

# **Commission for Public Complaints Against the RCMP**

**2012–13**

**Report on Plans and Priorities**

---

The Honourable Vic Toews, P.C., Q.C., M.P.  
Minister of Public Safety



---

## Table of Contents

Chair's Message .....	1
Section I: Organizational Overview.....	3
Raison d'être .....	3
Responsibilities .....	3
Strategic Outcome and Program Activity Architecture (PAA) .....	4
Organizational Priorities .....	5
Risk Analysis .....	9
Planning Summary .....	11
Expenditure Profile .....	12
Estimates by Vote .....	12
Section II: Analysis of Program Activities by Strategic Outcome .....	13
Strategic Outcome .....	13
Program Activity: Civilian review of RCMP members' conduct in the performance of their duties .....	13
Planning Highlights.....	14
Strategic Outcome .....	15
Program Activity: Internal Services.....	15
Planning Highlights.....	16
Section III: Supplementary Information.....	17
Financial Highlights .....	17
Future-Oriented Financial Statements .....	17
Section IV: Other Items of Interest .....	19
Organizational Contact Information.....	19

---



## Chair's Message

This *2012–13 Report on Plans and Priorities* of the Commission for Public Complaints Against the RCMP (CPC) provides an overview of our plans for the next fiscal year. The CPC provides civilian oversight of RCMP members' conduct in performing their policing duties so as to hold the RCMP accountable to the public. The Commission makes a significant contribution to protecting citizens by building safer and healthier communities, and its work is an essential component of the government's commitment to strengthen the security of Canadians.

The creation of a new oversight regime was announced in Budget 2010. Bill C-38, which outlined these changes, was introduced in Parliament on June 14, 2010. Bill C-38 did not advance beyond first reading before the 2011 federal election call. The government has indicated that it remains committed to introducing new legislation in the coming months. I am optimistic that a strengthened oversight mandate will contribute to enhanced public confidence in the RCMP.

The CPC will be seeking the renewal of the temporary funding received in fiscal year 2011–12, pending the creation of a new oversight regime. The plans and priorities detailed in this document are based on the assumption that temporary funding will be provided. Should this strategy prove to be unsuccessful, the CPC's *2012–13 Departmental Performance Report* will indicate which of our plans and priorities we were able to accomplish with the allotted funds.

---

Ian McPhail, Q.C.  
Interim Chair



## Section I: Organizational Overview

### Raison d'être

The Commission for Public Complaints Against the RCMP (CPC) is an independent agency created by Parliament in 1988 and is not part of the Royal Canadian Mounted Police (RCMP). The CPC's fundamental role is to provide civilian review of the conduct of RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. The CPC ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify, correct and prevent the recurrence of policing problems caused by the conduct of specific RCMP members or by deficiencies in RCMP policies or practices. The CPC has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants. The CPC's headquarters are in Ottawa, Ontario, and its National Intake Office is located in Surrey, British Columbia.

### Vision

Excellence in policing through accountability.

### Mission

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

## Responsibilities

### Mandate

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

- to receive complaints from the public about the conduct of RCMP members;<sup>1</sup>
- to initiate complaints to delve into RCMP conduct when it is in the public interest to do so;
- to conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints;
- to hold hearings and conduct investigations; and
- to report findings and make recommendations.

---

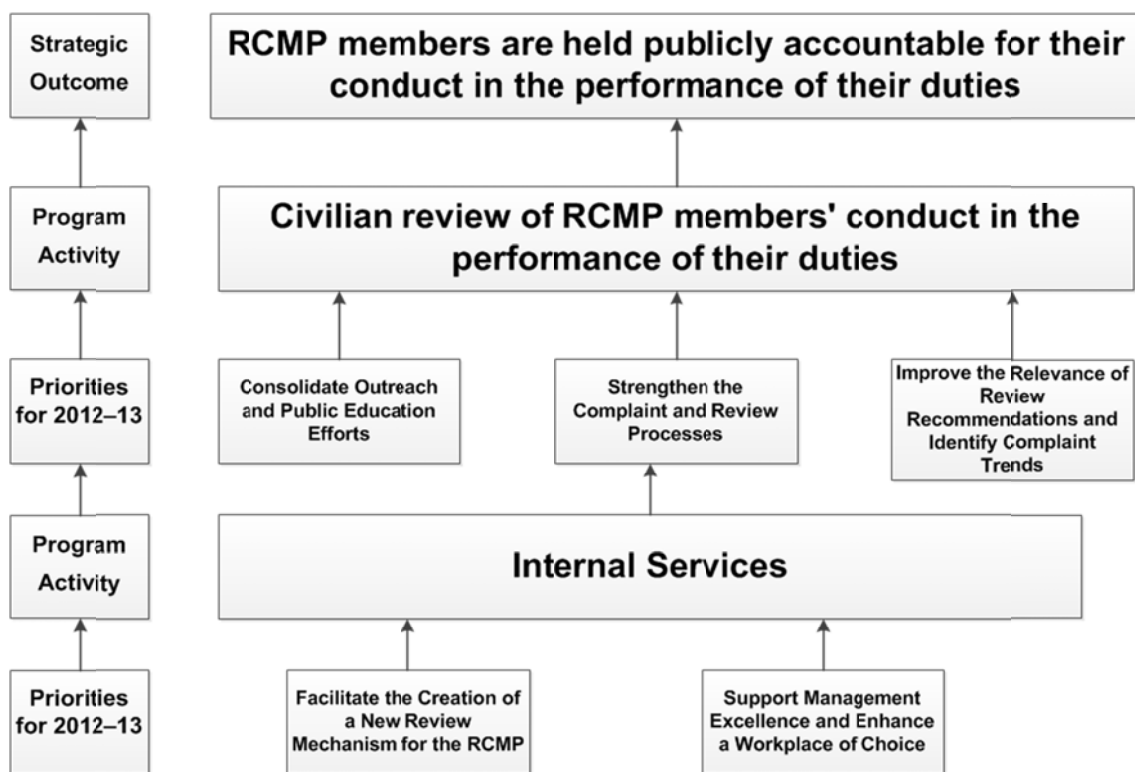
<sup>1</sup> Note: The term "members" as used in this document includes all persons appointed under the RCMP Act, i.e. both regular and civilian members of the RCMP.

## Strategic Outcome and Program Activity Architecture (PAA)

To effectively pursue its mandate, the CPC aims to achieve the following strategic outcome:

RCMP members are held publicly accountable for their conduct in the performance of their duties.

The following graphic outlines the CPC's Program Activity Architecture and the priorities it has set for 2012–13.





## Organizational Priorities

Priority	Type <sup>2</sup>	Strategic Outcome
Consolidate outreach and public education efforts	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>The CPC must provide a service that is open and accessible to the communities it serves, particularly to Aboriginal communities, newly arrived immigrants and other citizens who, for cultural, linguistic or literacy-related reasons, are less likely to know about, or avail themselves of, the public complaint process.</p> <p><b>Plans for meeting the priority</b></p> <ul style="list-style-type: none"> <li>▪ Consolidate outreach efforts and continue to promote a media engagement strategy.</li> <li>▪ Build relationships with the mental health community and ethnic media.</li> <li>▪ Enhance external communications.</li> <li>▪ Enhance liaison with the RCMP and other stakeholders.</li> </ul>		

---

<sup>2</sup> Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the *Report on Plans and Priorities* or the *Departmental Performance Report*.

Priority	Type	Strategic Outcome
Strengthen the complaint and review processes	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.
<b>Description</b>		
<p><b>Why is this a priority?</b>            Strong complaint and review processes with established service standards enhance the credibility of both the CPC and the RCMP for a timely response to public complaints. The CPC is committed to the continuous improvement of the complaint and review processes.</p> <p><b>Plans for meeting the priority</b></p> <ul style="list-style-type: none"> <li>▪ Maintain service standards and enhance efficiencies of the complaint and review processes.</li> <li>▪ Continue to track actions taken by the RCMP on recommendations.</li> <li>▪ Acquire a new Case Management System.</li> <li>▪ Continue to collaborate with the provinces, territories, RCMP and stakeholders, regarding common issues.</li> </ul>		

Priority	Type	Strategic Outcome
Improve the relevance of review recommendations and identify complaint trends	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>As custodians of the public complaint process, and pursuant to the provisions of the RCMP Act, one of the CPC's goals is to identify opportunities to strengthen police accountability and effect change within the entire complaint system. The CPC's in-depth examinations provide assurance that key systemic areas of concern are thoroughly examined and reported upon publicly.</p> <p><b>Plans for meeting the priority</b></p> <ul style="list-style-type: none"> <li>▪ Where needed, the CPC will initiate and continue public interest investigations in relation to high-profile incidents, such as the ones examining RCMP member conduct related to the 2010 G8 and G20 summits and the conduct of RCMP members in handling allegations of harassment within the workplace.</li> <li>▪ Undertake research projects designed to understand the nature of, and trends within, public complaints and police/public interactions.</li> <li>▪ Make recommendations for changes in national policing policy, training and behaviours based on identified trends in policing.</li> <li>▪ Foster greater collaboration among domestic and international police review bodies, governments, academics and stakeholders.</li> </ul>		

Priority	Type	Strategic Outcome
Facilitate the creation of a new review mechanism for the RCMP	Previously committed to	RCMP members are held publicly accountable for their conduct in the performance of their duties.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>As the national, independent review body for the RCMP, the CPC is uniquely positioned to bring the public's perspective to the legislative proposals. The stronger and more credible the independent oversight and review of the RCMP is, the more credible the Force will be.</p> <p><b>Plans for meeting the priority</b></p> <ul style="list-style-type: none"> <li>▪ Continue to provide advice to the government regarding the creation of a new independent review and complaints commission for the RCMP.</li> <li>▪ Effectively manage the change to the new organization.</li> </ul>		

Priority	Type	Strategic Outcome
Support management excellence and enhance a workplace of choice	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>As a micro-agency, the CPC is more heavily impacted by staff turnover, which can have a significant effect on productivity and service to the public.</p> <p><b>Plans for meeting the priority</b></p> <ul style="list-style-type: none"> <li>▪ Maintain a high level of employee engagement and productivity.</li> <li>▪ Maintain a modern human resources management regime.</li> <li>▪ Strengthen management performance and capacity guided by the Management Accountability Framework expectations.</li> <li>▪ Maintain an integrated business and human resources plan to support its business objectives.</li> </ul>		

## Risk Analysis

To foster an organizational culture that supports risk-informed decision-making, focuses on results, and enables the consideration of both opportunity and innovation, the CPC, as part of its annual planning process, conducts a risk assessment and identifies appropriate actions to mitigate any identified risks. Risks and related mitigation strategies are also regularly discussed at senior executive committee meetings. In setting its plans and priorities, the CPC considered key factors that could influence its direction in the next few years. In addition to the external context that the CPC operates in, it faces risks that could impact on its ability to achieve the results it is working towards. The CPC has focused on the implementation of effective risk management practices. It has identified and assessed a number of risks that have the potential to impede progress, and developed mitigation strategies to address them.

### **Historical External Factors**

The RCMP is an organization faced with significant external and internal credibility challenges. In spite of these pressures, public satisfaction with the RCMP remains high amongst the general Canadian public, according to a 2011 core survey commissioned by the RCMP.

A separate June 2010 EKOS survey noted a surge in awareness of oversight and complaints bodies, along with an increase in confidence towards these bodies. Of significance was the survey's finding that 75% of Canadians feel it important that there be independent review bodies that monitor the activities of the RCMP.

Stakeholders from across the entire spectrum have long shared the view that a new review regime is required. Bill C-38 was introduced in June 2010 but did not advance beyond first reading before the 2011 federal election call.

### **New Influences**

Newly appointed RCMP Commissioner Bob Paulson has made accountability and leadership a top priority, publicly supporting a systemic review of the handling of harassment allegations within the workplace by the Commission. In his first appearance before the Standing Committee on Public Safety and National Security in January 2012, Commissioner Paulson was quoted as saying that he was open to improvements in oversight and was "anxious to understand and take the advice of the Commission for Public Complaints Against the RCMP."

The key risks that the CPC has identified and mitigation strategies are outlined below.

### **Uncertainty of Transition to New Mandate**

As noted above, the government remains committed to introducing new legislation in the coming months. There is a risk that the new regime will fall short of public expectations of independent and transparent oversight. There is also a risk that the CPC will not have the capacity to immediately assume its new responsibilities. In addition, there is a risk that key stakeholders and staff will have difficulty making the shift to the new model. In an effort to support improvements to a new bill, the CPC has provided Public Safety Canada with feedback to enhance the operational effectiveness of the new Commission.

### **RCMP Implementation of CPC Recommendations**

As the CPC's recommendations to the RCMP are not binding, there is a risk that key recommendations will not be implemented. To mitigate this risk, the CPC has increased its systematic tracking of recommendations made to the RCMP and created a "Recommendations Awaiting Implementation" section on its website.

### **Responding to Major Policing Events**

The CPC has no control over serious incidents between the RCMP and the public. Such events may impact on workloads across the CPC and have the potential to negatively affect the maintenance of service standards. As well, the CPC may not have sufficient financial or human resources in-house to respond to such events. To address this risk, the CPC uses supply arrangements for specialized investigators, tracks workloads within the CPC, and, where needed, reallocates staff to priority areas.

### **Recruitment and Retention of Key Staff**

Like all small agencies, the CPC faces the risk of not having the necessary human resources, due to retention and recruitment challenges. To mitigate this risk, the CPC has made it a priority to maintain an effective integrated business and human resources plan and has developed policies to maintain a workplace of choice. The integrated plan sets out human resource priorities to strengthen leadership and to address organizational changes.

## Planning Summary

### Financial Resources (\$ Thousands)

2012-13	2013-14	2014-15
5,400	5,400	5,400

As the new mandate will not be in place by April 2012, the CPC will be seeking the same amount of interim funding (approximately \$3M) as received over the last four fiscal years to maintain service standards under continuing workload pressures and for outreach activities.

### Human Resources (Full-Time Equivalent – FTE)

2012-13	2013-14	2014-15
40	40	40

### Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties.

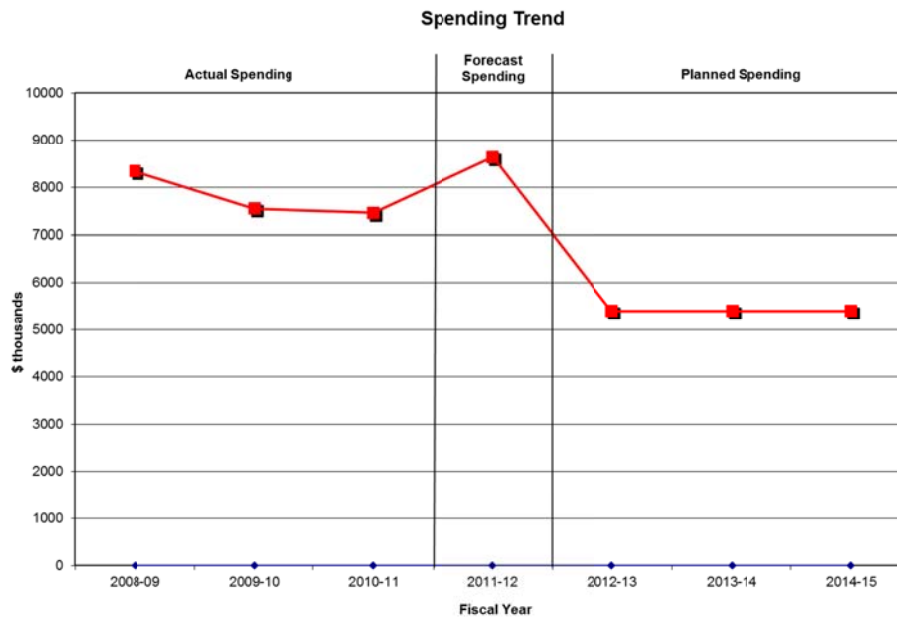
Performance Indicator	Target
Recommendations are accepted by the RCMP and have been implemented.	100%

**Planning Summary Table (\$ Thousands)**

Program Activity	Forecast Spending 2011–12	Planned Spending			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15	
Civilian review of RCMP members' conduct in the performance of their duties	3,591	2,357	2,357	2,357	<b>Social Affairs</b> Safe and Secure Communities
Internal Services	4,777	3,043	3,043	3,043	N/A
<b>Total Planned Spending</b>		5,400	5,400	5,400	

**Expenditure Profile**

**Departmental Spending Trend**



**Estimates by Vote**

For information on our organizational appropriations, please see the [2012–13 Main Estimates](#) publication.



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

### Strategic Outcome

RCMP members are held publicly accountable for their conduct in the performance of their duties.

Program Activity: Civilian review of RCMP members' conduct in the performance of their duties

### Program Activity Descriptions

The Commission conducts reviews of complaints received from the public about the conduct of RCMP members in the performance of their duties. When complainants are not satisfied with the RCMP's handling of their complaints, they can request a review of their case by the Commission. In reviewing these complaints, the Commission may conduct hearings and investigations, and reports on its findings and makes recommendations to the RCMP Commissioner and to the Minister of Public Safety.

### Financial Resources (\$ Thousands)

2012-13	2013-14	2014-15
2,357	2,357	2,357

### Human Resources (Full-Time Equivalent – FTE)

2012-13	2013-14	2014-15
28	28	28

Program Activity Expected Result	Performance Indicator	Target
Improve access to, and openness of, the public complaint process.	The percentage of complaints received from the public directly by the Commission is increased.	Annual increase of 5%

## Planning Highlights

To achieve the expected result, the CPC has set the following priorities and plans to undertake the following activities:

### **1. Consolidate outreach and public education efforts**

The CPC will continue its outreach to marginalized populations who, for cultural, linguistic or literacy-related reasons, are less likely to know about, or avail themselves of, the public complaint process. It will consolidate outreach efforts with municipality associations, the mental health community, the ethnic media and the academic community. Liaison with the RCMP and other policing stakeholders will be enhanced.

### **2. Strengthen the complaint and review processes**

The CPC will endeavour, in the face of increased workloads levels, to continue to meet its service standards and enhance efficiencies within the complaint and review processes. Where needed, it will initiate and continue public interest investigations in relation to high-profile incidents, such as the ones examining RCMP member conduct related to the 2010 G8 and G20 summits and the conduct of RCMP members in handling allegations of harassment within the workplace. It will continue to track actions taken by the RCMP on key recommendations. It plans to implement a new Case Management System in order to capture all relevant information into one database. As well, the CPC will continue to collaborate more closely with the provinces, territories, RCMP and stakeholders regarding common interests.

### **3. Improve the relevance of review recommendations and identify complaint trends**

The CPC will undertake research projects designed to understand the nature of and trends within public complaints and police/public interactions. It will make recommendations for changes in national policing policy, training and behaviours based on identified trends in policing. The CPC will continue to foster greater collaboration among domestic and international police review bodies, governments, academics and stakeholders.

## **Benefits for Canadians**

Safe and secure communities are a defining characteristic of the Canadian way of life, and Canadians are rightly proud of that tradition of community safety and security. Canadians deserve to have faith in their justice system, and to be protected against violence and criminal acts.

The CPC provides civilian oversight of RCMP members' conduct in performing their policing duties so as to hold the RCMP accountable to the public. Its job is to help find and shape a balance between individual rights and collective security.

The Commission makes a significant contribution to protecting citizens by building safer and healthier communities, and its work is an essential component of the government's commitment to strengthen the security of Canadians, who must have confidence in their national law enforcement agencies. The CPC's oversight ensures that this confidence, faith and trust is well-placed.

## Strategic Outcome

RCMP members are held publicly accountable for their conduct in the performance of their duties.

### Program Activity: Internal Services

#### **Program Activity Descriptions**

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program.

#### **Financial Resources (\$ Thousands)**

2012–13	2013–14	2014–15
3,043	3,043	3,043

#### **Human Resources (Full-Time Equivalent – FTE)**

2012–13	2013–14	2014–15
12	12	12

## Planning Highlights

The CPC has set the following priority for internal services:

### **1. Facilitate the creation of a new review mechanism for the RCMP**

The CPC is uniquely positioned to bring the public's perspective to critical policing issues. The stronger and more credible the independent oversight and review of the RCMP is, the more credible the Force will be. The CPC will continue to provide advice to the government on the creation of a new independent review and complaints commission for the RCMP.

### **2. Support management excellence and enhance a workplace of choice**

The CPC will continue to ensure that a modern human resources management regime is in place, will support effective labour-management relations, and will provide opportunities for professional and leadership development to its employees. Integrated business and human resources planning will continue in order to ensure that the CPC has resources available to support its business objectives. The CPC, guided by the Management Accountability Framework expectations and Treasury Board of Canada Secretariat policies, will continue to enhance and improve its management practices in order to achieve management excellence.

## Section III: Supplementary Information

### Financial Highlights

<b>Future-Oriented - Condensed Statement of Operations</b>			
For the Year (ended March 31)			
(\$ Thousands)			
	<b>\$ Change</b>	<b>Future-Oriented 2012-13</b>	<b>Future-Oriented 2011-12</b>
Total Expenses	-2,890	6,234	9,124
Total Revenues	-4	10	14
<b>Net Cost of Operations</b>	<b>-2,886</b>	<b>6,224</b>	<b>9,110</b>

<b>Future-Oriented - Condensed Statement of Financial Position</b>			
For the Year (ended March 31)			
(\$ Thousands)			
	<b>\$ Change</b>	<b>Future-Oriented 2012-13</b>	<b>Future-Oriented 2011-12</b>
Total assets	-24	1,116	1,140
Total liabilities	-88	1,104	1,192
Equity	40	(12)	(52)
Total	-24	1,116	1,140

### Future-Oriented Financial Statements

☞ The complete Future-Oriented Financial Statement can be found on the Internet at:

<http://www.cpc-cpp.gc.ca/prr/rpp/ffs-epe/fs-ef1213-eng.aspx>.



## Section IV: Other Items of Interest

### Organizational Contact Information

#### **Contacts for Further Information and Website:**

☞ You can find the CPC on the Internet at [www.cpc-cpp.gc.ca](http://www.cpc-cpp.gc.ca).

#### **To contact us by e-mail:**

Complaints: [complaints@cpc-cpp.gc.ca](mailto:complaints@cpc-cpp.gc.ca)

Reviews: [reviews@cpc-cpp.gc.ca](mailto:reviews@cpc-cpp.gc.ca)

General inquiries: [org@cpc-cpp.gc.ca](mailto:org@cpc-cpp.gc.ca)

#### **Telephone:**

From anywhere in Canada: 1-800-665-6878

TTY: 1-866-432-5837

#### **Legislation:**

The CPC shares responsibility with the RCMP for carrying out the provisions of Part VII, *Royal Canadian Mounted Police Act* (R.S.C. 1985, c. R-10, Part VII).

In addition, the CPC reports to Parliament on Parts VI and VII of the *Royal Canadian Mounted Police Act* (R.S.C. 1985, c. R-10, Part VI, Part VII).