

Plans and Priorities by Strategic Outcome

Governance and Strategic Direction						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
Create a results-based culture focused on value for Canadians through accountability, innovation, transparency, and risk management.	Review the governance structure and update roles, responsibilities and reporting relationships.	Positions that are no longer occupied are not reflected in the organizational structure.	New priority 2004	15.0	15.0	15.0
		The organizational structure reflects the activities conducted by the Commission.	Ongoing priority 2004			
		Job descriptions are in line with the activities employees undertake.	Ongoing priority 2004			
	Develop a corporate framework, which will include a cycle of planning, priority setting and reporting.	Sufficient time and consideration are allocated for reporting activities enabling the Commission to manage concurrent priorities.	New priority 2005	2.0	2.0	2.0
	Align Commission activities with government-wide priorities.	Agreement between management members on methods to adjust Commission activities to ensure alignment with government-wide priorities.	New priority 2005-06		4.2	4.2

Policy and Programs						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will continue its use of informal resolution processes to resolve Canadians' issues of concern with RCMP conduct.	Update policies and procedures for use of informal resolution processes.	Commission consensus on the categories of allegations deemed appropriate for resolution utilizing the informal resolution process.	New priority 2004–05	17.3	17.3	17.3
		Agreement between the CPC and RCMP on the categories of allegations deemed appropriate for automatic application of the informal resolution process.	New priority 2005–06			
		Fifty percent of all complaints are streamed through the informal resolution process.	New priority 2006–07			
	Explore a strategy, in cooperation with the RCMP, to expand use of informal resolution processes.	Agreement between CPC and RCMP on the value of expanding informal resolution processes to include the review stage.	New priority 2006–07			5.5

Policy and Programs (continued)						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will improve service to Canadians by implementing risk management principles during the production of review reports.	Develop a clear and formalized approach to managing the caseload utilizing risk management tools.	Consistent application of corporate risk indicators for each review report.	New priority 2004–05	29.0	29.0	29.0
		A definition of what constitutes a manageable number of files in the caseload inventory.	New priority 2004–05			
		Corporate production targets are clearly established.	New priority 2004–05			
The Commission will develop a framework to standardize its approach to activities conducted in the public interest, such as investigations and hearings.	Develop administrative measures and terms of reference for conducting public interest investigations.	Clear guidelines exist outlining procedures to be followed when undertaking a public interest investigation.	2005–06	5.4	5.4	5.4
	Develop administrative measures and terms of reference for conducting public interest hearings.	Clear guidelines exist outlining procedures to be followed when undertaking a public interest hearing.	New priority 2006–07			8.4

Public Service Values						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
Commission executives reinforce public service values and ethics in the delivery of results to Canadians.	Conduct staff meetings during which values will be discussed and evaluated.	Two meetings per year for informal evaluation of Commission performance with regard to respecting public service values and ethics.	New priority 2004	4.3	4.3	4.3
	Assess the success of the Commission in incorporating public service values and ethics into the workplace.	Establish a baseline of the Commission's performance with regard to respecting public service values and ethics. Record level of improvement in evaluation of the Commission's performance with regard to respecting public service values and ethics.	New priority 2005-06 New priority 2006-07		6.5	6.5

People						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will develop clear human resources policies that foster a sustainable workforce.	Develop an annual human resources plan that outlines staffing and recruitment, classification, training and staff relations strategies.	Staffing priorities are based on activities that reflect Commission priorities.	New priority 2004	18.8	18.8	18.8
		Classification levels are appropriate to delegated authorities and activities.	New priority 2005–06			
		Recognition and rewards are used in the recruitment and retention strategies.	New priority 2006			
		Training plans are in place for employees.	New priority 2004–05			
Citizen-focused Service						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will have a better understanding of stakeholders' expectations with respect to the Commission's activities.	Develop a framework for a stakeholder survey.	Consensus on the approach, the objective, the format and the questions to be asked.	New priority 2005–06	10.9	10.9	10.9

Citizen-focused Service (continued)						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
	Conduct annual surveys to measure the degree of stakeholder satisfaction with Commission activities.	Establish a baseline of stakeholder satisfaction with the Commission's performance.	New priority 2006	10.7	10.7	10.7
		Record progress in the level of stakeholder satisfaction, on a yearly basis, to ensure adherence to government standards and guidelines.	New priority 2006			
	Increase the use of information technology to improve service delivery.	Increase use of electronic means to speed up delivery of information to and from the RCMP to assist in evaluating cases.	New priority 2006-07	13.4	11.8	11.8
Risk Management						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will make proactive decisions based on an examination of internal and external risks.	Develop a framework to incorporate strengths, weaknesses, opportunities and threats analyses (SWOT) in its planning and decision-making processes.	Evidence of risk considerations being incorporated in strategic planning and decision-making processes.	New priority 2005	11.4		
	Regularly review the corporate risk profile	Evidence that the corporate risk profile is reviewed periodically.	New priority 2005	3.3	3.3	3.3

Risk Management (continued)						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
	Develop tools and offer training to staff on how to effectively implement the principles of risk management in day-to-day operations.	Risk management factors regularly reviewed to accurately reflect the changing external and internal environment.	New priority 2005–06		3.7	1.7
Stewardship						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will ensure the organizational environment, control mechanisms and the integration of government policies work together to facilitate the achievement of corporate objectives.	Implement and communicate the updated structure and changes to Commission processes to stakeholders.	The organizational structure is clearly understood by all stakeholders and interactions are conducted at the appropriate level.	New priority 2004–05	4.1	4.1	4.1
	Regularly review the Commission’s risk-based audit plan.	Risk-based audit findings and control failures are addressed.	New priority 2004–05	4.8	4.8	4.8

Stewardship (continued)						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
	Use the Financial Management Capability Model (FMCM) to evaluate the Commission's use of resources and the results achieved.	Resources are used in a balanced fashion that ensures results meet or exceed strategic objectives.	New priority 2006		8.8	8.8
		Analysis demonstrates cost-effective approach to use of both financial and human resources.	New priority 2006-07			
	Assessing and integrating emerging government policies with relevance to the Commission.	Assessing the impact of the Management of Government Information (MGI) policy on the Commission.	New priority 2004-05	10.2	10.2	10.2
		Develop a strategy to ensure proper implementation of the policy that contains resource requirement allocations.	New priority 2005-06			
		Integration of the MGI methodology into Commission activities.	New priority 2006-07			

Accountability						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will strengthen the degree of accountability for each member of the management team.	Develop a framework, which will contain financial and non-financial information on Commission activities.	Demonstrated increase in use of financial and non-financial information in decision-making process.	New priority 2005–06	6.9	6.9	6.9
	Managers use the framework to report on the use of resources and the results achieved.	Regular review of delegation of resources allocated by activity to ensure the Commission is meeting its strategic objectives.	New priority 2005–06	7.0	7.0	7.0
	Establish clear objectives that will be reflected in Performance Management Agreements.	Oversight of management team performance to ensure activities are meeting strategic objectives. Each manager's Performance Management Agreement is aligned with corporate commitments.	New priority 2004–05 New priority 2004–05	2.8	2.8	2.8
	Delegations appropriately reflect each manager's responsibilities.	Regular oversight and review of managers' performance.	New priority 2004–05	2.8	2.8	2.8

Learning, Innovation and Change Management

Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will manage through continuous innovation using priority setting and planning, and incorporating a “lessons-learned” approach when evaluating the performance of its policies and programs.	Continue preparation of quarterly reports on corporate indicators such as productivity and turnaround time in key areas of the complaint and review processes.	Maintaining or improving recent production levels and reducing turnaround times.	Ongoing priority	8.3	8.3	8.3
	Conduct monthly examinations of production of review reports geared toward ensuring that internal targets are being met.	Monitoring of productivity progress.	Ongoing priority 2004	3.8	3.8	3.8
	Develop a framework that will permit tracking of other Commission activities such as formal complaints, use of alternate dispute resolution mechanisms, and the progress of investigations.	Monthly progress reports on the numbers of formal complaints and use of alternate dispute resolution mechanisms. Monthly evaluation of progress of investigations indicating issues addressed and resources expended.	New priority 2005–06	5.6	5.6	5.6
	Create a precedents book on issues of concern to the Commission	Monthly discussion and progress report on issues contained in the precedent book.	New priority 2005–06		1.1	

Results and Performance						
Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
The Commission will gather information on results and performance to be used in the decision-making processes and to meet public reporting obligations.	Integrate financial and non-financial information in the decision-making process.	Progress in strengthening program and financial results.	New priority 2004	5.6	5.6	5.6
	Develop an evaluation plan to assess the impact of the Commission's review activity.	Monitor the acceptance rate of the Commission's findings and recommendations by the RCMP Commissioner. Identify implementation of accepted recommendation per fiscal year and geographical location.	Ongoing priority New priority 2005	2.5	2.5	2.5
	Managers report on program and service results.	Evidence that intended results are achieved.	New priority 2004	0.8	0.8	0.8

Results and Performance (continued)

Strategic Outcomes	Activities	Measures	Type of Priority	Associated Resources (thousands of dollars)		
				2004	2005	2006
	Provide information to citizens and Parliamentarians on Commission activities and improving its performance measures and outcomes.	Quality of Report on Plans and Priorities, Annual Report, and the Departmental Performance Report.	Ongoing priority	22.2	22.2	22.2