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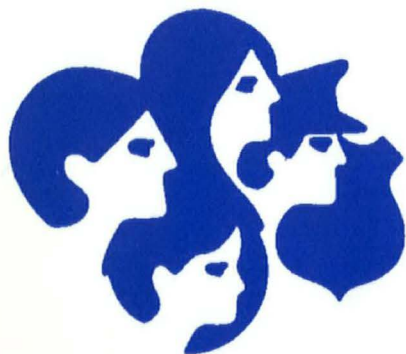
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RCMP Community Policing



Would you
recognize community
policing if you saw it?

Canada

Why is the RCMP committed to Community Policing?

Society is in the midst of a profound change that is compelling police services among other public agencies to reassess the relevance of their present roles and responsibilities. Many police forces in Canada as in other parts of the western world are recognizing that the community is no longer willing to be regarded as a passive recipient of police services. Reduced resources and a more aware, activist and culturally diverse public, among other things, are leading police forces to examine the types of services they are providing, and to reorganize their delivery of those services. The RCMP is not alone in its choice to adopt the philosophy of community policing. Many other police forces, at municipal, regional and national levels, across Canada and around the world are adopting community policing as their response to a changing society.

Community policing is not a distinct program or collection of programs added on to existing police programs such as drug enforcement investigation, traffic law enforcement, or crime prevention. **Community policing is a philosophy of policing and a method of service delivery.** It is a "mind-set" which forms the basis for the delivery of **all** police services. Community policing goes beyond the bounds of what has traditionally been known as policing: crime investigation, law enforcement and maintenance of order. These functions are still part of policing under this philosophy, but the police are also concerned with addressing unique needs and problems with the people which they are serving. In other words, community policing is "an interactive process between the police and the community to mutually identify and resolve community problems".

The adoption of the philosophy of community policing allows the RCMP to become more responsive to the needs of the communities it is serving. The open management style of community policing under which general duty officers and members at all rank levels are empowered to make appropriate informed decisions and take action, will give the members of the RCMP the flexibility needed to provide a completely responsive, integrated and relevant police service.

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Would you recognize Community Policing if you saw it?

Community policing can appear to be a difficult concept to understand, because community policing is geographically specific – no two communities or areas are exactly alike, and as a result, no two communities will require exactly the same method of community policing service delivery. Investigation and enforcement are essential elements of community policing, but the way in which these and other services are delivered to the community will depend upon several factors such as the nature of crime and social problems found in the community, the resources (both human and financial) available to the community to solve these problems, the needs expressed by community members, the community's cultural make-up and diversity, and its size.

It is really not hard to identify community policing. There are a few essential factors of community policing which can serve as a guideline to those responsible for its implementation in any individual community. If these elements are present, then community policing is taking place.

Direct Service Delivery:

- **Identify the community, or communities, present in an area.** A community consists of a group of people who share certain elements: geographical location, cultural or racial background, socioeconomic status, common interests or goals, or concern with the same crime or social issues. People may belong to more than one community group (for example a person may consider themselves a member of an Aboriginal community and a specific residential community area), and there may be more than one community of people within a detachment or city boundary. Each group must be clearly identified by the police, so that the needs of all community members can be met.

- **Work with the community.** The police must establish a partnership with the community, in order to cooperatively address its problems and needs. Community Consultative Groups, with representatives from all communities identified, are an effective and successful way to initiate and carry out communication and cooperation between the police and their community.

- **Identify common problems and concerns.** The police are providing a policing **service** to the community, and must be aware of its concerns, needs, and expectations so that their efforts are community-oriented and community-driven. The community must be aware of the concerns, abilities and limitations of the police, so that their demands are appropriate and able to be met by the police. Once each group understands the other, compromises and agreements on which problems are most important can be reached.

● **Resolve the identified problems.** A problem is defined as a group of incidents which are similar and are of concern to both the police and the community. Problem incidents may be similar in the crime, victim or time of day or year. The responsibility for resolving problems must be shared by both the police and the citizens, and all abilities and resources found within the community must be directed towards finding and carrying out effective and innovative solutions. Solutions must attack and remove the root cause of the problem, so that the problem itself, not just its symptoms, is removed.

● **Empower police officers to make decisions and take action.** Community Policing often involves innovative approaches to problem solving which have, in the past, not been considered part of "traditional policing". Empowerment involves delegating a certain level of authority and enabling factors (proper training, guidance and information). Managers must trust their employees and take the risk to allow general duty officers, in daily personal contact with the community, to be able to make necessary, appropriate and innovative decisions, and take the initiative to act to address the concerns of the public.

● **Support the general duty officer.** The general duty officer has the most direct contact with the community, and must be regarded as the most important member of the policing service. The efforts of all other specialized members of the force must be directed toward supporting this community service position.

● **Make patrol, enforcement and investigation work effective and directed.** There should be no such thing as random or preventive patrol. When a member leaves the detachment, it should be with a purpose: monitoring traffic in a problem area, liaising with local farmers, business owners or people on the street, or attending a complaint. Law enforcement and investigation (often the focus of contemporary, reactive policing) are still a necessary part of police work, but they are only one part. The police need to get back to crime reduction, not just crime control. Through community consultation, police services can determine the amount of time to spend on these efforts, and the problems, of concern both to the community and the police, which should be concentrated on.

Administrative Organization:

● **Decentralize.** The police cannot meet the needs of a community effectively if their actions and decisions are dictated to them from above. The members working in a community are the most qualified people to decide how best to serve that community. Authority and decision-making on issues such as programs, resource deployment and budgeting must be delegated down to the detachment level.

● **Use Modern Management Concepts.** Problem resolution, innovative resource deployment, risk management, downward delegation of authority, flattening organizational hierarchy, participative management and client consultation can all be used to ensure that the service provided to the client community is efficient, effective and responsive to its needs. Each detachment should provide a custom-designed service directed to the needs, concerns and problems of its community.

● **Create an enhanced Generalist Career Path.** In community policing the general duty officer, in direct daily contact with the client community, is the most important position within the police service. The existing generalist position must be augmented to allow and encourage experienced and tenured members to remain there and continue to direct their expertise toward serving the community, while still being rewarded for their service and initiative.

● **Reduce paper burden.** A large amount of police time is presently spent in administrative "paperwork" tasks. The statistical and paperwork demands, both from internal and external sources, must be reduced to allow more time for direct community service.

● **Evaluate effectiveness through Citizen Satisfaction Surveys.** The satisfaction of the community is the best indicator of the success of its policing service; if the client is happy, then the job is well done. Some statistical data such as crime rates will still be required, but should be balanced against the concerns of the community in deciding how to direct police resources.

Who is responsible for implementing Community Policing?

Everyone is responsible for implementing Community Policing....Community Policing is not an add-on program, it is a total service delivery method for policing. Everyone involved in providing this service for the public, from RCMP member to civilian, and from Commissioner to Constable, must share in the responsibility for making community policing work. The best evidence that community policing is successfully taking place is the absence of community policing specialists; community policing is not the responsibility of one member assigned to crime prevention or community relations, it is the responsibility of **every member**, in all Directorates, Branches, Divisions and Detachments. Everyone should be an expert in community policing.

Team Leader: The Commissioner, with the assistance of
The Community and Aboriginal Policing Directorate.

Team Members: Enforcement Services, Training and Academy, Staffing and Personnel, Communications and Media Relations, and Informatics Directorates, Commanding Officers, Divisional Planning Officers, Detachment Commanders, Detachment Members,

Partners: Communities
Canadian Police College
Solicitor General Secretariat
Provincial ministries responsible for policing
Municipal governments, police boards or commissions
Aboriginal representatives
Visible Minority representatives
Canadian Centre for Justice Statistics
Canadian Association of Chiefs of Police
Other police forces
Consultants

Mission Statement of the RCMP

RCMP Community Policing is...

a partnership between the police and the community, sharing in the delivery of police services.

With this valuable community cooperation, the RCMP pledges to...

Uphold the principles of the Canadian Charter of Rights and Freedoms;

Provide a professional standard of service;

Ensure all policing services are provided courteously and impartially;

Work with the community and other agencies to prevent or resolve problems that affect the community's safety and quality of life.

Act with the Canadian justice system to address community problems;

Promote a creative and responsible environment to allow all RCMP members to deliver community policing services.

The following Objectives have been taken from the "Strategic Action Plan Update 1992-1995" set out by the Community and Aboriginal Policing Directorate. The sections entitled "To be Considered" is included to guide you towards the implementation of community policing.

OBJECTIVE # 1 :

Create Community and Aboriginal Policing Directorate to guide and direct the implementation of community policing within the RCMP

To be Considered :

- Assistant Commissioner F.R. Dickins appointed as Director, Community and Aboriginal Policing (retired December 1992, Assistant Commissioner D.C. Cooper appointed)
- See appendix for organizational chart of Directorate
- As implementation takes place, duties of personnel within Directorate will be subject to change
- Participation of all Directorates/Divisions will be required

OBJECTIVE # 2 :

Create a Community and Aboriginal Policy Program Profile

To be Considered :

- Proposal discussed and developed with agreement of Commissioner
- Expected completion of final re-organization May 1993, pending completion of a study of the reorganization
- Reconciliation of organization with OPF, the responsibility of DES and DCAP

OBJECTIVE # 3 :

Statement of Community Policing Principles

To be Considered :

- Mission Statements unveiled by Commissioner on May 15, 1992
- Currently displayed in all detachments, sub-divisions
- Translation into Native regional languages and dialects completed.

OBJECTIVE # 4 :

Create and implement an education, marketing and communications strategy

To be Considered :

- Mission Statements unveiled by Commissioner May 15, 1992
- Plaques and posters printed and distributed to detachments, Mission Statements printed in Gazette
- Community and Aboriginal Policing Directorate Bulletin Newsletter created and distributed to Force on a quarterly basis. Input to be solicited and publicized on regular intervals from Divisions
- Articles on community policing philosophy, strategies and management styles produced and published in the newsletter and the Gazette
- New, more visually appealing and cost-effective design for RCMP vehicles created, including the use of corporate colour stripes on a white vehicle.
- Assessment through Force-wide surveys, of knowledge base and needs surrounding community policing implementation completed (see appendix)
- Assessment of Community Consultative Group implementation in the Force completed
- Create sub-committees of Directors to address particular issues such as training, audits etc.
- Provide survey feedback and request periodic updates to monitor activities of Directorates, Divisions
- Aboriginal and Community Policing POWPM held June 1992, feedback to be provided beginning autumn 1992
- Meetings and conferences planned beginning autumn 1992:
 - Planning undertaken to develop regional workshops with the Federation of Canadian Municipalities to establish a cooperative partnership and support system (Meeting Dec. 3, 1992)
 - In consultation with provinces and municipalities concerned, more clearly define the relationship of community policing philosophy to municipal officials (Meeting with BC Attorney General Community Policing Team, Oct 1992 · Divisional / Detachment visits and meetings planned to begin autumn 1992
 - Meeting with HQ Audit 13 November, 1992
 - Meeting with Divisional Planning Officers 14 December, 1992
 - Depot Training session November 1992
 - Director's Meeting 18 December, 1992
 - Distance Learning Workshops January 19, 20, 1993
 - Divisional Workshops: B Division, March 1-4, 1993 and E Division, March 22 - April 1, 1993

- Encourage Directorates, Divisions and Detachments to create their own marketing strategies for community policing, including media campaigns, community meetings, and partnerships with appropriate community clients.

- Community Policing Resource Binder being prepared for distribution to all detachments.

OBJECTIVE # 5:

Develop and implement police service delivery mechanisms appropriate for community policing

To be Considered :

- Utilize completed Force-wide detachment and airport policing surveys on knowledge base and needs surrounding community policing implementation

- Foster the idea of getting closer to the public through decentralization of services within the urban environment (ie: creating smaller community-zone detachments with permanently assigned staff), community consultative groups, problem oriented policing (POPs), innovative resource deployment (ie: negotiated initial response, bicycle patrol), protocols, training methods etc.

- Emphasize Problem Oriented Policing: cooperatively identifying, analyzing, and solving problems rather than responding to and reporting incidents, and viewing incidents as symptoms of larger problems, as the best approach to policing service delivery

- Develop guidelines and service standards for the construction of community policing offices easily accessible to the public

- With the assistance of the Divisions, examine all Force policy, to identify any policy which conflicts with or inhibits community policing initiatives

- Refocus Audit from complete compliance to risk evaluation and compliance where necessary for the protection of the Force

- Ensure that all services meet Official Languages requirements, and linguistic needs of the community where appropriate

- Make every effort to reduce administrative paper burden on members, from internal and external sources, ie: forms reduction and redesign

- Examine the timeframes and feasibility of implementing paperless Electronic Forms ie: Simplified Paperless Universal Reporting System (SPURS)

- Ensure that all changes are developed in consultation and partnership with the community, to ensure their cooperation in cost and effort sharing

- Develop a strategy with our Federal/Provincial/Municipal partners, to identify and mobilize other public agencies and "stakeholders" in the success of community policing (ie: Solicitor General Regional Offices, Provincial Attorneys General, Municipal Mayors and Councils), to promote enhancement of the urban environment, increased social services, opportunities for the unemployed.
- Initiate community "sponsorships" for community policing projects
- Examine the impact of job-related stress on members, and on the policing service delivered to the community.
- Consider changes to shift scheduling to reduce stress, increase safety and improve the level of service delivered to the community.
- Make appropriate changes to communications/reporting systems, ie: Computerized Integrated Information and Dispatch (CIIDS), Consolidation of operational comcentres, Satellite and Mobile Satellite to reach remote detachments, PIRS/OSR enhancement, CPIC enhancements (court orders, family violence, access to justice partners, etc.), Policy changes to decentralize authority for Informatics.

OBJECTIVE # 6 :

Organize policing services within Force to ensure support by all members for community policing activities of general duty officers

To be Considered :

- Foster the idea that the general duty officer position (in daily contact with community members) has most important function in community policing; all other functions must be directed in its support
- Create special topics training to enhance the generalist career path (ie: First nations policing, CCG establishment and management, family violence)
- Consider establishment of pay levels within the Constable rank to reward experience and expertise as a generalist
- Examine specialized units at all levels to ensure they are organized to maximize efforts at the patrol level; re-assign and re-organize positions and tasks where necessary
- Provide specialist positions with the training and expertise necessary to fully support the generalist position (ie: train CP/VS Coordinators as Detachment Computer Systems Specialists to allow them to carry out crime pattern analysis and develop, implement and monitor community policing projects)
- Refocus Staffing from career advancement to career streaming

. Decision-making causes less "burnout", meaning there is less stress on most employees that have responsibility in decision-making.

OBJECTIVE # 7 :

Create new criteria for the statistical measurement of the effectiveness of community policing activities and initiatives

To be Considered :

- Identify ways to replace current "quantity" measures (ie: caseload and calls for service) as the only indicator of work load and effectiveness
- Establish a measurement that both the Force and the Community agree represents a true and meaningful evaluation of community policing service, to be added to existing or currently developing systems
- All changes to be developed in consultation with the community
- Create computer software for crime analysis
- Restructure the Divisional Audit and Review process, and enhance training for audit personnel to ensure consistency in the application of the community policing philosophy in the auditing approach
- Create an audit methodology that focuses on program auditing and value for money issues, and combines Managerial and Quality reviews into a management review system aimed at the identification, cause and resolution of problems rather than focusing on issues/symptoms relating to those problems.
- Amalgamate Audit and Program Evaluation's resources to better meet needs in relation to program effectiveness and performance

OBJECTIVE # 8 :

Make appropriate changes to ensure the philosophy and service delivery approach of community policing is inherent in all training programs

To be Considered :

- Consider immediate in-service training to training teams (at divisions and Academy) to "train the trainers" and ensure consistency
- Institute the mind-set of community policing throughout all aspects of recruit training process and all advanced police training courses

- Focus on skills training in interpersonal communication, problem solving, judgement and discretion, multicultural sensitivity, community interaction, community planning
- Emphasize the importance of sharing our knowledge with the community; teach the members how to most effectively share information with community members and teach problem solving techniques
- Support strategies by Training Branches and Aboriginal Policing Units which promote understanding of Aboriginal culture and traditions, such as cultural camps and spirituality guides, in order to improve communication relations between police and Aboriginal communities.

OBJECTIVE # 9 :

Make appropriate changes to personnel evaluation and management systems to reward community policing initiative and create a general duty career stream

To be Considered :

- Focus on the empowerment of general duty officers and administrative decentralization
- Appropriately alter policies at all rank levels within Force to ensure all members are equally motivated, focused and rewarded for community policing efforts
- Develop a Certificate of Recognition to be awarded by Commissioner or CO's to members for community policing efforts
- Revise performance Evaluation systems to bring them in line with community policing (ie: stress more subjective measures, measure outcomes, not outputs, use peer evaluations, community evaluations, measure problem-solving and communication skills)
- Ensure evaluation measures stress quality over quantity wherever appropriate
- Make every effort to reduce administrative paper burden throughout Force from internal and external sources
- Ensure policy does not undermine community policing efforts by removing personnel when crime rates decrease
- Review accomplishments of futuristic management concept test project undertaken in K division, spring 1992 (to be evaluated and expanded by 1994).

OBJECTIVE # 10:

Make appropriate changes to reconcile and implement community policing in the Force's Federal Policing responsibility areas

To be Considered :

Survey of airport detachments conducted spring 1992 to determine knowledge level and concerns of Federal detachment members

- Implementation team created in one Federal Division in order to coordinate and monitor community policing adaptation
- All innovations to be developed to reflect the needs of Federal clients
- Ensure all proposals reflect mandate of affected clients

Consider innovations such as: partnerships and personnel exchange programs between business/industry/government clients and RCMP members to address specific issues and concerns

- Ensure the Clients of Federal Policing divisions and detachments are clearly identified; business/industry, government agencies and ministers, the travelling public etc.

OBJECTIVE # 11 :

Undertake internal and external surveys to evaluate and measure the effectiveness and impacts (both intended and unintended) of community policing on the force and the communities it serves.

To be Considered :

- Baseline established through force-wide detachment and airport policing survey completed by consultant spring 1992 (assessment of knowledge and concerns of members surrounding community policing)
- Repeat surveys within 2-5 years (on a rotating division/detachment basis)
- Measure job satisfaction and acceptance of community policing by members
- Measure client satisfaction, understanding of community policing and acceptance of police by community, and increase in quality of life compared to increase in investigative duties
- Surveys to be completed on a scientifically selected random sample to ensure accuracy and representativeness

· Monitor crime/traffic trends, service complaints, client/community surveys, Force morale, clearance rates, citizen contact, cost effectiveness, innovation, SARPLe statistics, time spent in operational/administrative duties, paper burden (look at both traditional objective and subjective measures).