

**RCMP  
EXTERNAL REVIEW  
COMMITTEE**

**2004-2005  
Estimates**

**Report on Plans and Priorities**

Approved

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Solicitor General of Canada (Minister of Public  
Safety and Emergency Preparedness Canada)

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## **Chair's Message and Management Representation Statement**

Over the next planning period, the [RCMP External Review Committee](#) will continue to endeavour to provide findings and recommendations of the highest quality to the Commissioner of the RCMP with respect to grievances and discipline appeals. In doing so, we contribute to the fairness and openness of the RCMP management/member relationship.

To achieve our goal, it is important that we operate in an effective and efficient manner. Sound management contributes to the smooth functioning of the Committee. Through the Modern Management Practices initiative, the Committee has been able to examine closely its operational and management structure. We benefited from participating in a Capacity Assessment carried out by an outside consultant conjointly with two other small agencies. Through this worthwhile process, we have identified several opportunities for improvement. I have recently approved an action plan which sets out our plans and priorities for implementing these measures. This will provide the focus of our planning for the next three years.

Over the past year, the Committee continued to face challenges in meeting its targets for the timely completion of its reviews. Measures put into place in recent years have assisted the Committee in this regard. However, in the past year, previously identified trends continue to put pressure on the Committee. An increased workload and greater complexity in the cases reviewed translate into longer timelines for the completion of reviews. It is my hope that our work on process improvements will assist us in increasing our level of efficiency while maintaining our level of quality.

This year, two new legal analysts joined the Committee and our Executive Director and Senior Legal Counsel, Mr. Norman Sabourin left the Committee to take on new challenges as the Executive Director of the Canadian Judicial Council. In the short term, this leads to time pressures, as new employees move through the learning curve and become comfortable with the Committee processes. In the long term, however, having a full complement of staff will greatly assist the Committee in meeting its mandate in a timely manner.

Sincerely,

Philippe Rabot  
Chair

April 15, 2004

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***Management Representation Statement***

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for the [RCMP External Review Committee](#).

This document has been prepared on the reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2004-2005 Report on Plans and Priorities*:

- It accurately portrays the organisation's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Catherine Ebbs  
A/Executive Director and Senior Counsel

April 15, 2004

## **Raison d'être**

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The [RCMP External Review Committee](#) is an independent and impartial agency that aims to promote fair and equitable labour relations within the RCMP, in accordance with applicable principles of law. To this end the Committee conducts an independent review of appeals in disciplinary and discharge and demotion matters, as well as certain categories of grievances, in accordance with the [RCMP Act](#).

## **Planning Overview**

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The Committee's core mandate and primary Strategic Objective is to conduct an impartial review of cases. Appeals on disciplinary and discharge and demotion matters as well as certain grievances are made pursuant to the provisions of the [RCMP Act](#). The Committee conducts independent reviews and provides findings and recommendations that must be considered by the Commissioner in rendering his decisions. In carrying out this legislative mandate, the Committee must consider jurisprudential trends in administrative and labour law, and the evolution of government policies and directives applicable to RCMP members.

The Committee's second Strategic Objective is to promote exchanges of information. Sharing information both internally and with our partners increases our effectiveness. It also ensures that our findings and recommendations are widely available. In this way, the Committee assists the RCMP in providing a labour relations structure that is fair and open, and respects all legal and policy requirements.

## **Strategic Outcome 1: Ensure an Impartial Review of Cases (\$748,700)**

For the present planning period, the Committee has identified three priorities to assist it in conducting impartial reviews and issuing findings and recommendations of the highest quality:

- Focus on effectiveness and quality of case management process and maintain optimum environment for ERC staff;
- Improve efficiency of case management process;
- Develop strategies for performance measurement.

### **Priority 1: Focus on effectiveness and quality of case management process and maintain optimum environment for ERC staff**

<b>Planned Activities</b>	<b>Expected Results/<i>Timelines</i></b>
1. Provide opportunities for training and continuous learning, develop individual training plans for each employee, prepare orientation program for new staff, and ensure legal research is up-to-date and complete	Provide timely training opportunities that will best meet each employee's needs while contributing to the corporate knowledge base ( <i>by March 2005</i> )
2. Undertake a complete review of all the cases it has processed since its inception	Facilitate archiving of files in accordance with directives from the National Archivist of Canada; and identify files involving important ongoing issues ( <i>this review was begun in 2003-2004 and is ongoing- timeline will depend on core workload requirements</i> )
3. Hold internal consultations and prepare a statement of values and ethics	Increased employee commitment and satisfaction ( <i>by September 2005</i> )

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**Priority 2: Improve efficiency of case management process**

<b>Planned Activities</b>	<b>Expected Results/Timelines</b>
1. Plan and conduct an internal team review of case report preparation process and prepare results and recommendations for consideration by the Chair	Increase productivity and employee satisfaction ( <i>by December 2005</i> )
2. Implement process improvements	Increase productivity and finalize cases in a timely manner ( <i>timeline will depend on results of internal team review</i> )

**Priority 3: Develop strategies for performance measurement**

<b>Planned Activities</b>	<b>Expected Results/Timelines</b>
1. Conduct research and prepare report re organization-wide performance measurement	Increase capability to assess effectiveness and efficiency of current processes and identify areas for improvement/ ( <i>by December 2005</i> )
2. Implement performance measurement system	Improve effectiveness and planning capability ( <i>timeline will depend on results of research phase</i> )



## **Strategic Outcome 2: Promote Exchanges of Information (\$135,300)**

Regarding our goal of promoting exchanges of information, the Committee has identified two main priorities:

- Increase level of awareness of the ERC's work
- Promote effective internal communications

### **Priority 1: Increase level of awareness of the ERC's work**

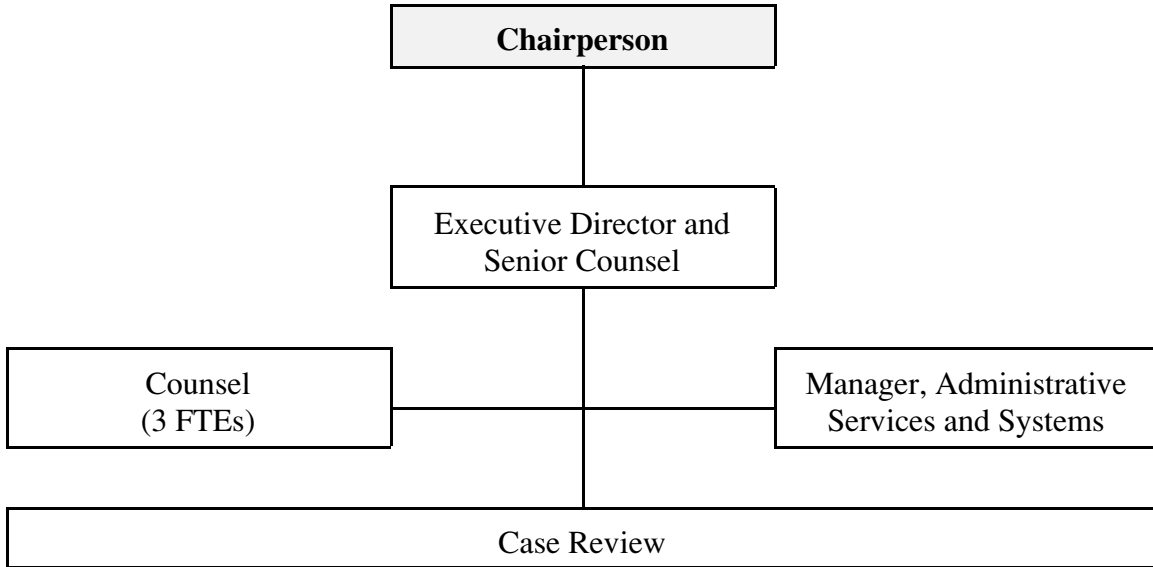
<b>Planned Activities</b>	<b>Expected Results/Timelines</b>
1. Develop and implement outreach strategy	Ensure stakeholders clearly understand ERC's role and are aware of its recommendations ( <i>by January 2005</i> )
2. Ensure that information about the ERC and its findings and recommendations are readily available to stakeholders and the public by keeping the website up-to-date, publishing and distributing the <a href="#">Communiqué</a> every three months, and making its government reports easily accessible	Contribute as fully as possible to a sound and fair labour relations environment within the RCMP ( <i>Ongoing</i> )

### **Priority 2: Promote effective internal communications**

<b>Planned Activities</b>	<b>Expected Results/Timelines</b>
1. Continue the practice of holding regular staff meetings and encourage collegiality in the case report preparation process	Maintain positive and productive work environment, and improve corporate knowledge base ( <i>Ongoing</i> )

## Organization

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## Departmental Planned Spending

(thousands of dollars)	Forecast Spending 2003-2004	<b>Planned Spending 2004-2005</b>	Planned Spending 2005-2006	Planned Spending 2006-2007
<b>Case Review</b>				
Budgetary Main Estimates (gross)	861	<b>884</b>	884	884
Less: Respendable revenue	0	<b>0</b>	0	0
<b>Total Main Estimates</b>	861	<b>884</b>	884	884
<i>Adjustments (Planned Spending not in Main Estimates):</i>				
- Carry forward	36	<b>0</b>	0	0
- Collective Bargaining	17	<b>0</b>	0	0
<i>Total Adjustments</i>	53	<b>0</b>	0	0
<b>Net Planned Spending</b>	914	<b>884</b>	884	884
Less: Non respendable revenue	0	<b>0</b>	0	0
Plus: Cost of services received without charge	109	<b>114</b>	114	114
<b>Net Cost of Program</b>	1023	<b>998</b>	998	998
<b>Full Time Equivalents</b>	6	<b>6</b>	6	6

## Annexes

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**Table 1: Net Cost of Program for the Estimates Year**

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(thousands of dollars)	Total
<b><i>Net Planned Spending</i></b> (Total Main Estimates plus Adjustments as per the Planned Spending table)	<b>884</b>
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	71
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	43
Worker's compensation coverage provided by Human Resources Development Canada	0
Salary and associated expenditures of legal services provided by Justice Canada	0
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	<b>114</b>
<i>Less: Non-responsible Revenue</i>	<b>0</b>
<b>2004-2005 Net Cost of Program</b>	<b>998</b>

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**Table 2: References**

<p>RCMP External Review Committee P.O. Box 1159, Station B Ottawa, ON K1P 5R2</p> <p>Tel: (613) 998-2134 Fax: (613) 990-8969 Web Site: <a href="http://www.erc-cee.gc.ca">www.erc-cee.gc.ca</a> E-mail: <a href="mailto:org@erc-cee.gc.ca">org@erc-cee.gc.ca</a></p>	<p><a href="#">RCMP External Review Committee Annual Report</a></p> <p><a href="#">RCMP External Review Committee Communiqués</a></p>
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