

**RCMP  
EXTERNAL REVIEW  
COMMITTEE**

**2006-2007  
Estimates**

**Report on Plans and Priorities**

Approved

---

The Honourable Stockwell Day, P.C., M.P.  
Minister of Public Safety  
(Public Safety and Emergency Preparedness)

## **Table of Contents**

<b>Section I - Overview</b> .....	<b><u>1</u></b>
Chair's Message .....	<u>1</u>
Management Representation Statement .....	<u>2</u>
Summary Information .....	<u>3</u>
Committee's Plans and Priorities .....	<u>4</u>
<b>Section II - Analysis of Program Activities by Strategic Outcome</b> .....	<b><u>7</u></b>
Logic Model .....	<u>7</u>
Analysis by Program Activity .....	<u>8</u>
Program Activity 1 .....	<u>8</u>
Program Activity 2 .....	<u>9</u>
<b>Section III - Supplementary Information</b> .....	<b><u>11</u></b>
Organizational Information .....	<u>11</u>
Table 1: Departmental Planned Spending and Full Time Equivalents ...	<u>12</u>
Table 2: Program Activities .....	<u>13</u>
Table 3: Voted and Statutory Items listed in Main Estimates .....	<u>13</u>
Table 4: Services Received Without Charge .....	<u>14</u>
Table 5 : Internal Audits or Evaluations .....	<u>14</u>
Table 6 : References .....	<u>15</u>

## **Section I - Overview**

---

### **Chair's Message**

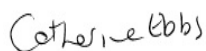
The [RCMP External Review Committee](#) (the "Committee") reviews grievance, disciplinary and discharge and demotion cases that are referred to it, and provides findings and recommendations to assist the RCMP Commissioner in making decisions that are fair and well-informed. In doing this, the Committee aims to positively influence the manner in which labour relations issues are addressed within the RCMP.

The Committee has two program activities: to conduct independent, timely, fair and impartial case reviews leading to the provision of quality findings and recommendations, and to disseminate information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles.

The Committee's focus is always on providing timely quality case reviews. However, over the past year, the Committee also made significant improvements in its management responsibilities, and it met all government requirements to improve accountability and transparency in its operations. As well, following a question raised by the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar regarding amalgamation with another agency, the Committee provided information and observations on its distinct mandate in a written submission.

Over the present planning period, once again the Committee's main priority will be to maintain the quality of its case reviews while improving efficiency. Other areas of priority over the next three years will be to sustain a work environment that encourages skills and career development; minimize corporate risks; maintain its outreach; and implement performance measurement. I look forward to the challenges that lie ahead, and I am very appreciative of the commitment and enthusiasm of all of my Committee colleagues.

Sincerely,



Catherine Ebbs  
Chair


July 13, 2006

## **Management Representation Statement**

I submit, for tabling in Parliament, the 2006-2007 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 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the Committee's approved Program Activity Architecture 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.



Virginia Adamson  
Executive Director and Senior Counsel (Acting)

July 13, 2006

## 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)

2006-2007	2007-2008	2008-2009
895	896	896

### Human Resources (FTEs)

2006-2007	2007-2008	2008-2009
6	6	6

### The Committee's Priorities

	Type	Planned Spending (\$thousands)		
		2006-2007	2007-2008	2008-2009
1. Focus on quality of case review and reduction of backlog	Ongoing	535	536	536
2. Maintain optimum environment for ERC staff	Ongoing	67	67	67
3. Ongoing evaluation of operations	Ongoing	67	67	67
4. Formalize outreach and raise awareness of the ERC's work	Ongoing	226	226	226

## The Committee's Plans and Priorities

### Operating Environment

The [RCMP External Review Committee](#) (the "Committee") is an independent and arms length labour relations tribunal established by Part II of the *Royal Canadian Mounted Police Act* (the "*Act*"). The mandate of the Committee is to review grievance, disciplinary and discharge and demotion cases referred to it by the Royal Canadian Mounted Police (the "RCMP"), and provide recommendations on these cases to the RCMP Commissioner. The Committee's case reviews contribute to the need to ensure transparency, fairness, impartiality and independence in the internal RCMP labour relations process.

The Committee has one member who is both the Chair and Chief Executive Officer. She has been appointed by the Governor in Council for a term of three years, starting November 1, 2005. Under the *Act*, anyone who sits on the Committee cannot be a member or former member of the RCMP.

After consideration of all the issues in a case review, the Chair of the Committee provides findings and recommendations to the RCMP Commissioner, who is the final decision-maker in the internal process, and to the parties. The RCMP Commissioner must consider the Committee's recommendations. If he decides not to follow them, the law requires that in his reasons, he give an explanation for not doing so.

The Committee does not have authority to initiate reviews; the cases must be referred to it by the RCMP Commissioner. The *Act* sets out the types of cases that require Committee review. 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. However, in the last three years, there has been a marked increase in the number of cases referred to the Committee.

The Committee has adopted a number of case management practices to ensure that its review process is well managed, to enhance the quality of its findings and recommendations. It has also developed internal practices toward the more timely issuance of recommendations to the Commissioner.

As part of its outreach function, the Committee issues a quarterly *Communiqué* and provides updates of findings and recommendations issued by the Chair. Staff have met with the RCMP Professional Standards and External Review Directorate of the RCMP, which plays a key role in the administration of the grievance and disciplinary and discharge and demotion process internal to the RCMP. Annual meetings are also held with members of the RCMP staff relations representatives program, who are also regular and civilian members of the RCMP. Committee staff also inform themselves of the work

done by members of the RCMP through visits to RCMP detachments and training centres; and have also engaged in training and orientation sessions with the RCMP.

In addition, this year, the Committee was called upon to make a submission to the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar, following a question about the potential for amalgamation of the Committee with another agency. The Committee addressed a number of issues related to this question. The submission provided an opportunity to educate individuals regarding the Committee's role and provide observations generally concerning the Committee's mandate.

The Committee has had increasing demands upon it due to central agency reporting requirements. It has been dedicated to meeting these demands and thereby providing greater accountability and transparency in its operations.

The Committee has met the essential requirements of the new *Public Service Modernization Act*. In addition, again to increase transparency in the workplace, the Committee has updated its practices and policies, consolidated them and made them electronically available to all staff. This has been a collaborative process with all staff and the manual provides an important resource, both for program and operational purposes.

The Committee has developed an evaluation plan. It engaged in a risk management exercise and the development of a corporate risk profile. The Committee has also participated in the small agencies network (SAAN), which provides opportunities for sharing of information and practices, and to discuss issues of common concern. The network provides a common voice to Central and Common Service Agencies in respect to small agency issues.

Through its management activities, the Committee has identified a number of priorities for its program activities. The areas identified are consistent with the ongoing priorities identified in the last planning period. These include minimizing risks in case review; maintaining an optimum work environment for staff of the Committee; ensuring the ongoing evaluation of its operations to maximize its efficiency; and ensuring outreach to its stakeholders and a formal outreach plan.

### Priorities and Plans

#### **1. Focus on quality of case review and reduction of backlog (*ongoing*)**

The Committee will continue to focus on effectiveness and quality of its case management process. Quality and expeditious case review continues to be the ongoing priority in meeting its primary statutory duty. This focus also highlights the need to manage the backlog of cases, should more resources become available.

The Committee will monitor the ways in which it has improved efficiencies in these areas and continue to examine ways to better streamline the process. Given the size of the agency and its considerable workload, it is an ongoing priority of the Committee to improve its effectiveness in these areas. In addition, the Committee will continue to ensure that its research tools are up to date and that staff have the resources and training needed to conduct quality case reviews.

Over the past three years, the number of cases before the Committee has increased, without a concomitant increase in resources. The Committee will examine whether additional human resources can be acquired in the short or longer term to address the current backlog; and whether other additional resources, such as electronic information management technology could facilitate the delivery of its cases.

## **2. Maintain optimum environment for ERC staff (*ongoing*)**

As part of its commitment to public service modernization, the Committee will develop strategies to maintain a positive working environment for all employees. It will ensure that indeterminate positions at the Committee are filled. It will also hold regular meetings and ensure a variety of ways to encourage collegiality, dialogue and discussion. It will consult staff and seek their input on workplace policies and practices. It will continue to provide time and resources towards training and education that enhance skills needed and contribute toward staff meeting short and longer term career objectives.

## **3. Ongoing evaluation of operations (*ongoing*)**

The Committee has been able to evaluate its performance through the delivery of findings and recommendations and other measurable factors and will continue with its implementation of its performance measurement strategy. In the 2005-06 fiscal year, the Committee developed an evaluation plan and also researched other factors to be taken into account in evaluating the work that it does as a quasi-judicial tribunal. Furthermore, the Committee is approaching its twentieth year anniversary, having begun its operations in 1987. This important juncture offers an opportunity to review its role in a more comprehensive manner. In this context, the Committee plans to initiate a review of its service standards, the effectiveness of its outreach to stakeholders, and other relevant issues that pertain to its mandate.

## **4. Formalize outreach and raise awareness of the ERC's work (*ongoing*)**

The Committee is committed to making information about its findings and recommendations publicly available through its website, and through the quarterly publication of its *Communiqué*. In addition, requests for information will be answered as quickly as possible. The Committee will also continue its ongoing meetings with its stakeholders in the RCMP. Furthermore, the Committee will develop a more formalized outreach strategy, through consultation and evaluation of its work.



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

### Logic Model

In 2004, the entire staff of the Committee participated in an exercise to develop a performance measurement strategy and adopted for its guidance the following logic model:

Inputs	Financial Resources (Budget: \$790,000) 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>

## Analysis by Program Activity

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)

2006-2007	2007-2008	2008-2009
669	670	670

Human Resources for Program Activity 1 (FTEs)

2006-2007	2007-2008	2008-2009
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 strives to make 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>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
226	226	226

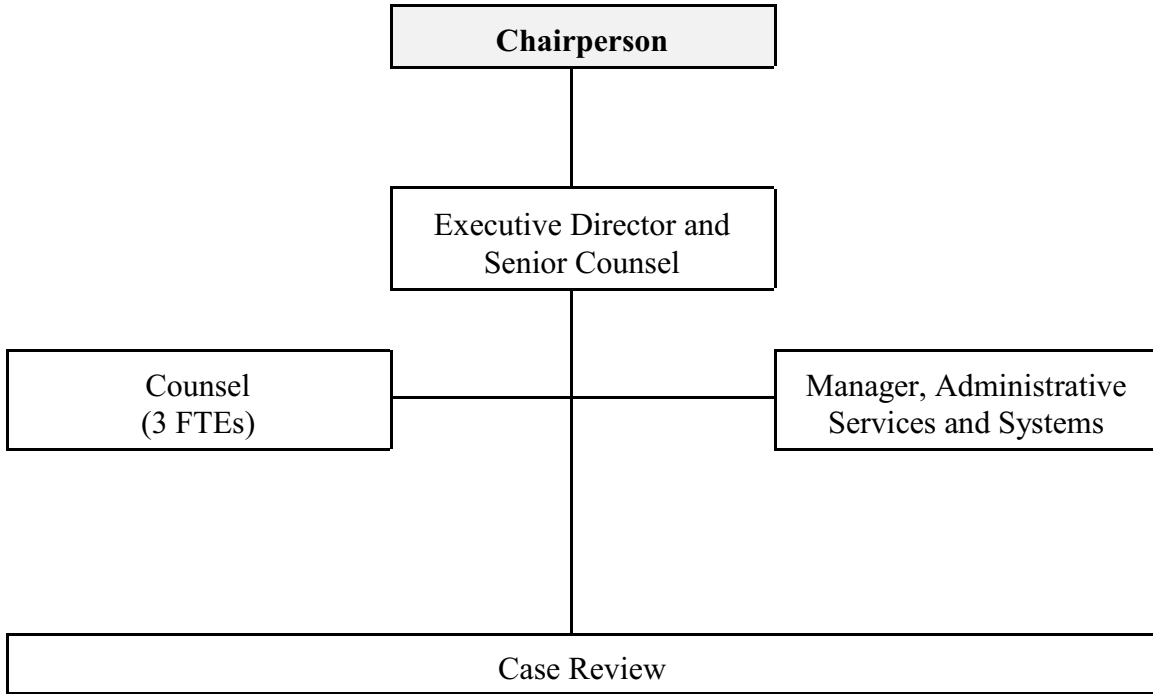
Human Resources for Program Activity 2 (FTEs)

<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
2	2	2

**Section III - Supplementary Information**

---

**Organizational Information**



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

(thousands of dollars)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
<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>	658	<b>669</b>	670	670
<b>2. Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles</b>	221	<b>226</b>	226	226
Budgetary Main Estimates (gross)	879	<b>895</b>	896	896
Less: Respendable revenue	0	<b>0</b>	0	0
<b>Total Main Estimates</b>	879	<b>895</b>	896	896
<i>Adjustments:</i>				
Supplementary Estimates:				
- Carry forward	38	<b>0</b>	0	0
<i>Other:</i>				
- TB Vote 15	17	<b>0</b>	0	0
- Employee Benefit Plan (EBP)	3	<b>0</b>	0	0
<i>Total Adjustments</i>	58	<b>0</b>	0	0
<b>Total Planned Spending</b>	937	<b>895</b>	896	896
Less: Non respendable revenue	0	<b>0</b>	0	0
Plus: Cost of services received without charge	114	<b>138</b>	138	138
<b>Net Cost of Program</b>	1051	<b>1033</b>	1034	1034
<b>Full Time Equivalents</b>	6	<b>6</b>	6	6

**Table 2: Program Activities**

<b>2006-2007</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	669	669
2. Dissemination of information on the role of the Committee and its findings and recommendations, as well as on relevant legal principles	226	226
<b>Total</b>	<b>895</b>	<b>895</b>

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

<b>2006-2007</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>
75	Program expenditures	790	772
(S)	Contributions to employee benefit plans	105	107
	<b>Total for the Committee</b>	<b>895</b>	<b>879</b>

**Table 4: Services Received Without Charge**

(thousands of dollars)	2006-2007
Accommodation provided by Public Works and Government Services Canada (PWGSC)	94
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds) Employer's contribution to employees' insured benefits plans and expenditures paid by TBS	44
Worker's compensation coverage provided by Social Development Canada	0
Salary and associated expenditures of legal services provided by the Department of Justice Canada	0
Other	0
<b>2006-2007 Services received without charge</b>	<b>138</b>

**Table 5 : Internal Audits or Evaluations**

<b>Internal Audits or Evaluations</b>
<p>1. Participating in a One Pass Planning exercise with the Office of the Auditor General pertaining to an overall One Pass Planning for Public Safety and Emergency Preparedness Canada</p> <p><i>Start date:</i> January 2006 <i>Completion date:</i> unknown</p>
<p>2. The Committee is in the process of an audit by the Office of the Auditor General as part of the ongoing Small Agencies audit.</p> <p><i>Start date:</i> January 2006 <i>Completion date:</i> unknown</p>



**Table 6 :      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>
--	--