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**RCMP**



ROYAL CANADIAN MOUNTED POLICE

# PROGRESS

TRANSFORMATION OF  
THE ROYAL CANADIAN MOUNTED POLICE



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

RCMP  
GRC

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## COMMISSIONER'S MESSAGE

The Royal Canadian Mounted Police has a rich and distinguished history. Yet as much as the past is an important part of the Force's story, it is the way forward that is the focus of today's RCMP.

This report outlines the changes we have made to date to fulfill our vision for the RCMP to be "an adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership and providing world-class police services." Although the RCMP is familiar with change, our current and ongoing transformation effort began with the December 2007 Report of the Task Force on Governance and Cultural Change in the RCMP. The Task Force recommended harnessing the passion for improving the RCMP among people at all levels of the organization, which has happened in many key areas as highlighted in this report.

By no means, however, is this an exhaustive account. It is a snapshot of the many improvements and best practices our employees across Canada have implemented. The sheer scope of activities demonstrates the enthusiasm and dedication of this organization's men and women. Members of the Force's Change Management Team in particular have worked tirelessly to help transform the RCMP across the country.

**I HAVE ABSOLUTE FAITH THAT THE PROFESSIONALISM, INTEGRITY, DEDICATION AND PASSION OF THE FORCE'S WOMEN AND MEN WILL CONTINUE TO DRIVE THE CHANGES NECESSARY TO ENSURE THE RCMP REMAINS ONE OF THE MOST PROGRESSIVE, EFFECTIVE AND DYNAMIC POLICE FORCES IN THE WORLD**

Many of the strides we have made focus on human resources—addressing staffing processes, eliminating needless bureaucracy and better managing workloads. In fact, human resources issues, including leadership and employee well-being, have been among our top priorities.

Viewed individually, some of these changes may not seem significant. Taken together, however, they show meaningful progress. Most importantly, they clearly illustrate our willingness and ability to change and to improve.

And the work continues. While we have accomplished much, our transformation efforts must continue with a renewed focus. I have absolute faith that the professionalism, integrity, dedication and passion of the Force's women and men will continue to drive the changes necessary to ensure the RCMP remains one of the most progressive, effective and dynamic police forces in the world.



William J. S. Elliott  
Commissioner



## THE STORY SO FAR

The RCMP has continually evolved and adapted to face the policing challenges of the day. Recently, however, the Force has engaged in an accelerated, ambitious and comprehensive change process. Momentum started building with the Task Force on Governance and Cultural Change in the RCMP. In December 2007, the Task Force released a report that made 49 recommendations on how the Force should be governed, led and managed. The report addressed issues such as organizational status and structure, oversight, accountability, leadership, workload, employee wellness and communication.

While many of the Task Force's individual recommendations have been addressed—or are being addressed—the RCMP's efforts go even further.

The Commissioner jump-started the reform process in January 2008, when he established a Change Management Team—a key Task Force recommendation. The team included individuals from all employee categories with representation from National Headquarters and every RCMP region. It focused on supporting the reform and renewal process, and tapping into and encouraging employees' active participation in identifying issues and finding solutions and improvements.

The RCMP articulated a Vision for Change for the organization—an important element in charting the organization's course. Developed through an open and consultative process, this vision describes six fundamental elements at the heart of a progressive, proactive and innovative national police service. Not only has it been driving and guiding transformation efforts, it serves as the framework for presenting the change activities described in this report.

THIS VISION DESCRIBES  
SIX FUNDAMENTAL ELEMENTS  
AT THE HEART OF A PROGRESSIVE, PROACTIVE  
AND INNOVATIVE NATIONAL  
POLICE SERVICE





AN ADAPTIVE ORGANIZATION



AN ACCOUNTABLE ORGANIZATION

2



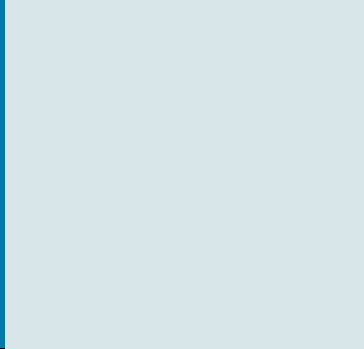
A TRUSTED ORGANIZATION

3



4

ENGAGED EMPLOYEES



5

OUTSTANDING LEADERSHIP



6

WORLD-CLASS POLICE SERVICES

# VISION FOR CHANGE

The Vision for Change sets out the RCMP's desired state, identifying the key characteristics required to modernize and equip the Force to meet current and future challenges.

## ADAPTABILITY

The RCMP will use lessons learned and best practices, foster and encourage innovation at all levels, and commit to continuous improvement to ensure that it can meet current and future policing demands.

## ACCOUNTABILITY

The Force will establish realistic expectations and goals for its actions, evaluate and openly communicate the results, and will be accountable for its decisions.

## TRUST

The RCMP will foster and uphold confidence in its reliable and strong leadership by delivering the highest quality of service to Canadians in an effective, competent and consistent manner.

## ENGAGED EMPLOYEES

The RCMP will encourage employee engagement through open communication, supporting professional development and by listening to and working with its employees.

## OUTSTANDING LEADERSHIP

Leadership in the RCMP is not dependent on rank or position. Everyone in the Force can demonstrate leadership by how they act and interact with others. RCMP leaders will earn respect and trust by putting the public and their employees first. They will communicate effectively, adapt to policing challenges and ensure that employees have the resources and competencies they need.

## WORLD-CLASS POLICE SERVICES

The RCMP will provide world-class police services by setting reasonable expectations, by communicating openly and being accountable for its actions, and by establishing constructive and collaborative relationships with partner agencies and stakeholders.

## ABOUT THIS REPORT

This report is structured using the six elements of the RCMP's Vision for Change for the RCMP *to be an adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership, and providing world-class police services.*

It focuses on change initiatives that are well underway. Many of the initiatives featured in this report contribute to more than one of the six elements, illustrating how such values as leadership, trust and accountability must be embedded in all that the Force does.



# 01 AN ADAPTIVE ORGANIZATION

# THE FORCE WANTS TO BUILD A STRONGER, MORE ADAPTABLE AND MORE EFFECTIVE WORKFORCE

The ability to adapt to changing circumstances is crucial to the long-term success of any organization. Now more than ever, the RCMP must be ready to adjust to evolving criminal and terrorist threats at home and abroad. It must apply the latest policing techniques, respond to changing community needs and deal effectively with unexpected challenges as they arise. The Force is more flexible and open to new ideas in policing and in the way it manages its resources.

Regular member (police officer) recruiting and training continue to be a high priority, along with eliminating unnecessary bureaucracy, finding innovative ways to deliver service and employing technology more effectively.

## INCREASED RECRUITING

Attracting new regular members poses significant challenges—from encouraging the highest quality, most diverse group of candidates to apply, to making sure that those unsuited to the demands of police work are screened out. In 2007, the Force implemented a National Recruiting Strategy to address a significant shortfall in recruiting and the resulting unsustainable number of vacancies. The strategy was a long-term plan that provided the resources and means necessary to attract sufficient numbers of well-qualified applicants. Since then, more than 29,000 people have applied to the RCMP.

## TARGETED AND STREAMLINED RECRUITING

The RCMP is making an effort to better reflect the communities it serves. It is working to attract more women, visible minorities and Aboriginal members through targeted marketing, mentoring programs and partnerships with community organizations. Thanks to an innovative and award-winning advertising campaign, the RCMP is reaching its target markets and letting potential recruits know that the RCMP offers them “a career nowhere near ordinary.”

Through targeted recruiting, the RCMP has broadened and diversified the pool of candidates from which it draws its cadets, helping the force to build a stronger, more adaptable and more effective workforce.

The organization has also streamlined recruit selection, in many cases cutting months from the process.

Additionally, in 2008 the RCMP began paying cadets who were previously unpaid throughout their 24 weeks of training at the RCMP’s Academy in Regina, known as Depot. As a result of all of these efforts, the RCMP is consistently meeting its recruiting targets and has addressed the long-standing vacancy issue. As of April 1, 2010, the RCMP workforce stands at 31,337 – its highest level in history.

## EFFECTIVE AND EFFICIENT TECHNOLOGY

Maintaining accurate records is an essential part of police work. This supports accountability, helps determine priorities and required resources, and is essential for successful prosecutions. Following an incident, police officers are expected to record in considerable detail what happened, who was involved, what evidence was collected and other relevant facts. However, time spent entering data into a system is time spent away from front-line police work. The RCMP is working on solutions to reduce the burden of data entry for its officers while ensuring essential information is appropriately captured and recorded.

**A CAREER  
NOWHERE  
NEAR  
ORDINARY**



#### IMPROVED RECORDS SYSTEMS

The RCMP has two key records management systems, the Police Records Information Management Environment (PRIME), used in British Columbia, and the Police Reporting and Occurrence System (PROS) used in the rest of Canada. To improve the benefits of these systems, the RCMP's Police Access Tool project is bringing together the best parts of PROS and PRIME—making the systems more compatible and more user-friendly, specifically for mobile computers in police cars. This means that police officers can quickly create those important records in their cars and then get back in the field faster.

The RCMP has also worked with provincial and territorial governments to make drivers' licence data readable through a magnetic strip or a bar code. All provinces and territories (except Yukon) now have machine-readable driver's licences. When officers swipe a licence through a card reader, the RCMP's records management technology can capture the driver's information instantly and with great accuracy.

These initiatives are significantly improving efficiency, and

RCMP analysts continue to monitor and evaluate systems to determine where further improvements can be made.

#### LISTENING TO COMMUNITIES

The RCMP delivers policing services across a broad range of Canadian communities, reflecting our diverse population and country. From isolated and remote communities to densely populated urban settings, the RCMP is committed to delivering police services that are tailored to respond to the needs of individual communities.

To enhance the delivery of policing services, the RCMP is breaking down bureaucratic barriers and developing several innovative service delivery models. For example, the RCMP has heard from Aboriginal communities who want increased local and traditional representation in their police. The Force is therefore launching the Aboriginal Community Constable pilot program to select members of individual communities for training as fully qualified RCMP officers. These officers will then return to their home communities to help build better relationships between the community and the police, leading to more effective policing services.

**THE RCMP DELIVERS POLICING SERVICES ACROSS A BROAD RANGE OF CANADIAN COMMUNITIES, REFLECTING OUR DIVERSE POPULATION AND COUNTRY**

In some communities in eastern Canada the RCMP has deployed non-uniformed Community Program Officers who engage citizens in establishing and sustaining crime prevention and reduction strategies. In some parts of western Canada a hybrid variation of the enforcement/community engagement officer is being tested.

The flexibility to provide a breadth of policing services to the broad range of Canadian communities we serve reflects a changed organization, one which is adapting to community needs and delivering innovative strategies to ever changing police realities.

### **FROM REACTION TO READINESS**

Recent world events have demonstrated how important it is to be prepared for emergencies. As first responders, the RCMP plays a critical role in times of crises. The organization's new, scalable emergency response program is designed to expand or contract to fit any need. Depending on the magnitude of a disaster or emergency, the RCMP is ready to provide a local response or engage the entire organization if required. Training exercises are also regularly staged to keep RCMP members fully prepared to respond quickly and effectively.

### **REDUCING BUREAUCRACY**

In April 2009, RCMP National Headquarters launched an initiative to reduce the burden of bureaucracy by eliminating needless red tape and paperwork. The RCMP invited employees to identify changes with the potential to streamline processes and eliminate unnecessary or cumbersome procedures. The Force is striving to shift from we-have-always-done-things-this-way to a willingness to question the status quo and to find ways to make things simpler and more efficient.

#### **DIRECT BILLING**

In an Alberta pilot project, regular member basic health care claims are now directly billed to medical practitioners and hospitals. Invoices are no longer first sent to RCMP Occupational Health and Safety Services offices. Service providers can send their invoice directly to Alberta Health and Wellness. In the past, some regular members had difficulty getting treatment because health care providers knew it would take between five to eight weeks for them to be paid. Now, physicians and hospitals are often paid within five days of receipt of their bills.

#### **ELECTRONIC ASSESSMENT FORM**

In early December 2009, the RCMP announced a new annual assessment process that combines the Performance Evaluation Report and Individual Learning Plan into one,

three-page electronic form. The revised and more focused form has significantly reduced the length of time spent on completing employee performance assessments. It has also better linked assessments to individual learning plan and unit goals.

#### **ELECTRONIC SIGNATURES**

The RCMP is investigating the use of Secure Digital Electronic Signatures. This would allow many types of forms to be approved electronically, eliminating the need for signed paper copies. It would also improve records management and speed up document collection for access to information and audit requests.

When implemented, the elimination of ink signatures and paper copies could have a significant impact on the workflow of RCMP employees.

#### **IMPROVED PROPERTY MANAGEMENT**

The RCMP is one of Canada's largest real-estate holders. To enable detachment commanders to spend more time on community policing, and less on building maintenance issues, the RCMP is conducting a pilot project with Public Works and Government Services Canada and SNC-Lavalin ProFac. In selected locations in the North West and Central Regions, members and their families living in RCMP facilities can contact a national call centre any time of the day or night for real property repairs. In the Atlantic Region, members in certain detachments can also use the hotline to report building issues. The call centre has received nearly 4,500 service calls and the RCMP has completed a significant number of construction and maintenance projects since the pilot project began in April 2009. Initial reaction from users is very positive.

#### **FORENSIC SCIENCE AND IDENTIFICATION SERVICES**

The RCMP's Forensic Science and Identification Services (FS&IS) plays a critical role in the majority of criminal investigations in Canada. Some key services include forensic crime scene identification and laboratory analyses of exhibits from criminal investigations.

To improve service delivery, FS&IS recently developed a new streamlined, interactive forensic investigation process based on client needs. Investigators, forensic scientists and identification specialists work together to provide timely investigation services that can be adapted to fit specific circumstances. This increases output and reduces effort and investigation costs.

The process is being implemented in phases, allowing for testing, evaluation and further development.



# 02 AN ACCOUNTABLE ORGANIZATION

**THE RCMP HAS  
COMMITTED TO  
BEING MORE  
TRANSPARENT  
AND TO  
COMMUNICATING  
MORE OPENLY**

The RCMP is accountable to the Government of Canada, the provinces, territories, municipalities and communities that contract its services, the courts and to all Canadians. As well, there is a mutual accountability relationship between the Force and its employees.

To strengthen accountability, the RCMP has committed to being more transparent and to communicating more openly. It has improved its performance in responding to public requests for documents under the *Access to Information Act* and *Privacy Act*; implemented an External Investigations or Review Policy; improved its disciplinary process; enhanced its use-of-force and Conducted Energy Weapon policies, and made managers more accountable to the people they lead.

### **EXTERNAL INVESTIGATION AND REVIEW**

Canadians do not want the police investigating themselves, particularly in cases involving serious or sensitive matters. Neither does the RCMP. However, not all jurisdictions in Canada are ready to take on this responsibility.

Recognizing that public trust and confidence are essential to the RCMP's ability to deliver effective policing, the Force has changed the way such investigations are handled. On February 4, 2010, after extensive consultations with federal, provincial and territorial governments and agencies, including the Commission for Public Complaints against the RCMP, Ontario's Special Investigations Unit and Alberta's Special Investigative Response Teams, the RCMP adopted a new policy on external investigations and review.

The new policy refers all cases where RCMP actions have resulted in serious injury or death or where RCMP officers may have acted inappropriately in serious or sensitive matters, to provincial or territorial special agencies, where they exist. Where there is no such agency, cases will be referred to external police services, who can enlist independent observers to assess and report on the impartiality and independence of investigations. As a last resort, where neither a special agency nor an external police service are available, the RCMP will undertake investigations. However, an investigation will only be conducted by the RCMP after extensive screening of investigating officers for conflict of interest and an independent observer will be appointed and a final review of the investigation will be conducted by an independent police service.

The RCMP's new approach has been welcomed by Canadians. However, it is recognized as an interim step. The RCMP continues to work with federal, provincial and territorial governments to encourage the establishment of independent investigative agencies to conduct all investigations where serious concerns arise about police employees and police organizations.

### **USE OF FORCE**

Nothing tests the relationship between a police service and a community like instances where police, in the course of their duty, use force against their fellow citizens.

The primary responsibility of an RCMP officer is to protect and preserve life. Police work can be dangerous and challenging. Even so, Canadians rightly expect RCMP officers to intervene with force only when necessary in support of public safety and to do so in accordance with Canadian law including the *Charter*. RCMP officers must always carefully assess risk and consider the likelihood of damage to property and the potential for injury, including in extreme cases, loss of life resulting from the use of force. Where an officer uses force, Canadians rightly expect that there will be a full accounting of the circumstances and the force used.

The RCMP has developed a 'use of force' decision-making model referred to as the Incident Management/Intervention Model or IMIM. Improvements to the IMIM have been made to align the model's guiding principles with those of the broader Canadian police community. The RCMP is also emphasizing to its members the use of strategies to de-escalate situations, the need for continuous assessment and the requirement for them to explain and document their decisions. RCMP training on the IMIM has been both strengthened and lengthened, and features scenario-based training to re-acquaint officers with the rapidity with which events can unfold and to develop sound decision-making, articulation and reporting practices.

In recognition of the need for broader organizational accountability, the RCMP has pioneered and deployed a world-leading reporting system that aims to capture every instance where force is used, including details of the circumstances giving rise to the event. Called the 'Subject Behavior – Officer Report', it has already received accolades from external review agencies, outside police services and partnering governments for increasing officer awareness of issues relating to the use of force and ultimately strengthening the RCMP's accountability to Canadians.





## CONDUCTED ENERGY WEAPONS (CEW)

Perhaps no other recent issue has captured and maintained the focused interest of Canadians like the RCMP's use of the CEW or "Taser". Propelled to prominence following the tragic death of Robert Dziekanski in October 2007 at the Vancouver International Airport, the conducted energy weapon has challenged Canadian law enforcement, and the RCMP in particular, to account to Canadians for how it manages and uses the CEW in delivering police services to Canadians.

The RCMP has made successive refinements and improvements to its CEW policy that have been well received by Canadians. The new policy requires that, where feasible, officers verbally warn subjects before using a CEW and restricts CEW use to situations where individuals are causing or about to cause bodily harm.

The RCMP has improved its record-keeping with respect to CEWs and has established regimes for continuous testing of the CEWs carried by its officers. The RCMP is also committed to monitoring and supporting rigorous academic and scientific research into conducted energy weapons.

## PUBLIC AFFAIRS

The nature of the RCMP's work does not always allow the organization to communicate as openly as the media and public would like. To spearhead more open communications, the RCMP created and staffed the position of Executive Director of Public Affairs. This senior executive is leading efforts to promote transparency and to improve the quality and quantity of the RCMP's public communications. The RCMP is making a greater effort to increase its public presence, including having the most senior ranks serve as spokespersons on important

issues. It provided the makers of the television series *Courage in Red* with extraordinary access to RCMP operations and personnel and it has worked with others on documentaries and books to increase the availability of information about the Force. In an effort to reach wider audiences, the RCMP is taking advantage of social media, appearing on Facebook and YouTube and disseminating information via Twitter.

Across the country, RCMP divisions are adopting a range of tools to reach broader audiences. In British Columbia, staff videographers film a variety of operations and provide footage to the media. A project in Ontario has worked to enhance communications to selected communities, small and large. Since the project began, there have been a greater number of Crime Stopper tips as well as an increase in people contacting RCMP officers directly to report crimes.

## EMPLOYEE COMMUNICATIONS

RCMP management continues its efforts to provide employees with relevant and timely information. While this is an ongoing priority, senior management has received positive feedback about its proactive and frequent communications around a number of recent events, including the 2010 Winter Olympic and Paralympic Games as well as the situation in Haiti following the earthquake in January 2010, which killed thousands of individuals, including RCMP officers Doug Coates and Mark Gallagher.

## PUBLIC DISCLOSURE

The volume of document requests to the RCMP under the federal *Access to Information* and *Privacy Acts* has increased tremendously in the past decade. For years the RCMP received a failing grade from the Information Commissioner in the evaluation of government departments'

compliance rates. Through dedication and a commitment to improvement, in 2008–09, the RCMP went from an “F” rating to a “C.” Although there is further room to improve, this represents a significant and positive step in the right direction.

## ENHANCED AUTHORITY

In March 2009, the Government of Canada approved a five-year investment plan that grants the RCMP greater control over managing, buying, leasing, building and selling its assets as well as in acquiring professional services. The RCMP earned this authority through significant investments in personnel, policies and processes that demonstrated its capacity and competence in project management.

As a result, the RCMP can now manage and approve more than 95 percent of its capital projects without being required to seek approval from central government agencies, allowing the Force to be more flexible and responsive to emerging priorities and better able to support front-line operations.

## INVESTIGATIVE STANDARDS AND PRACTICES

Building on a model originally pioneered by the RCMP in British Columbia, the Force has developed the Office of Investigative Standards and Practices (OISP). The Office is responsible for enhancing internal accountability through self-assessment and the continuous improvement of critical aspects of the Force’s National Security Program.

The OISP is assessing how major case-management principles apply to major case investigations and projects. This may include reviewing operational plans, auditing files and providing advice to team managers, as required. This valuable self-assessment mechanism helps senior managers develop the highest investigative standards and best practices.

## EXTERNAL ADVISORS

There is clear evidence that the RCMP has made significant strides to become more open to new ideas and more inclusive and transparent in relation to the management of its activities. An important element of this approach has been the prominent role played by external advisors.

## THE REFORM IMPLEMENTATION COUNCIL

Since its establishment in 2008, the Council has been providing independent and informed advice regarding the direction and progress of the RCMP’s transformation agenda. As the Council has reported, the Force has

embraced the need to change and modernize, preserving what is best of its proud traditions and values. The Council has also confirmed that they have been able to establish an open, collaborative and constructive relationship with the RCMP and have witnessed the competence and commitment with which the RCMP has been tackling the change process. In particular, they have indicated they have seen employees working hard and consultatively to develop the RCMP’s Transformation Plan and applying modern project management disciplines to plan and manage change. As a result, the Council has expressed their view that the Force has made significant progress in transforming how it is led and managed, how it uses its human and financial resources, and how it communicates with partners, stakeholders, employees and the Canadian public.

## DEPARTMENTAL AUDIT COMMITTEE

The establishment of the RCMP’s Departmental Audit Committee, which consists of three prominent individuals independent of the RCMP, has been another key step in enhancing accountability and increasing the RCMP’s openness and transparency. The Committee provides advice and recommendations on the adequacy and functioning of the RCMP’s risk management, as well as its control and governance frameworks and processes. The Committee also reviews the RCMP’s financial statements and the RCMP’s internal audit function and internal audit reports. The independent and professional oversight afforded by the Committee is enabling the RCMP to ensure that it is exercising robust stewardship of its financial and human resources and focusing its efforts appropriately.

## CONTRACT AUTHORITIES

The RCMP’s Transformation Plan assigns high priority to increasing consultation with its contract policing partners. As the Reform Implementation Council has acknowledged, the Force has established new principles of engagement with contract authorities, including treating them as partners in decisions related to contract policing, increasing RCMP responsiveness and accountability, acknowledging the unique priorities of each jurisdiction, and ensuring partner input into RCMP planning and management. In addition, the RCMP’s annual performance plan process has become an important form of detachment accountability to local contract authorities, and contract partners are regularly consulted on the Force’s ongoing transformation efforts.





# 03 A TRUSTED ORGANIZATION

Without the trust and support of the public, the RCMP cannot successfully fulfill its mandate. Earning and maintaining trust requires employees to perform their responsibilities with integrity and to make ethically based decisions. The Force must be open and transparent in its interactions with the public.

### OFFICE OF PROFESSIONAL INTEGRITY

The RCMP has recently established the Office of Professional Integrity that brings together and integrates a broad spectrum of activities. This includes values and ethics, employee-management relations and adjudicative services. This integrated, pro-active approach will promote and support ethical and values-based decisions throughout the organization. The Office of Professional Integrity is responsible for the RCMP's disciplinary process and recognition programs and will promote the high standards of ethics and integrity expected of the RCMP by employees and the public.

### VALUES AND ETHICS

The Values and Ethics Office, as part of the Office of Professional Integrity, provides guidance and advice to RCMP employees at all levels. The office is striving to ensure all operational and administrative functions are underpinned with values and ethics, is actively involved in providing input on ethical considerations in RCMP policies and decision making,

and is responsible for the ethics material included in RCMP courses throughout the leadership continuum—from the Cadet Training program to executive development. Topics include the RCMP core values, an ethical decision making model, the Values and Ethics Code for the Public Service, and the *Public Servants Disclosure Protection Act* (PSDPA).

The Office also provides specialized values and ethics training sessions to individual units. The policy group of the Values and Ethics Office is responsible for implementation of the PSDPA within the RCMP. Furthermore, the Values and Ethics Office policy group will lead the development of a new organizational Code of Conduct to be aligned with an established Treasury Board Code of Conduct and the implementation of a new Treasury Board policy regarding Conflict of Interest and Post Employment.

### REGIONAL ETHICS OFFICERS

The Values and Ethics Office created two regional ethics officer positions for the North West and Pacific Regions as part of a pilot project. This project is intended to better facilitate more direct interaction with employees across Canada. These regional ethics officers are an extension of the Values and Ethics Office and are the “go-to” people for everything related to ethics in those Regions. Their responsibilities include providing advice to regional senior management and employees on how to handle ethical dilemmas, making presentations at unit meetings, ensuring that ethical decision making and behaviour are part of the everyday operations of the RCMP, disseminating information on the *Public Servants Disclosure Protection Act*, and receiving disclosures of wrongdoing under that Act. This pilot project has been very successful and it is anticipated that additional ethics officer positions will be created.

**WITHOUT THE TRUST AND  
SUPPORT OF THE PUBLIC,  
THE RCMP CANNOT SUCCESSFULLY  
FULFILL ITS MANDATE**

**THE FORCE MUST  
BE OPEN AND  
TRANSPARENT IN  
ITS INTERACTIONS  
WITH THE PUBLIC**

## DISCIPLINE

The adjudication of both grievances and internal discipline matters involving RCMP members plays a major role in accountability. Members of the RCMP and the public must view the RCMP disciplinary system as fair, transparent, timely, effective and adhering to the principles of natural justice. To progress towards a more efficient and consistent discipline system, the RCMP created Adjudicative Services Branch in 2008 which consolidated all the elements of formal discipline and grievance adjudications under a central authority, enhancing integration, planning, monitoring, transparency and accountability.





With respect to formal discipline, the representative functions of both members and Commanding Officers have been placed in two distinct directorates, ensuring better coordination of work and ultimately, a quicker resolution of cases. In addition, a Case Management pilot is underway to decrease the amount of time to resolve formal disciplinary matters. A similar structural change has occurred in the grievance adjudication realm where a Director is now in place to better deal with the processing of grievances and coordinating the work of the individual adjudicators. Additionally, a parallel grievance system which was in place to deal with promotional grievances is being eliminated to further simplify the grievance system.

It is the creation of this centralized authority which will facilitate further efforts to manage both formal and informal aspects of the disciplinary process. This, in turn, will ensure that the basic tenets of the RCMP disciplinary process are followed; namely that discipline remains, to the greatest extent possible, corrective and remedial in nature and is delivered efficiently at the most appropriate level.

### **HUMAN RIGHTS**

The RCMP has actively pursued a strong relationship with the Canadian Human Rights Commission. It participates on the Commission's Employer Advisory Council and its subcommittee on accommodation. In addition, the RCMP has supported the secondment of a labour relations and human rights employee from the RCMP to the Commission. This closer relationship has enabled the RCMP to deal more effectively and efficiently with human rights complaints.



# 04 ENGAGED EMPLOYEES

## SATISFIED, ENGAGED EMPLOYEES ARE AN ORGANIZATION'S GREATEST ASSET

Satisfied, engaged employees are an organization's greatest asset. Accordingly, the RCMP is taking steps to increase employee engagement by consulting directly with employees; enhancing internal communications; improving compensation; recognizing the importance of work-life balance and employee health and wellness; seeking flexibility in work arrangements; and by creating a culture of appreciation and recognition for good work.

### LEARNING AND DEVELOPMENT

Learning is a shared responsibility in the RCMP. Continuous learning in a rapidly changing environment is essential to excellence in policing. In July 2009, senior management endorsed a new RCMP learning strategy to develop a competent and professional workforce where employees are engaged in their own development. It introduced a new, streamlined performance assessment form that integrates performance assessment with individual learning plans. The form is shorter, easier, and encourages meaningful conversations between employees and supervisors about learning goals and career development.

### HEALTH AND WELLNESS

The physical and mental well-being of RCMP employees and their families are essential to the RCMP service to Canadians. The Force is working with external experts to conduct research and develop policies in support of employee health and well-being. For example, Mr. Bill Wilkerson, co-founder and CEO of the Global Business and Economic Roundtable on Addiction and Mental Health, is working closely with RCMP senior management to ensure employee and family needs are met through user-friendly, sensitive and straightforward policies and practices relating to critical incidents, duty related injuries, physical and mental illness, and bereavement.

### TRAUMA DECOMPRESSION

The RCMP recently introduced a pilot program of trauma decompression retreats. The retreats, led by experienced trauma psychologists, bolster resilience and help employees deal with the psychological and emotional effects of police work. They cover topics such as trauma and post-traumatic stress disorder, grief and burnout. The RCMP held its first retreat in January 2010 with extremely positive results. After the session, participants reported that their symptoms were reduced, that they felt more hopeful, and that they had a greater interest in remaining with the RCMP.

### SPOUSE COMMITTEES

The RCMP's structure and operations create unique challenges for members and their families. Many divisions have encouraged offices and detachments to form spouse committees to offer support to RCMP families and help

them deal with issues surrounding relocation, housing and unconventional work schedules. Such committees also provide support for children and teenagers who often feel out of place after moving to new communities away from their friends. These committees have also improved communication between the RCMP and members' families, helping them to feel part of the larger RCMP family.

### FAMILY CORNER WEBSITE

The RCMP has dedicated a section of its website to meeting members' and their families' personal needs. The "Family Corner" section provides quick access to helpful information and resources such as dental and health care plans and claim forms. It also has a series of links to key amenities in each province to enable families of members who are being transferred to research their new location before they move. Being able to prepare for a move before it happens will help reduce anxiety about relocation.

### FLEXIBLE WORKING ARRANGEMENTS

The RCMP values its employees and understands that traditional full-time schedules are not always practical in today's world. Family demands and the desire for a better work-life balance have prompted the RCMP to examine various working options, such as flexible or compressed work schedules, job sharing and part-time positions. By allowing more flexible working arrangements where operationally possible, the RCMP increases employee retention and improves member satisfaction and engagement. This benefits the participating employees, their colleagues and the organization overall.

### FAIR COMPENSATION

#### STANDBY PAY

The Task Force report noted that, for members in small detachments and in remote areas, "the workday never ends." This is because RCMP officers may either be on duty, or must be available to respond if another member requires backup.

To more fairly compensate members, the RCMP introduced a new Operational Response Allowance Policy that provides additional pay for members who must be available for work while off duty.

The policy sets out two levels of response: Immediate Operational Readiness, where members are required to be immediately deployable, and Operational Availability, where members are required to be available within a reasonable time frame to support operations. In addition, commanding officers are expected to explore shift-schedule options and other strategies to reduce the demands placed on employees and to provide them more unfettered time off.



# TO DEVELOP A COMPETENT AND PROFESSIONAL WORKFORCE

## DIRECT DEPOSIT OF TRAVEL CLAIMS

RCMP employees have identified the time it takes to be reimbursed for their travel expenditures as one of the top five areas requiring change. In 2009, the RCMP introduced direct deposit of travel–claim refunds. Since then, more than 7,000 claims have been processed. Not only do refunds arrive faster, but direct deposit has simplified matters significantly for employees living in communities without nearby banking facilities.

## SERVICE PAY

In 2009, the Government of Canada approved increases to service pay for long–serving RCMP members. Service pay is an extra allowance paid to employees based on their years of service. This allowance improves the RCMP's competitive edge in retaining experienced members and attracting highly qualified individuals to lead, train and mentor new and more junior staff.

As well, for the first time, the RCMP has established service pay for civilian members in certain specialized operational units, specifically Telecom Monitors and Intercept Monitors. This will help the Force retain the expertise of these employees and protect its significant investment in their training.

## RELIEF IN ISOLATED COMMUNITIES

Policing in small or isolated communities presents particular challenges, especially for detachments with as few as two members and where there are great distances between neighbouring detachments. Even when off duty, these members remain on call and must be prepared to return to work at any time to provide backup. As well, leaving the community for any reason is often difficult. With these conditions highlighted in the Task Force report, divisions have found new ways to provide relief to members in such circumstances.

In various RCMP Manitoba districts, 10 members rotated into isolated posts for 30–day periods every month last year. In addition to providing relief, this has improved the RCMP's ability to meet short–term service needs and provide better overall service to communities. It has also provided participating members with broader experience in detachments they might otherwise never see.

Similar relief programs have been created in Saskatchewan, Newfoundland and Labrador, the RCMP Training Academy and at the Musical Ride. This allows officers to deploy to detachments to cover for members who must be absent, for example in order to participate in training. Along with performing regular detachment duties, these replacement members share information on their areas of expertise with others who might be considering similar career paths.

Early in his career, the head of the RCMP in Nunavut, C/Supt Steve McVarnock was one of two officers posted in Igloolik. In those days, officers were either on duty or on call without pay, and when one officer took holidays, the other was left alone for weeks on end.

“You worked, lived and breathed it 24–7. I've laid in my bed in blue trousers and a white T–shirt with my gear at the door, staring at the phone. I knew it was going to ring.”

Upon his return North, McVarnock has seen many new initiatives and positive changes. Officers now receive additional pay when they must be ready for duty on their off hours. Vacancies have been significantly reduced. Fly–in replacements from southern posts provide relief when officers take time off. Although these moves have improved conditions and have made northern postings much more attractive, the ultimate goal is to assign additional members to each smaller community to further enhance officer safety and well–being.

## NATIONAL DETACHMENT CLERK REVIEW

Detachment assistants greatly support the RCMP's work. They know the ins and outs of the communities in which they live and hold valuable knowledge about the area, the people and detachment operations. In 2008, the RCMP launched a sweeping review of the role of detachment assistants to standardize job descriptions, capture key activities, assess working conditions and determine whether employees were being appropriately paid for their work. The organization consulted specialized participants from inside and outside the RCMP. The report led to four different job descriptions and new classifications for each position. As a result, many detachment assistants were entitled to retroactive pay.



## ENGAGING EMPLOYEES IN TRANSFORMATION ACTIVITIES

Engaging employees from all ranks and categories of the organization in transformation activities has been an RCMP priority. The Commissioner, Commanding Officers and other senior leaders and the Change Management Team hosted town hall meetings for employees throughout the country. National Headquarters and the divisions struck working groups to discuss and resolve broad issues and to ensure that a cross section of perspectives was considered. The organization created internal websites at both the national and regional levels to highlight activities and encourage participation. Dedicated email accounts were set up to allow employees to have a direct say in the change efforts. Thousands of messages were received. These activities, along with many others, have provided all employees the opportunity to participate in transforming the organization.

### TAKING THE LEAD

In many areas of the Force, the RCMP has gathered information about the issues that are most important to front-line RCMP employees through a leadership, engagement, action and development (LEAD) process. LEAD is a powerful tool in bringing about transformation at the grassroots level. The LEAD initiative identified that up to 70% of problems raised by front-line staff could be resolved at the local level. The LEAD process leverages this information to assist in quickly improving the work environment.

## UNIFORM AND EQUIPMENT

In response to results from a survey of members on uniform and equipment needs, a number of changes have been introduced. For example, in response to concerns about specific personal items and the desire for members to have more choice and to obtain more functional and more comfortable kit and clothing, the RCMP now allows members who wish to do so, to purchase their own boots and gloves, following guidelines for safety, durability and appearance and to be reimbursed for their purchases, instead of being required to wear standard items issued by the RCMP. The RCMP also continues to explore new clothing designs for greater comfort and improved safety, and looks for washable, easy-care materials.

Wait times for clothing and equipment are much shorter since the RCMP instituted new software for ordering, storing and delivering such items. The software has also streamlined billing and reporting procedures.



# 05 OUTSTANDING LEADERSHIP

The Force has launched several initiatives aimed at addressing its need for strong, open-minded and ethical leadership that is valued and supported.

The Commissioner has strengthened the RCMP's senior leadership capacity by creating a number of new senior management positions, including a commanding officer of National Headquarters. The position was created in response to a recommendation of the Task Force. The Commanding Officer has lead responsibility for addressing the needs of the 5,000 employees working at RCMP National Headquarters.

Other new positions include the previously mentioned Executive Director, Public Affairs and the Professional Integrity Officer.

The RCMP expects leaders—from front-line supervisors to Senior Executive Committee members—to lead by example. Leaders must understand the RCMP's values and demonstrate them consistently, have empathy, communicate well and be adaptable. The Force will soon introduce 360-degree evaluations—assessments from subordinates, superiors, colleagues and clients—to gauge how well leaders are performing and modelling the RCMP's values and expectations.

To meet the challenge of developing a new generation of leaders, the Force appointed a Leadership Champion who is developing and updating a series of programs to train leaders, support leaders on the job and ensure that leadership reflects the RCMP's diversity. The ethics education initiative will also be integrated into and form a key part of leadership development.

### **NATIONAL PERFORMANCE PROGRAMS**

In April 2009, the RCMP opened five regional centres to deliver national performance programs. These include the supervisor and manager development programs—year-long developmental activities aimed at improving front-line performance, supervision and leadership by familiarizing new leaders to their responsibilities and upgrading the skills of longer serving leaders.

The centres also deliver performance improvement services designed to help managers remove barriers to achieving unit objectives. Along with the Annual Performance Plan, these services give unit commanders tools that greatly assist them in helping their employees meet any policing challenge.

Additionally, the performance centres provide supervisors and managers with information and tools they can use to quickly integrate new employees into their jobs and to the organization. As a result, front-line employees feel welcome and equipped to become productive and efficient in their new position.

### **MENTORSHIP PROGRAM**

Mentorship programs are taking place across the RCMP to better prepare future leaders, manage knowledge transfer, and assist employees in reaching their full potential. An innovative example in Manitoba provides mentorship for recently promoted non-commissioned officers (NCOs). The program capitalizes on the experience of seasoned former employees, who mentor participating NCOs, matching the mentor's strengths with the recipient's identified needs. Mentors have a wide range of knowledge to share on topics from detachment performance plans, to quality assurance, employee relations, supervision and communication. Mentors will be kept up to date on the latest management techniques, which they will share with participating NCOs.

**STRONG,  
OPEN-MINDED  
AND ETHICAL  
LEADERSHIP**

## LABOUR/MANAGEMENT ENGAGEMENT

The Labour Relations and Human Rights Branch now holds national video conferences with regional labour relations advisors every three months. These meetings allow participants to share information on program initiatives and policies to ensure consistency in the advice being provided to managers in the regions.

The Commissioner meets regularly with the RCMP Staff Relations Representatives and also chairs the National Labour–Management Consultation Committee meetings. These meetings are held three times a year with representatives from the various unions representing RCMP employees. The committee shares information with management and employee representatives to resolve issues in an atmosphere of mutual respect and trust.

## EMPLOYMENT EQUITY

Equity is not only a matter of fairness; it is also good business. The RCMP's employment equity national advisory committees comprise employees from every division from the designated groups defined in the *Employment Equity Act* – women, Aboriginal people, visible minorities and persons with disabilities. Working in partnership with the RCMP's Employment Equity Section to establish support networks, the committees share best practices and provide leadership at the national, regional and divisional levels. They provide advice on matters relating to other employees who are members of the designated groups, and identify and help resolve issues.

## DEFINING RESPONSIBILITIES

The RCMP in Quebec has introduced a formal statement that clarifies what is expected of leaders in creating a trusted and mutually respectful work environment. The division is establishing ways to measure whether leaders are achieving these expectations.

Inspired by the statement, which it recognized as a best practice, the RCMP in the National Capital Region followed suit by developing a list of essential qualities employees must possess at different management levels.





**The Statement of Responsibilities for Supervisors and Managers (RCMP in Quebec).**

- Establish open communication and relationships of trust with employees at all levels
- Ensure a healthy, positive and respectful work environment
- Allow decisions to be made at the lowest possible level
- Provide employees with the tools and appropriate training to perform their duties
- Complete annual performance assessments
- Acknowledge a job well done
- Take appropriate action to address unsatisfactory performance

**SENIOR POLICY COMMITTEE**

The RCMP recently established a more clearly defined process that will support strengthened policy development and decision making. This process establishes three linked policy committees—the Policy Working Group, the Senior Policy Committee, and the Senior Executive Committee.

The linked committees better connect mid- and senior-level policy work and bring together a wider range of interests and concerns from across the organization. This should help develop policies that are more closely aligned with RCMP and Government of Canada priorities. This integrated approach should also reduce the likelihood of errors and omissions within policy.



**MENTORSHIP PROGRAMS**  
ARE TAKING PLACE ACROSS  
THE RCMP TO BETTER PREPARE  
**FUTURE LEADERS**



# 06 WORLD-CLASS POLICE SERVICES

**POLICE FORCES  
AROUND THE WORLD  
SEEK OUT THE RCMP  
FOR ITS EXPERTISE  
IN MANY AREAS**

The RCMP's commitment to maintaining and improving its service to Canadians contributes to its international reputation. The RCMP is respected worldwide for its international peacekeeping missions and assistance to international law enforcement agencies in the fight against organized crime and terrorism. Police forces around the world seek out the RCMP for its expertise in many areas, including chemical and forensic identification, drug enforcement, organized crime, terrorism, police training and more.

The RCMP's police training program, its leadership in providing security to the 2010 Olympic Winter Games, the largest domestic security operation in Canadian history, and its work with domestic and foreign partners all contribute to the Force's reputation for providing world-class police services.

### **TRAINING**

The RCMP's Training Academy in Regina, known as Depot, is often described as the birthplace, or home of the RCMP. It draws visitors and observers from around the world interested in learning how we develop police officers using problem-based learning. Depot employs educational, research and police specialists who constantly seek ways to improve the training experience for Cadets.

Depot is now home to a state-of-the-art simulator training facility. Laser and video-based simulators teach driving and firearms-use fundamentals, as well as simulate complex, high-risk situations to test judgment and skills. Depot is working with the Canadian Police Research Centre and other agencies on the use of simulators in police training.

Significant investments have also been made in Depot's infrastructure. The RCMP has built a new dining hall, renovated and upgraded the Drill Hall and is constructing a new dormitory building, to be completed August 2011.

The Commanding Officer of Depot now personally meets with every cadet twice during their 24-week training to identify and address any issues and to find ways to better support cadets during their training. Depot also staffed a Cadet Resource Officer position to help cadets with training and personal issues. It also developed a support guide for families to help them understand the pressures Cadets face during training.

### **OLYMPICS**

An RCMP-led security workforce of approximately 15,000 people were responsible for the safety and security of the 2010 Olympic and Paralympic Winter Games. To begin security planning, the RCMP formed the Vancouver 2010 Integrated Security Unit (V2010 ISU) in 2003, uniting members of the RCMP, Vancouver Police Department, West

Vancouver Police Department and the Canadian Forces.

In January 2010, the V2010 ISU shifted its focus to operations, mobilizing more than 6,000 police officers from 119 police services, 4,500 Canadian Forces personnel and 4,800 private security employees. Some compared the Olympic security effort to conducting 17 consecutive Super Bowls, three times a day, in two locations.

The combined forces of the V2010 ISU ensured the safety of more than two million visitors at venues throughout the Lower Mainland of British Columbia and in Whistler; provided protection to approximately 30 internationally protected persons; and conducted security background checks for more than 205,000 applicants.

The largest security operation in Canadian history has resulted in a legacy of experience and best practices from which the RCMP and other police forces will be able to draw for future major event planning, which includes the 2010 G8/G20 Summits.

**"I don't believe, in the history of Canada, that we've ever had such a large operation that's been so inclusive of not only our federal and provincial security partners, but also 119 police departments from across the country. On the public safety side, the critical infrastructure side, and the consequence management side, it's been one big integrated operation. That in itself lays a framework for, I would suggest, decades to come."**

—Assistant Commissioner Bud Mercer, Chief Operating Officer, Integrated Security Unit.

### **DEVELOPING PARTNERSHIPS**

#### **CRIME REDUCTION STRATEGY**

Crime reduction is a key component of the Force's work, driving down overall crime rates and increasing the public's confidence in the criminal justice system. A community's absolute level of safety acts as the barometer of success. And since police forces often share the same client base as many social services agencies and ministries, strong partnerships with those organizations are essential.

The RCMP in British Columbia pioneered a crime reduction strategy that has been adapted and applied in many areas across the country. The Force has already experienced success using this strategy, particularly with repeat offenders whose crimes are most often associated with substance abuse. Since 2004, British Columbia has seen fewer break and enters and a 50% reduction in motor vehicle thefts.

In 2008, the RCMP joined forces with six British Columbia communities and several agencies in a project specifically targeting prolific offenders. This project will be evaluated and considered for a wider application across the Force.





#### UNIVERSITIES

As part of its Crime Reduction Strategy, the RCMP in British Columbia partnered with criminology departments at Simon Fraser University and the University of the Fraser Valley. The partnership gives the Force access to the latest in public safety research, analysis and data. Linking with research activities outside the immediate public safety environment helps the RCMP learn more about the challenges it faces at the community level and develops useful relationships with external institutions and agencies. The information received and shared will help the Force in planning and executing policing operations.

#### CANADA—UNITED STATES SHIPRIDER AGREEMENT

The Canada—US Shiprider Agreement illustrates the kind of international cooperation vital to border protection. Canadian and US law enforcement officers deal with cross—border crime in shared waterways such as the Great Lakes and the St. Lawrence Seaway. Vessel crews are specially trained and designated officers who are authorized to enforce the law on both sides of the border and work jointly, but under the control of the host country.

Canada's Minister of Public Safety and the US Secretary of Homeland Security formalized the approach in May 2009 when they signed a framework agreement on Integrated Cross—border Marine Law Enforcement Operations.

#### NATIONAL CHILD EXPLOITATION COORDINATION CENTRE (NCECC)

The RCMP's NCECC has developed strong relationships with international law enforcement agencies in the investigation of crimes involving the sexual exploitation of children. Along with employees assigned to the Centre from such agencies as the U.S. Department of Homeland Security and the Canadian Border Services Agency, these relationships allow the NCECC and its domestic and international partners to more easily share information and intelligence. The NCECC is then better equipped to provide operational support to Canada's Integrated Child Exploitation Units and to protect Canadian children from sexual offenders.

The NCECC is also Canada's representative on the Virtual Global Taskforce (VGT), an alliance of international law enforcement agencies dedicated to combating Internet—facilitated child sexual exploitation. This helps the RCMP provide national and international partners with world—class services.

#### OPERATION INTERSECT

Operation INTERSECT links safety and security agencies from all three levels of government in the National Capital Region (NCR). Member agencies include the RCMP, Ottawa Police Services, Ontario Provincial Police, Gatineau Police, Sûreté du Québec, Sécurité publique de la MRC des Collines—de—l'Outaouais, NCR Military Police, the cities of Ottawa and Gatineau (including fire, paramedic and emergency management staff), the provinces of Ontario and Quebec, the Canadian Security Intelligence Service, Public Safety Canada, Canada Border Services Agency and the Privy Council Office. Operation INTERSECT meets monthly to share information and intelligence and to address current and emerging issues.

#### ALERT EXPANSION

Alberta Law Enforcement Response Teams (ALERT) are made up of RCMP officers and members of municipal police forces from across the province. There are 29 separate teams across seven regions which primarily tackle organized and serious crime that affects multiple jurisdictions. The teams have three specific functions—intelligence, enforcement and specialized services.

Since 2009, ALERT has expanded to include nine partner agencies, with the RCMP as the largest contributor of resources. ALERT is also working to develop and implement teams in five additional Alberta regions, focusing on Medicine Hat, Fort McMurray and Grande Prairie.

#### STRATEGIC RELATIONSHIPS

The RCMP in Ontario implemented a joint strategy with the Public Prosecution Service of Canada (PPSC) and the provincial Ministry of the Attorney General to develop effective relationships and enhance case management of major investigations. This partnership has created the opportunity for RCMP members to attend workshops on topics such as major case management, legal awareness for supervisors on judicial authorizations and disclosure.

The RCMP's Commercial Crime division also continues to improve relationships and protocols with district provincial crown law offices for fraud—related matters and with the PPSC for issues related to the *Bankruptcy and Insolvency Act*.

**THE STANDARD SET BY THE VISION FOR CHANGE IS THAT THE RCMP AIMS TO PROVIDE CANADIANS WITH WORLD-CLASS POLICE SERVICES**

#### **PUBLIC-PRIVATE PARTNERSHIP WORKING GROUP**

Airport security is an important part of Canadians' safety. The RCMP is a member of the Public-Private Partnership (P3) Working Group of the Ottawa International Airport which was launched in 2009 to bring together key law enforcement agencies to discuss airport security and safety issues. The working group encourages open dialogue among stakeholders and a flow of information that helps strengthen the airport security system.

#### **A-INSET OUTREACH PROGRAM**

The A-INSET Outreach Program works with Aboriginal and ethnic communities the RCMP serves. By engaging and working with these communities, the RCMP builds understanding and trust and is better positioned to prevent crime.

The Force has also taken part in sensitivity awareness training with the communities, which has been mutually beneficial. Communities have a better understanding of the corporate values and duties of the organization and RCMP employees are more familiar with the perception, challenges and sensitivities of those communities, enabling better cooperation.

#### **HOSTAGE NEGOTIATION**

In support of the Canadian government's efforts to protect our citizens from the increased threat of kidnapping abroad, the RCMP has become recognized globally as a leader in counterterrorism hostage negotiations, and has built a solid reputation for returning those in peril safely to their loved ones.

#### **NATIONAL POLICE RESOURCING MODEL**

The RCMP worked with the Ontario Provincial Police to develop a national Police Resourcing Model. The model is a tool to help determine the staffing levels required to provide policing services in detachments. It enables the organization to respond more effectively to a community's needs while using resources as efficiently as possible. It analyzes data on call volume, call types, travel time per call, event distribution and available member hours. It then produces detailed reports showing how changes in the detachment would affect service levels. The International Association of Chiefs of Police recognized the model in 2009 with an award for excellence in law enforcement research and development.



#### **INTERNATIONAL IN-FLIGHT SECURITY OFFICER COMMITTEE**

A member of the RCMP's Canadian Air Carrier Protective Program (CACPP) serves as Chair and Strategist on the International In-flight Security Officer Committee. Now 12 countries strong, the committee is an international best practice and includes world leaders in the craft of covert, in-flight security and operations.

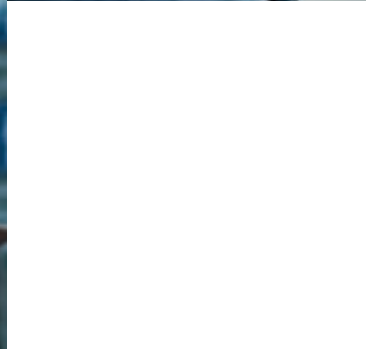
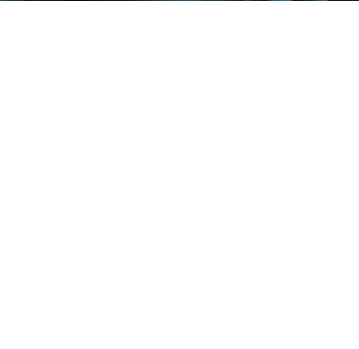
#### **EXTRA-TERRITORIAL RESPONSE UNIT**

The RCMP in the National Capital Region leads the Force's extra-territorial mandate. In 2009, the RCMP created an Extra-Territorial Response Unit. The unit investigates offences against Canadians that occur outside Canada and includes both investigation and crisis resolution capacity and expertise.

#### **NATIONAL SECURITY CRIMINAL INVESTIGATIONS**

RCMP National Headquarters now monitors and provides oversight to sensitive and high-risk national security criminal investigations. This approach addresses major shifts in terrorism tactics as well as external criticism and recommendations for changes to the RCMP's more traditional policing model.

Although this is a significant departure from the historical practice of managing criminal investigations at the local level, the RCMP quickly implemented this new model, clearly demonstrating the adaptability of all ranks and categories of involved employees. Their commitment and dedication to making this model work have been critical to its success.



## THE WAY FORWARD

The RCMP has taken significant steps forward in its transformation efforts. It has devoted critical resources and considerable energy to its ongoing work to bring about positive change and to establish and maintain the kind of organization Canadians expect and deserve in their national police force.

Not surprisingly, this will be a long-term endeavour. The RCMP must continuously improve the way it does business, and it must be more rigorous in holding individuals and the organization accountable for decisions and actions.

Recognizing that change is an integral component of everyday operations, not a one-time project to be led by a small group, will be key to its success. Accordingly, the RCMP's initial approach to transformation has evolved

from a special project coordinated by a team assembled to coordinate change activities (the Change Management Team), to an ongoing priority of the organization, led by senior leaders and supported by all employees.

The RCMP's Senior Deputy Commissioner is now chairing a team responsible for supporting RCMP transformation and continuous improvement. Employees at the regional and divisional level will continue to be encouraged to drive local efforts in collaboration with RCMP National Headquarters.

As the RCMP continues its change journey, it will remain focused on its vision of becoming an adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership and providing world-class police services.

RCMP FOCUSED ON ITS VISION OF BECOMING AN  
ADAPTIVE, ACCOUNTABLE AND TRUSTED  
ORGANIZATION OF FULLY ENGAGED EMPLOYEES DEMONSTRATING  
OUTSTANDING LEADERSHIP AND PROVIDING  
WORLD-CLASS POLICE SERVICES



# APPENDIX

## OVERVIEW OF THE ROYAL CANADIAN MOUNTED POLICE

Since it was founded as the North West Mounted Police in 1873, the RCMP has grown from 150 men recruited to implement the law in Canada's newly acquired western territories, to an organization of some 31,000 employees delivering leading-edge policing on behalf of all Canadians.

The RCMP's mission is to serve as Canada's national police service. Proud of its traditions and confident in meeting future challenges, the RCMP commits to preserve the peace, uphold the law and provide quality service in partnership with its communities.

### ABOUT THE RCMP

The RCMP is one of the most complex police services in the world, providing federal policing service to all Canadians and, under contract, policing services in all but two provinces (Ontario and Quebec), three territories, approximately 200 municipalities, and hundreds of Aboriginal communities. As a national, federal, provincial and municipal policing body, the RCMP is committed to keeping homes and communities safe through a wide-ranging mandate that includes

- preventing and investigating crime;
- maintaining peace and order;
- enforcing laws;
- contributing to national security;
- ensuring the safety of state officials, visiting dignitaries and foreign missions; and
- providing vital operational support services to other police and law enforcement agencies in Canada and abroad.

In carrying out its mandate, the RCMP undertakes a wide range of activities that include federal and international operations; policing support services such as the police training and stabilization efforts in Haiti and Afghanistan; protective policing for, among others, the Prime Minister and the Governor General of Canada, their families, and residences; and national security criminal investigations.

### CURRENT PRIORITIES

Each year, the RCMP reviews the pressures and crime trends affecting the various parts of its mandate and adjusts its priorities for the year ahead. For 2010 to 2011 the focus will be on the following priorities:

- Serious and Organized Crime: reduce the threat and impact of serious and organized crime
- National Security: effectively respond to threats to the security of Canada
- Economic Integrity: contribute to the confidence in Canada's economic integrity
- Youth: prevent and reduce youth involvement in crime as victims and offenders
- Aboriginal Communities: contribute to safer and healthier Aboriginal communities

### CORPORATE FACTS

#### OPERATIONS

- Approximately 7,000 calls for service are received each day (more than 2.7 million per year).

#### POINTS OF SERVICE

- National Headquarters
- 14 divisions with nearly 800 service points across Canada and abroad
- 268 isolated posts in remote areas including 25 in Nunavut, 23 in the Northwest Territories, and 7 in hamlets on the Arctic coast

#### RESOURCES

- More than 31,000 employees
- Approximately 18,000 regular members (sworn police officers)
- Over 12,000 other employees: civilian members, public servants, municipal employees, temporary civilian employees, contract staff, and auxiliary constables
- More than 75,000 volunteers
- Overall annual budget approximately \$5.2 billion (2009–2010)

# AND THE WORK CONTINUES

WHILE WE HAVE ACCOMPLISHED MUCH, OUR TRANSFORMATION EFFORTS  
MUST CONTINUE WITH A RENEWED FOCUS

