscal year (2024-25)	Difference (2025-26 minus 2024-25)
Total net liabilities	$884,206	$950,245	($66,039)
Total net financial assets	$535,565	$662,686	($127,121)
Departmental net debt	$348,641	$287,559	$61,082
Total non-financial assets	$0	$0	$0
Departmental net financial position	($348,641)	$287,559	$61,082

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 2023-24 to 2028-29.

Table12 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.

Table 12: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023-24 actual full-time equivalents	2024-25 actual full-time equivalents	2025-26 actual full-time equivalents
Independent review of RCMP employment matters	20.6	18.7	16.9
Subtotal	**20.6**	**18.7**	**16.9**
Internal services	6.7	7.4	6.7
Total	**27.3**	**26.1**	**23.6**

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

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

Table 13: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities 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

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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