

**RCMP  
EXTERNAL REVIEW  
COMMITTEE**

**2005-2006  
Estimates**

**Report on Plans and Priorities**

Approved

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## **Section I - Overview**

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### **Chair's Message**

The [RCMP External Review Committee](#) aims to positively influence the manner in which labour relations issues are addressed within the RCMP. Our mandate is to review grievance, disciplinary and discharge and demotion cases that are referred to the Committee, and provide findings and recommendations that will assist the Commissioner of the RCMP in making decisions that are fair and well-informed.

Our priority is always to produce findings and recommendations in each case that are independent, timely, thorough and impartial. We strive to achieve this in an environment that values efficiency, transparency and ongoing skills development.

Over the present planning period, our focus will be on assuring quality in our work while identifying ways to improve our efficiency. We will also continue to improve our management functions with a view to meeting government-wide commitments for accountability and transparency.

Over the past year, the Committee has been required to dedicate considerable effort to addressing government expectations regarding a new framework for reporting results. As well, we have been preparing to meet the new requirements imposed by the modernization of the human resources regime within the public service. While new initiatives present challenges, they also present opportunities, and we welcome the opportunity to enhance our performance and transparency. I very much appreciate the contribution that all employees of the Committee have made to this endeavour.

Sincerely,

Philippe Rabot  
Chair

February 9, 2005

## Summary Information

### Reason for existence

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 that can be referred to it pursuant to s. 33 of the *RCMP Act* and s. 36 of the *RCMP Regulations*.

### Financial Resources (\$thousands)

2005-2006	2006-2007	2007-2008
879	879	879

### Human Resources (FTEs)

2005-2006	2006-2007	2007-2008
6	6	6

### Departmental Priorities

	Type	Planned Spending (\$thousands)		
		2005-2006	2006-2007	2007-2008
1. Focus on effectiveness and quality of case management process and maintain optimum environment for ERC staff	Ongoing	526	526	526
2. Improve efficiency of case management process	Ongoing	66	66	66
3. Increase transparency and efficiency in operations	Ongoing	66	66	66
4. Increase level of awareness of the ERC's work	Ongoing	221	221	221

## Departmental Plans and Priorities

### Operating Environment

The RCMP External Review Committee was created through amendments to the *RCMP Act*, which were enacted in 1986, and began its operations in 1987. It is an independent and impartial tribunal that aims to promote fair and open labour relations within the RCMP, in accordance with applicable principles of law and policy. To this end, the Committee conducts an independent review of appeals in disciplinary and discharge and demotion cases, as well as certain categories of grievances, pursuant to the *RCMP Act*. It then provides its findings and recommendations to the Commissioner of the RCMP. The ultimate decision in each case rests with the RCMP Commissioner. However, the law requires that in his deliberations, the Commissioner consider the findings and recommendations of the Committee. If the Commissioner chooses not to follow the recommendations, the *RCMP Act* requires that he provide written reasons.

In the last two years, 91 cases have been referred to it by the RCMP. The Committee must always be prepared to respond to fluctuations in workload, as it has no control from year to year over the number of cases that are referred to it. The Committee presently operates with one member, Philippe Rabot, who is also its Chair and Chief Executive Officer. Mr. Rabot is supported in his program and operational responsibilities by 6 full-time staff. The Committee as an agency of the federal government must provide timely reviews as per its mandate, and as well, it is committed to meeting all of the government-wide requirements for management accountability.

### Priorities and Plans

#### **1. Focus on effectiveness and quality of the case management process and maintain optimum environment for ERC staff (*ongoing*)**

This is an ongoing priority, and is key to the Committee's meeting its primary statutory duty to positively influence the RCMP labour relations environment. The Committee will ensure that legal and policy research tools are up-to-date and complete. It will have individual training plans for each employee, and will provide timely opportunities for ongoing skills development. As well, over the next planning period, the Committee will hold internal consultations and prepare a statement of values and ethics. The Committee will also continue its focus on improving internal communications, with regular meetings and consultations with staff.

**2. Improve efficiency of case management process** (*ongoing*)

Given the size of the agency and its considerable workload, it is an ongoing priority of the Committee to improve efficiency in all areas. In order to meet this priority, the Committee will review its case report preparation process for the purpose of identifying ways of streamlining the process. Certain measures have already been adopted to increase efficiency, and their impact will be monitored. As well, the Committee plans to update its practices and policies, and consolidate them into one easily accessible manual. This will be a valuable staff resource, both for program and operational purposes.

**3. Increase transparency and efficiency in operations** (*ongoing*)

The Committee must be efficient in its operations, in order that the maximum time possible be available for program activities. Over the past months, it has introduced a number of measures that will allow it to track results, and use performance measurement data for more-informed management decisions. The Committee will continue with its implementation of a performance measurement strategy.

**4. Increase transparency and level of awareness of the ERC's work** (*ongoing*)

Over the next planning period, the Committee hopes to develop and implement an outreach strategy. It will continue to ensure that information about the Committee and its findings and recommendations are readily available to stakeholders and the public by keeping its website up-to-date, publishing and distributing the *Communiqué* every three months, making its government reports easily accessible, and responding to requests for information in a timely and thorough manner.

## Section II - Analysis of Program Activities by Strategic Outcome

### Logic Model

Over the past months, the Chair and all employees of the Committee participated in an exercise to develop a performance measurement strategy. The Committee has examined its mandate and its program requirements, and has adopted for its guidance the following logic model:

Inputs	Financial Resources (Budget: \$772,000) People (6 FTEs)
Activity	1. Independent, timely, fair and impartial case review leading to the provision of quality findings and recommendations in all cases referred to the Committee.
	2. Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles.
Outputs	<u>Activity 1</u> Findings and Recommendations reports for each case reviewed that are independent, timely, fair and impartial. (The recipients of the Committee's reports include the Commissioner of the RCMP (through the Professional Standards and External Review Directorate) and the parties; the RCMP community at large and the public have access to summaries of each report.)
	<u>Activity 2</u> Communication Tools ( <i>Communiqué</i> , a quarterly publication; Annual Report; Website; presentations and information sessions; responses to information requests; TBS reports)
Immediate Outcomes	<u>Activity 1</u> The recipients of the Committee's reports and report summaries have a full understanding of the Committee's rationale for its findings and recommendations in all cases.
	<u>Activity 2</u> The RCMP community at large, and the public in general, are informed about the Committee's role and its decisions, and learn more about relevant legal principles.
Intermediate Outcomes	<u>Activity 1</u> All recipients of the Committee's reports of findings and recommendations and the summaries of such reports are better informed because of the independent recommendations received from the Committee, and use this knowledge in making decisions in labour relations matters.
	<u>Activity 2</u> RCMP Users of the Committee's communication tools are more informed when participating in the RCMP labour relations procedures and more aware of applicable law, regulations and policies. Non-RCMP users of the Committee's communication tools increase their understanding of the RCMP internal management process in particular, and relevant legal principles in general.
Ultimate Outcome (Strategic Outcome)	<b>The RCMP External Review Committee aims to positively influence the manner in which labour relations issues are addressed within the RCMP.</b>

## **Activities**

In order to work towards achieving its strategic outcome, the Committee carries on two primary activities.

**Program Activity 1:** Independent, timely, fair and impartial case review leading to the provision of quality findings and recommendations in all cases referred to the Committee

Expected Result	All recipients of the Committee's reports of findings and recommendations and the summaries of such reports are better informed because of the independent recommendations received from the Committee, and use this knowledge in making decisions in labour relations matters
Indicator	Extent to which the Committee recommendations are utilized, as measured by information about issues raised by the Committee that have led to changes in RCMP labour relations practices, policies or procedures.
Data Source	Report on interviews/internal file review
Frequency	Annually
Actual	tbd
Effective Date for Actual Value	tbd
Target	tbd

The Committee Chair can dispose of matters referred to the Committee by the RCMP either on the basis of the material in the record or following a hearing. In conducting its review of matters referred to it, the Committee attempts to achieve a balance amongst the many complex and different interests involved while ensuring that the principles of administrative and labour law are respected and the remedial approach indicated by the *RCMP Act* is followed. In each case, the Committee must consider the public interest and ensure that members of the RCMP are treated in a fair and equitable manner.

The Committee's focus on effectiveness and efficiency in both its case review process and management functions will assist it to achieve this result.



Financial Resources for Program Activity 1 (\$thousands)

2005-2006	2006-2007	2007-2008
658	658	658

Human Resources for Program Activity 1 (FTEs)

2005-2006	2006-2007	2007-2008
4	4	4

**Program Activity 2:** Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles

Expected Result	RCMP Users of the Committee’s communication tools are more informed when participating in the RCMP labour relations procedures and more aware of applicable law, regulations and policies. Non-RCMP Users of the Committee’s communication tools increase their understanding of the RCMP internal management process in particular, and relevant legal principles in general.
Indicator	Total number of people reached through the RCMP ERC Communication tools; number of hits on website
Data Source	RCMP ERC website; distribution lists; internal tracking system for information requests
Frequency	Annually
Actual	tbd
Effective Date for Actual Value	tbd
Target	tbd

The Committee ensures that its findings and recommendations in each case are clearly explained for the parties and the RCMP Commissioner. Summaries of the findings and recommendations in each case, as well as articles of interest and information on related issues, are distributed widely through a quarterly publication (*Communiqué*), as well as through timely inclusion on the ERC website and preparation of the annual report and other documents of government accountability.

The Committee places a priority on making information available in a timely and accessible way, again with the overriding objective of influencing in a positive way the RCMP labour relations environment, and contributing knowledge and ideas to the disciplines of administrative and labour law

Financial Resources for Program Activity 2 (\$thousands)

<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>
221	221	221

Human Resources for Program Activity 2 (FTEs)

<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>
2	2	2

## **Section III - Supplementary Information**

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### **Management Representation Statement**

I submit, for tabling in Parliament, the 2005-2006 Report on Plans and Priorities (RPP) for the [RCMP External Review Committee](#).

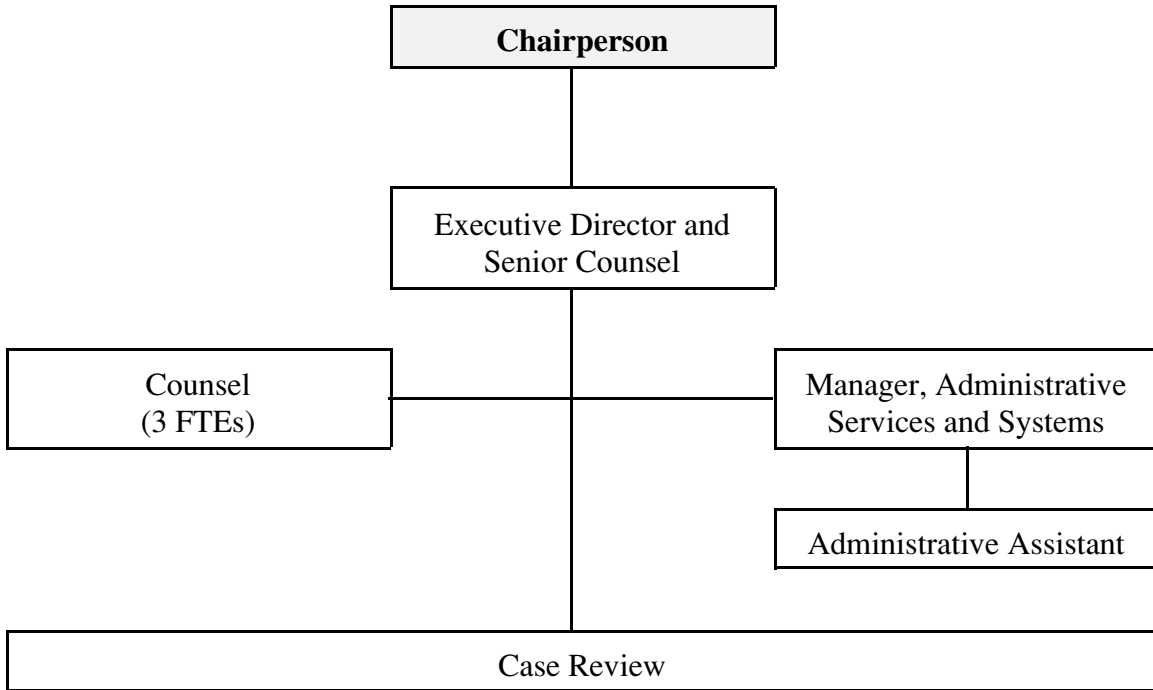
This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*:

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It based on the Committee's approved accountability structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP and from estimates and public accounts in the DPR.

Catherine Ebbs  
Executive Director and Senior Counsel (acting)

February 9, 2005

**Organization**



**Table 1: Departmental Planned Spending and Full Time Equivalents**

(thousands of dollars)	Forecast Spending 2004-2005	<b>Planned Spending 2005-2006</b>	Planned Spending 2006-2007	Planned Spending 2007-2008
<b>Program Activity</b>				
<b>1. Independent, timely, fair and impartial case review leading to the provision of quality findings and recommendations in all cases referred to the Committee</b>	661	<b>658</b>	658	658
<b>2. Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles</b>	223	<b>221</b>	221	221
Budgetary Main Estimates (gross)	884	<b>879</b>	879	879
Less: Respendable revenue	0	<b>0</b>	0	0
<b>Total Main Estimates</b>	884	<b>879</b>	879	879
<i>Adjustments:</i>				
Supplementary Estimates:				
- Carry forward	38	<b>0</b>	0	0
<i>Other:</i>				
- TB Vote 15	3	<b>0</b>	0	0
- Employee Benefit Plan (EBP)	1	<b>0</b>	0	0
<i>Total Adjustments</i>	42	<b>0</b>	0	0
<b>Total Planned Spending</b>	926	<b>879</b>	879	879
Less: Non respendable revenue	0	<b>0</b>	0	0
Plus: Cost of services received without charge	114	<b>115</b>	115	115
<b>Net Cost of Committee</b>	1040	<b>994</b>	994	994
<b>Full Time Equivalents</b>	6	<b>6</b>	6	6

**Table 2: Program by Activity**

<b>2005-2006</b> (thousands of dollars)		
<b>Program Activity</b>	<b>Operating</b>	<b>Total Planned Spending</b>
1. Independent, timely, fair and impartial case review leading to the provision of quality findings and recommendations in all cases referred to the Committee	658	658
2. Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles	221	221
<b>Total</b>	<b>879</b>	<b>879</b>

**Table 3: Voted and Statutory Items listed in Main Estimates**

<b>2005-2006</b> (thousands of dollars)			
<b>Vote or Statutory Item</b>	<b>Truncated Vote or Statutory Wording</b>	<b>Current Main Estimates</b>	<b>Previous Main Estimates</b>
80	Operating expenditures	772	769
5	Capital expenditures	0	0
10	Grants and contributions	0	0
(S)	Minister's salary and moto car allowance	0	0
(S)	Contributions to employee benefit plans	107	115
	<b>Total for the Committee</b>	<b>879</b>	<b>884</b>

**Table 4: Net Cost of the Committee for the Estimates Year**

(thousands of dollars)	2005-2006
<b><i>Total Planned Spending</i></b> (Total Main Estimates plus Adjustments as per the Planned Spending table)	<b>879</b>
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	72
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	43
Worker's compensation coverage provided by Social Development Canada	0
Salary and associated expenditures of legal services provided by Justice Canada	0
	<hr/>
	<b>115</b>
<i>Less: Non-responsible Revenue</i>	<b>0</b>
<b>2005-2006 Net cost of the Committee</b>	<b>994</b>

**Table 5 :     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 Communiqué</a></p>
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