

Commission for Public Complaints Against the Royal Canadian Mounted Police

2006–2007

Report on Plans and Priorities

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(Public Safety and
Emergency Preparedness Canada)

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SECTION I
OVERVIEW

Chair's Message

The CPC is going through a period of renewal following the appointment of a new Chair and Vice-Chair on October 24, 2005. This renewal has three primary objectives. First, to develop and initiate concrete steps to address historic challenges, most importantly tardiness in responding to complainants who have requested reviews. Second, to identify and respond to new and emerging policing trends in an evolving threat environment. Third, to better position the CPC to exercise an enhanced leadership role in the area of civilian oversight of law enforcement in Canada.

A core feature of the CPC's mandate is the review of public complaints concerning interactions between the RCMP and the general public. The ultimate goal of the public complaints process is to provide an objective assessment of the merits of such complaints and to make meaningful recommendations to improve police conduct and accountability. Prolonged delays between the launching of such complaints and the fashioning of a recommendation erode the value of such recommendations, both in terms of complainant satisfaction or the opportunity to impact upon police behaviour either at the individual or institutional level. In recognition of this challenge, the CPC has, within its existing resource base, undertaken an aggressive program to significantly reduce such delays. A fourfold increase in the number of reports issued monthly has been achieved and our goal for fiscal year 2006–2007 is to put in place, as a service standard, a turn around time of 120 days from receipt of a request for review by the CPC to the handing down of our decision.

The CPC, which has a complement of 44 persons, is responsible for providing civilian oversight of the RCMP, which has over 22,000 employees including regular and civilian members and public service employees and a presence in ten provinces and three territories. The nature and scope of the oversight provided is, of necessity, commensurate with the resources available.

Individual complaints and the review process currently consume CPC resources. This work has inhibited the CPC's ability to study and comment upon general policing trends and practices. The CPC, in recognition of the need to create a modest capacity to conduct such research within its current resource base, has undertaken an organization review that will realign roles and responsibilities and permit the CPC to engage in this important research function.

From the early 1990s to the present, the public safety environment has been subject to an ever increasing set of challenges. The emergence of transnational organized crime, crimes on the Internet, the trafficking in humans and global terrorism represent long-term challenges which, if left unchecked, can undermine the very existence of the state and put at risk the values that are cherished by all Canadians. The government and law enforcement agencies have responded to these challenges with an array of new legislation and novel investigative practices and techniques. Some individuals, groups and organizations have voiced concern as to whether the government's response to these challenges has been either appropriate or

balanced. Such concerns have increased rather than abated. Continued support by all segments of Canadian society is essential if law enforcement agencies are to effectively discharge their responsibilities.

The CPC was established by Parliament in 1988. Its legislative mandate was sufficient to address not only police techniques and practices of that era but also public expectations of civilian oversight of police. Public inquiries and reviews at the provincial and federal levels have called into question the adequacy of review regimes. Across Canada, a number of provincial legislatures have taken steps to enhance the power of their respective police review bodies. Federally, the Office of the Auditor General has pointed out the disparity of powers afforded various federal review bodies. In her report of November 2003, the Auditor General noted that the activities of security and intelligence agencies are not subject to consistent levels of review and disclosure. She noted, in part, that “we would have expected that intrusive powers would be subjected to a level of review proportionate to the level of intrusion.” When comparing the current legislative mandate of the CPC to that of other review agencies, she noted that in the area of access to information held by the RCMP, the legislative powers of the CPC fall short of the explicit powers given to the Inspector General and Security Intelligence Review Committee who can access all information held by the Canadian Security Intelligence Service and request explanation from staff. The RCMP has made every effort, consistent with its appreciation of the law, to provide information requested by the CPC. The absence of a clear legislative mandate, however, in this area is of concern and I wholeheartedly endorse the Auditor General’s conclusion that a comprehensive review of this situation would be beneficial.

As Chair of the CPC, I appeared in November 2005 before the Commission of Inquiry into the actions of Canadian officials in relation to Maher Arar. During that appearance, I advised Mr. Justice O’Connor that it would be appropriate to include in his policy review a recommendation that the CPC’s mandate be enhanced not only in respect of RCMP national security investigations but policing activities generally in order that public confidence in police conduct be maintained and enhanced.

To better fulfill its mandate, the CPC will significantly reduce its inventory of complaints, establish and meet performance-based service standards, and through an internal reorganization, identify resources needed to research and comment upon general policing trends and practices. The CPC and its staff look forward to working with the Government in response to any recommendations emanating from Mr. Justice O’Connor’s final report. Lastly, the CPC will seek out innovative ways to fulfill the public’s increasing expectation that there continue to be a credible, accessible and objective regime in place to ensure police accountability and an effective balance between police powers and individual rights.

Paul E. Kennedy
Chair

Management Representation Statement

I submit, for tabling in Parliament, the 2006–2007 Report on Plans and Priorities (RPP) for the Commission for Public Complaints Against the Royal Canadian Mounted Police (CPC).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat (TBS) guidance;
- It is based on the department's approved Program Activity Architecture structure as reflected in its Management Resources and Results Structure (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 TBS in the RPP.

Paul E. Kennedy
Chair

Summary Information

Raison d'être: Vision, Mission and Mandate

The CPC is an independent agency. It is not part of the Royal Canadian Mounted Police (RCMP). The CPC deals with complaints made by any member of the public concerning the conduct of members of the RCMP in the performance of their policing duties. Complaints can also be made about the conduct of any other person appointed or employed under the *RCMP Act*. Individuals can lodge a complaint even if they are not directly involved in the incident.

The CPC has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

The CPC's Vision and Mission Statements set out why it exists, what it does and how it achieves its objectives:

Vision

Excellence in policing through accountability.

Mission

To provide civilian oversight of RCMP members' conduct in performing their policing duties, so as to hold the RCMP accountable to the public.

Mandate

The CPC's mandate is set out in Part VII of the *Royal Canadian Mounted Police Act* and can be summarized as follows:

- To receive complaints from the public about the conduct of RCMP members;
- To conduct reviews when complainants are not satisfied with the RCMP's disposition of their complaints;
- To hold hearings and investigations; and
- To report findings and recommendations.

Financial Resources (\$ thousands)

2006–2007	2007–2008	2008–2009
6,466	5,614	5,119

Human Resources

2006–2007	2007–2008	2008–2009
44	44	44

CPC Priorities

	Type	Planned Spending (\$ thousands)		
		2006–2007	2007–2008	2008–2009
Business Realignment	New	50	50	0
Business Improvement	Ongoing	60	50	0
Outreach	Ongoing	15	10	10
Improvement of IM/IT management	Ongoing	250	30	20
Improvement of Human Resources management and integration with Business Planning	Ongoing	30	20	10
Kingsclear Investigation	Ongoing	1,510	574	0

CPC Plans and Priorities

Strategic Outcome

Uphold safe communities by promoting Canadian values of respect for human and civil rights, multiculturalism and diversity, equality and fairness, and respect for the rule of law.

Program Activity

Civilian oversight of RCMP members' conduct in the performance of their duties.

Planning Environment

The CPC is an impartial and independent government institution. It receives complaints from the public and refers them to the RCMP for investigation as required by the *RCMP Act*. It can also review the RCMP's handling of a complaint if the complainant is not satisfied. The CPC may conduct investigations, hold public hearings, initiate complaints and make findings and recommendations to the Commissioner of the RCMP and the Minister of Public Safety and Emergency Preparedness.

The CPC is a small department with a core of 44 full-time equivalents that receives its funding from Treasury Board through an appropriation from Parliament. Funding is drawn from the Consolidated Revenue Fund, and its expenditures are reported in the Public Accounts.

The planning environment has evolved substantially for the CPC and indeed for the government as a whole since our 2005–2006 Report on Plans and Priorities. As reported therein, the CPC was undergoing a significant period of change. That change has now been intensified with the appointments of a new Chair and Vice-Chair, an almost completely new management committee and the implementation of an organizational redesign to provide for more streamlined and flexible program delivery.

We are dealing with the aftermath of a staffing audit and classification monitoring review, each of which posed significant challenges for the CPC, especially with respect to its labour-management environment. Central agencies and staff alike have positively acknowledged measures taken to deal with these issues.

The completion of a high-level corporate security Threat and Risk Assessment and an information management capacity assessment puts the CPC in a favourable position to focus the management of information and technology on strategic support of the business.

We must also adapt to changes in the external environment including an apparent heightened awareness of civilian oversight of public safety matters. The CPC envisions itself as a “Guarantor of Trust.” As such, we support the government by increasing the trust Canadians have in their national police force by making the RCMP’s good works and improvements known through public accountability. The policy recommendations stemming from the O’Connor Inquiry will provide greater direction as to where our roles and responsibilities might evolve in that regard. These changes create an environment of uncertainty and, at the same time, incite an anticipation at the CPC of new and greater responsibilities. We must be ready to take these on.

Some of the challenges we face in the coming planning period include the ever-present financial and human resource limitations, the increasing review file inventories, the establishment of baseline service standards and measurement of client satisfaction, compliance with central agency reporting requirements and above all else, building sufficient capacity to take on new responsibilities and the ability to react quickly once the need to exercise a broader mandate has been identified.

The priorities identified in this year’s RPP are designed to place the CPC in a position to take on new challenges, to be able to more efficiently deliver on our core program activities and to evolve and broaden our scope as and when required.

CPC Priorities

Priority	Description and Contribution to Strategic Outcome	Planned Activities	Performance Indicators
Business Realignment	Focus on streamlining operations and, by identifying and taking advantage of efficiencies, ensuring a diverse inventory of core competencies to allow for evolution of roles and responsibilities.	Complete mapping of core business processes.	Improved client service and satisfaction.
		Identify opportunities to conduct business differently and develop an action plan for change.	Less administrative overhead.
		Complete procedure manuals on core business processes.	Administrative services in support of the business.
		Identify high-level core competencies required in support of core business processes.	Recruitment in support of the business.
Business Improvement	Manage our role in and support development of any new legislation stemming from the O'Connor reports.	Review Justice O'Connor's policy recommendations and develop a strategy.	Better-situated organization to meet its statutory mandate.
		Create business case and TB submission for new mandate.	
	Manage excess file inventory.	Complete Project 200.	Meet project objectives
	Improve business planning cycle and strategic plan development.	Conduct a strategic planning exercise with new management team.	A Strategic Plan in place, providing for a more focused and long-term direction for the CPC.
			Continued timely reporting to Parliament and Central Agencies.
		Finalize and fully implement the business planning template recognizing new strategic direction.	A process that allows for full integration of HR, IM/IT and Business Planning.

CPC Priorities

Priority	Description and Contribution to Strategic Outcome	Planned Activities	Performance Indicators
Outreach	<p>Establish a plan for measuring client satisfaction and attitudes towards civilian oversight in order to better respond to clients' needs and give the Canadian public and stakeholders an opportunity to influence policy and programs.</p>	<p>Prepare and plan a strategy for measuring client satisfaction.</p>	<p>Ability to assess the attitude of Canadians and complainants on the effectiveness of services offered by the CPC.</p> <p>Ability to measure Canadians support for the civilian oversight of RCMP conduct.</p>
	<p>Promote awareness of the CPC and its mandate in order to provide the broadest scope of service.</p>	<p>Develop an outreach strategy and implementation plan (executive, operational).</p>	<p>Increased awareness of the CPC amongst Canadians and other stakeholders.</p>
	<p>Develop a high-level, positive profile in the community.</p>		<p>A better understanding of the CPC's mandate amongst Canadians and stakeholders.</p>
			<p>Continued public support for the CPC's role of providing civilian oversight of members of the RCMP.</p>
			<p>Recognition as a leader in civilian oversight of police conduct.</p>

CPC Priorities

Priority	Description and Contribution to Strategic Outcome	Planned Activities	Performance Indicators
Improved IM/IT management	Comply with TB standards concerning the Management of Information Technology Security (MITS) using a planned approach.	Implement MITS/TRA recommendations.	Compliance with government-wide standards so IT assets are secured as part of a proper risk management framework.
	Improve delivery of IT services in cooperation with PSEPC.	Develop and sign an MOA with our IT service provider.	Improved ability to respond to the CPC's IT needs using a planned and systemic approach.
	Continue the development of e-Workspace to fulfill obligations under our TB submission and expand usage beyond the original commitments.	Facilitate the stabilization plan and acquire required HW/SW resources.	Stabilization of CMASS environment.
		Clarify and implement all business requirements.	Increased dependency and usage of CMS for Kingsclear.
		Develop and implement e-Workspace concept.	Increased usage of CMS by CPC employees at large.
	Identify enhancements to existing IM/IT products or request development of new products and services to facilitate program delivery.	Implement an annual call-letter process to identify and prioritize additional projects/ activities to be carried out by the CPC.	Development of a planned approach so the work of the CPC may be carried out effectively.

CPC Priorities

Priority	Description and Contribution to Strategic Outcome	Planned Activities	Performance Indicators
Improved Human Resources management and integration with Business Planning	<p>Create an environment where Human Resources and Business Planning go hand in hand.</p> <p>Create a workplace of choice and meet and champion PSMA requirements.</p>	<p>Capture core “as is” knowledge and skills. Identify present and future gaps and develop desired state for a phased approach to the enhancements. Implement new organizational design.</p> <p>Enhance labour-management relations by monitoring application of staffing and PSEA policies, championing ICR and ensuring managers are trained in PSEA activities, staffing, etc.</p>	<p>Complementary personal career development plans for all employees.</p> <p>Departmental knowledge of in-house competencies and expertise.</p> <p>Contingency plans for required non-resident expertise.</p> <p>Workplace-of-choice environment.</p>
Kingsclear Investigation	Determine facts and make appropriate recommendations if necessary through investigation into the RCMP investigation of allegations of sexual abuses at the Kingsclear training school in New Brunswick and related RCMP investigation into the conduct of one of its members.	<p>Interview witnesses.</p> <p>Analyze.</p> <p>Research primary and raw data.</p> <p>Prepare preliminary input to final report.</p>	<p>Progress according to approved plan.</p> <p>Provision of progress reports regularly.</p> <p>Development and delivery of products according to milestones.</p>

SECTION II
**ANALYSIS OF
PROGRAM ACTIVITIES
BY STRATEGIC OUTCOME**

Analysis of Program Activity by Strategic Outcome

Strategic Outcome

Uphold safe communities by promoting the Canadian values of respect for human and civil rights, multiculturalism and diversity, equality and fairness, and respect for the rule of law.

Program Activity

Civilian oversight of RCMP members' conduct in the performance of their duties.

Program Activity description:

The CPC is an independent federal agency established in 1988 to review public complaints about the conduct of RCMP members in a fair and impartial manner.

The CPC's fundamental role is to provide civilian oversight of RCMP members' conduct in the performance of their policing duties. The CPC holds the RCMP accountable to the public by providing, at the request of complainants, an independent review of the RCMP's disposition of complaints and by making recommendations to the Commissioner of the RCMP.

Members of the public may make complaints about the conduct of RCMP members to the RCMP, the CPC or the provincial authority responsible for policing. Complaints are normally sent to the RCMP first. The Commissioner of the RCMP is required to report the results of its investigations to complainants. If complainants are not satisfied with the RCMP's handling of their complaint, they may ask the CPC for a review of their case. The Chair of the CPC may also initiate a complaint if he believes there are reasonable grounds. When reviewing a complaint, the CPC does not act as an advocate either for the complainant or for RCMP members. Rather, its role is to conduct an independent inquiry and reach objective conclusions based on the information available.

In conducting its review, the CPC considers all relevant information provided by the complainants and the RCMP. If not satisfied that such information is complete, it asks the RCMP for additional information or, where appropriate, conducts its own independent investigation. The Chair also has the authority to hold a public interest hearing to inquire into a complaint.

If the Chair or Vice-Chair is not satisfied with the RCMP's handling of a complaint, the CPC produces an interim report of its findings and recommendations. After the Commissioner of the RCMP replies to the interim report, a final report is forwarded to the Minister of Public Safety and Emergency Preparedness, the Commissioner of the RCMP and the parties involved. Alternatively, if the Chair or Vice-Chair concludes that the RCMP responded adequately to the complainant's concerns, a final report is delivered stating that the RCMP's handling of the complaint was satisfactory.

Expected Results

1. The CPC's findings and recommendations are accepted by the Commissioner of the RCMP.
2. The CPC's recommendations influence RCMP conduct and national policing policy.

Support for CPC Priorities

The CPC's program activity fully supports its priorities for the planning period by requiring that the CPC's program cover the broadest scope of RCMP activities within its mandate, be delivered to the largest range of stakeholders, and be provided with the most efficient and effective means available within its resource capacity. The CPC has one program activity, as described above, and five core sub-activities: receipt of complaints, conduct of reviews and appeals, public interest activities, communications, and Public Security and Antiterrorism (PSAT) oversight.

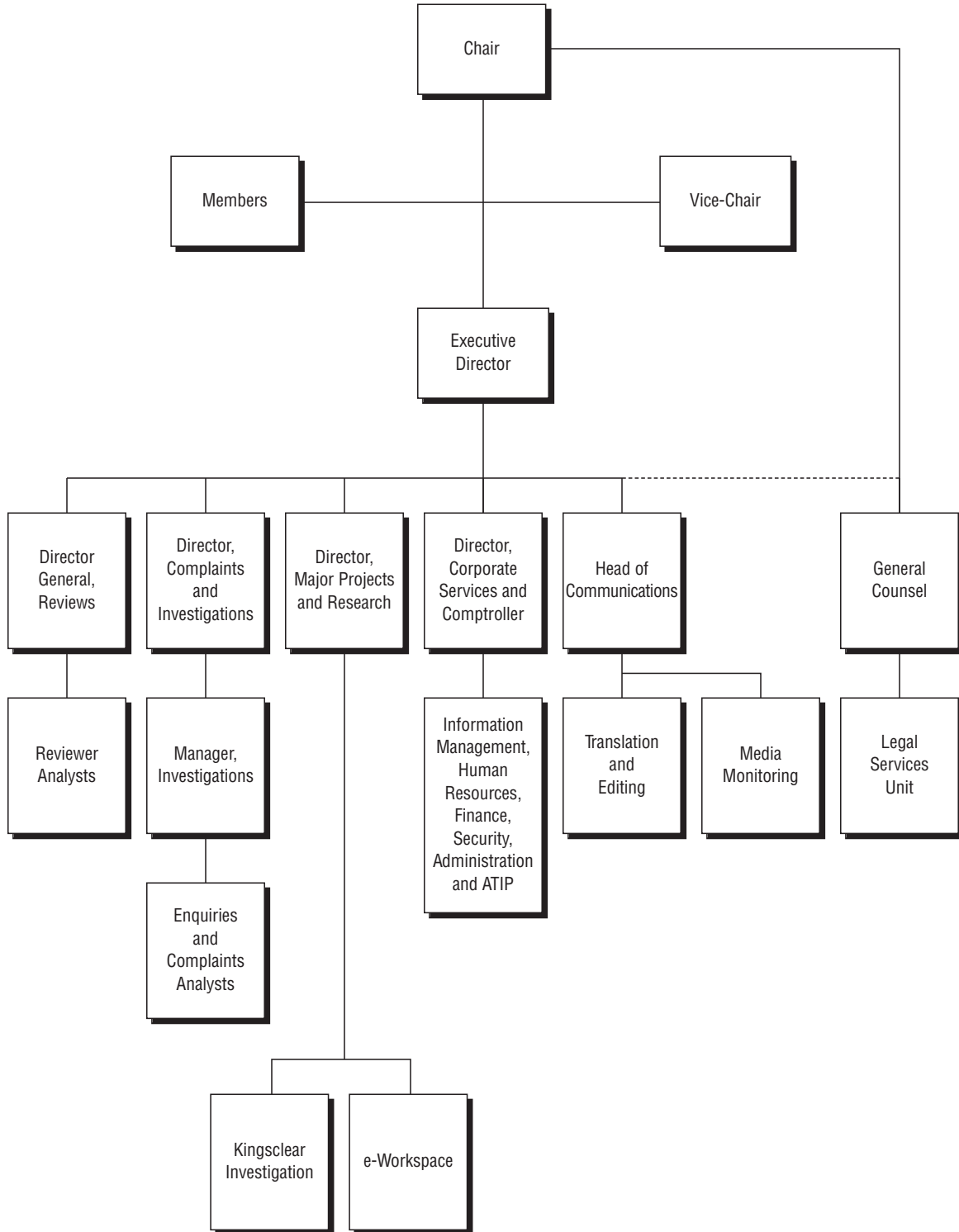
Performance Indicators

1. Quantity and quality of interactions among the complainant, the RCMP and the CPC, enabling the complainant's story to be heard, recorded and followed up on.
2. Findings and recommendations accepted by the Commissioner of the RCMP [short-term].
3. Amendments to RCMP policy and training practices as a result of CPC reviews, investigations and hearings [medium-term].
4. Changes in public perception as it relates to the role of the RCMP [long-term].

SECTION III
**SUPPLEMENTARY
INFORMATION**

CPC Organization

Organizational Structure



Rationale for Organization Structure – Roles and Responsibilities

The top executive structure composed of the Chair, the Vice-Chair, Members, the Executive Director and the General Counsel has been in existence since the CPC was established.

The senior management structure, however, has changed and grown gradually over the last 10 years. It was finally established in early 2005 to provide for optimum accountability for at least the medium term. An organizational design review has recently been undertaken and recommendations are being considered for implementation.

Chair

The Chair is the Chief Executive Officer and full-time member of the CPC. The Chair is appointed by order of the Governor in Council. The Chair has supervision over and direction of the work and staff of the CPC. The current Chair was appointed in October of 2005.

The Chair has a full-time Vice-Chair who reports directly to him. The Chair may delegate to the Vice-Chair any of his powers, duties or functions, except the power to delegate and the duty to submit an annual report for tabling in Parliament.

The Chair may have a complement of 27 full- or part-time members who may be assigned to conduct hearings. Reporting directly to the Chair are the Executive Director and the General Counsel.

Vice-Chair

The Vice-Chair of the CPC assists and supports the Chair. The Vice-Chair may be called upon to initiate alternative dispute resolution of complaints when appropriate. The Vice-Chair takes responsibility on behalf of the Chair, when delegated, for preparation and delivery of all interim and final reports following reviews, investigations and hearings, including the findings and recommendations contained therein. The Vice-Chair position was vacant for a year, but was filled in October 2005.

Members

Members of the CPC are appointed on a part-time basis by order of the Governor in Council for each province and territory that contracts for RCMP services, after consultation with the Minister or other elected representatives responsible for policing affairs in that province or territory. The CPC does not currently have any part-time members.

Executive Director

The Executive Director is a permanent position in the EX category reporting to the Chair and responsible for providing support to the Chair; leadership, strategic direction and oversight over the resources, operations, management and administrative infrastructure of the CPC; the continuing review, evaluation, streamlining and evolution of policies and processes; the management framework, and service delivery strategy; the development and implementation of a communications strategy; constructive relations with the RCMP and the provinces/territories; and the provision of advice on administrative matters to the Chair. As Senior Financial Officer, the Executive Director is required to develop and defend, before Treasury Board, justification for additional funding and to explore cooperative funding arrangements.

The following positions report directly to the Executive Director:

- Director General, Reviews
- Director, Complaints and Investigations
- Director, Major Projects and Research
- Director, Corporate Services and Comptroller
- Head of Communications

General Counsel

The General Counsel is a permanent position in the LA category reporting to the Chair and responsible for the management of the Legal Services Unit; the provision of legal advice, opinions and expertise to the CPC; and representation of the CPC at different levels of appeal, up to and including the Supreme Court of Canada. This includes advice on policy and procedures formulation, and respecting rules and procedures for the conduct of all CPC hearings.

The General Counsel manages the Legal Services Unit, including regular staff and part-time counsel; delegates legal work based on expertise and specialization of staff; provides prior advice on legal, interpretative, and conflicting legislative instruments issues; identifies the need for outside counsel; and exercises quality assurance over all CPC legal work.

POSITIONS REPORTING TO THE EXECUTIVE DIRECTOR

Director General, Reviews

The Director General, Reviews is a permanent position in the EX category, reporting to the Executive Director and accountable for overseeing the review and investigation of those complaints where the complainant is dissatisfied with the RCMP's handling of the complaint; developing and implementing a strategy to reduce the caseload of outstanding cases; developing a simplified process to increase output; reviewing, assessing and negotiating changes to RCMP plans to address recommendations; and developing recommendations for the provision of ministerial direction.

Director, Complaints and Investigations

The Director, Complaints and Investigations is a permanent position in the EX category reporting to the Executive Director and accountable for directing a complaints resolution process; developing tools, standards, guidelines, tracking, and control mechanisms to expedite the analysis and resolution of complaints; developing and promulgating Alternate Dispute Resolution procedures; designing, introducing and directing a complaints investigation regime; directing a community outreach program; developing and managing a pool of independent mediators; and marketing the complaints resolution and investigations functions with the RCMP and promoting an attitudinal change towards it on the part of the RCMP rank and file.

Director, Major Projects and Research

The Director, Major Projects and Research, is a permanent position in the EX category reporting to the Executive Director and responsible for monitoring current and evolving issues in the administration of justice and policing programs; developing criteria for the introduction of major projects; designing of project management frameworks, including funding rationale; managing major projects; organizing and conducting major public hearings; developing and manage innovative analytical frameworks and tools; developing and manage information systems; and providing advice to the CPC.

Director, Corporate Services and Comptroller

The Director, Corporate Services is currently a permanent position in the AS category which will transition to an FI-04 and be retitled Director of Corporate Services and Comptroller after the retirement of the incumbent. This position reports to the Executive Director and is responsible for providing advice and expertise to the Chair and Members on identification of needs, and on planning and management of the delivery of all of corporate services for the CPC; directing business planning, funding, resource allocation, organizational and service delivery; and providing expertise, advice and services in security, accommodation, information management and material management.

Corporate services include financial planning and services, business planning, information management, human resources, ATIP, systems, security, accommodations and facilities management, procurement, contracting, and library services.

The Comptrollership function is accountable for designing, developing, managing, implementing and promoting the CPC's strategic, business and operational planning framework; planning and managing the preparation and consolidation of documents such as the Program Activity Architecture, Business Plan, Annual Reference Level Update, Estimates, Report on Plans and Priorities and the Departmental Performance Report; managing the preparation of mandatory reports and financial statements to Central Agencies; providing professional advice and guidance to all managers and staff on all aspects of financial planning, operations and administration and on related government planning, legislation, policies, practices and procedures and generally accepted accounting practices; and conducting financial reviews and challenging Treasury Board submissions, budget proposals and the accuracy of financial models.

Head of Communications

This is a permanent position in the IS category reporting to the Executive Director and responsible for developing communication strategies, plans, advice, products and services; managing the translation and editing unit; supporting for the Chair, Vice-Chair, Executive Director, senior management, and staff of the CPC; and managing the content in all Treasury Board reports and the CPC's Annual Report as well as all internal and external communication documents.

Table 1: Departmental Planned Spending and Full Time Equivalents

(\$ thousands)	Forecast Spending 2005–2006	Planned Spending 2006–2007	Planned Spending 2007–2008	Planned Spending 2008–2009
Civilian oversight of RCMP members' conduct in the performance of their duties	4,685	6,303	5,240	5,119
Budgetary Main Estimates (gross)	4,685	6,303	5,240	5,119
Non-budgetary Main Estimates (gross)	n/a	n/a	n/a	n/a
Less: Respendable revenue				
Total Main Estimates	4,685	6,303	5,240	5,119
<i>Adjustments</i>				
Supplementary Estimates				
Carry-forward	209			
Arar Commission	33			
Wage Gap	263			
Kingsclear Public Interest Investigation	995	163	374	
Funding to modernize HR management in the Federal Public Service (<i>Public Service Modernization Act</i>)	50			
Other				
Treasury Board Vote 15	153			
Employee Benefit Plan (EBP)*				
<i>Total Adjustments</i>	1,703			
Total Planned Spending	6,388	6,466	5,614	5,119
Total Planned Spending	6,388	6,466	5,614	5,119
Less: Non-respendable revenue				
Plus: Cost of services received without charge	681	870	825	819
Total Departmental Spending	7,069	7,336	6,439	5,938
Full Time Equivalents	44	44	44	44

Adjustments include funding received through Governor General Special Warrants. The CPC received \$1,428,770 from GG Special Warrant no. 1, \$144,692 from GG Special Warrant no. 2 and \$129,761 from GG Special Warrant no. 3 for a total of \$1,703,223.

Table 2: Program by Activity

2006–2007 (\$ thousands)						
Program Activity	Budgetary			Total Main Estimates	Adjustments (Planned Spending not in Main Estimates)	Total Planned Spending
	Operating	Gross	Net			
Civilian oversight of RCMP members' conduct in the performance of their duties	6,303	6,303	6,303	6,303	163	6,466
Total	6,303	6,303	6,303	6,303	163	6,466

Table 3: Voted and Statutory Items listed in Main Estimates

2006–2007			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–2007 Main Estimates	2005–2006 Main Estimates
80	Program expenditures	5,615,000	4,164,000
(S)	Contributions to employee benefit plans	688,000	521,000
	Total Department or Agency	6,303,000	4,685,000

Table 4: Services Received Without Charge

(\$ thousands)	2006–2007
Accommodations provided by Public Works and Government Services Canada	580
Contribution covering the employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	290
Workers' compensation coverage provided by Social Development Canada	–
Salary and associated expenditures of legal services provided by Justice Canada	–
Total 2006–2007 Services received without charge	870