



True North in
Canadian public policy

Force 2.0 Report

ANNEX

September 2017

Recommendations Made to the RCMP in Reports Concerning Harassment, Governance, and Leadership

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This publication is a supplementary Annex to Christian Leuprecht’s MLI paper: “Force 2.0: Fixing the Governance, Leadership, and Structure of the RCMP.”

It compiles the recommendations from various reports made to the RCMP, or relevant to the RCMP, over recent decades. Not all the reports included recommendations. In this case, the findings or main topics were included in the “Specific Recommendations” column.

Report	Number of Recommendations	Specific Recommendations
<p>Civilian Review and Complaints Commission for the RCMP. 2017. <i>Report into Workplace Harassment in the RCMP</i>. Government of Canada.</p> <p>Available at https://www.crcc-ccetp.gc.ca/en/report-workplace-harassment-rcmp#toc2.</p>	<p>10</p>	<p>Recommendation No. 1: The Minister should direct the RCMP to professionalize elements of the RCMP organizational structure by recruiting civilian experts for non-operational roles, including at the senior levels in the areas of human resources and labour relations.</p> <p>Recommendation No. 2: The RCMP should foster a leadership culture by introducing promotional criteria that recognize management skills, and by instituting more rigorous, mandatory leadership development programs for all existing and newly appointed supervisors, managers, and executive officers, including appropriate university-level courses.</p> <p>Recommendation No. 3: The Minister of Public Safety ought to take immediate steps to effect cultural change in the RCMP by modernizing its governance structure to introduce civilian governance and/or oversight and to enhance accountability.</p> <p>Recommendation No. 4: The RCMP should adopt a simplified definition of harassment in its harassment policies, consistent with the approach adopted by the Canadian Human Rights Tribunal and other Canadian jurisdictions, to facilitate the investigation and resolution of valid complaints of harassment.</p>

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		<p>Recommendation No. 5: The RCMP should develop clear and streamlined harassment policy documents, in plain language, and make them available on its external website.</p> <p>Recommendation No. 6: The RCMP should institute in-person harassment training, conducted by trained and qualified experts, on a regular basis. Specialized training should also be mandatory for all existing as well as newly appointed supervisors, managers, and executive officers on a continuous basis.</p> <p>Recommendation No. 7: The RCMP should revise its harassment policies and procedures to allow Divisional Commanding Officers the discretion to screen complaints to determine if a prima facie case of harassment has been made out, applying an appropriately broad and simplified definition of harassment.</p> <p>Recommendation No. 8: The RCMP should retain skilled, competent, and dedicated administrative investigators (not uniformed members), who are independent of the chain of command, to conduct harassment investigations.</p> <p>Recommendation No. 9: The RCMP should amend its harassment policies and procedures to mandate the investigator to make findings with respect to issues of credibility and whether or not the harassment policies have been breached, and to report these findings to the decision-maker; and to mandate the decision-maker to decide whether or not to accept the investigator’s findings and to make decisions with respect to whether any remedial and/or disciplinary measures should be imposed.</p> <p>Recommendation No. 10: The RCMP should ensure that Divisional Commanding Officers receive ongoing, classroom-based training on decision-making, specifically in relation to the assessment of workplace harassment complaints, including with respect to the appropriate legal tests to be applied, and stereotypes relating to the conduct of victims of harassment.</p>

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<p>Fraser, Sheila. 2017. <i>Review of Four Cases of Civil Litigation Against the RCMP on Workplace Harassment: Report to the Minister of Public Safety and Emergency Preparedness</i>. Government of Canada.</p> <p>Available at https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/rcmp-wrkplc-hrsmnt-css/rcmp-wrkplc-hrsmnt-css-en.pdf.</p>	3	<p>Recommendation No. 1: A board of management should be created to bring about organizational change in the RCMP.</p> <p>Recommendation No. 2: A separate distinct unit should be created to deal with all harassment and workplace issues. This unit should be led by and consist mainly of people with expertise in dealing with these issues, not members of the RCMP. This unit should ensure the confidentiality of complainants and accept anonymous complaints of workplace dysfunction. In order to ensure its independence and negate any perception of bias or conflict of interest, it should report functionally to the management board during its creation and for an undetermined period of time thereafter.</p> <p>Recommendation No. 3: Independent, external reviews should be carried out on the RCMP Health Services Branch and the grievance system.</p>
<p>Butler, Joanne, Linda Dimitra Jones, Patricia Begin, Nicole Léger, Robyn Roy, Crystal St-Denis, Yara Tabbara, and Marie-Eve Viau. 2017. "Report 4 – Mental Health Support for Members – Royal Canadian Mounted Police." <i>2017 Spring Reports of the Auditor General of Canada to the Parliament of Canada</i>. Auditor General of Canada.</p> <p>Available at http://www.oag-bvg.gc.ca/internet/English/parl_oag_201705_04_e_42226.html</p>	7	<p>Recommendation No. 1: The RCMP should support the full implementation of the programs and services that support its 2014–2019 Mental Health Strategy by preparing a business plan to guide the final two years of implementation.</p> <p>Recommendation No. 2: The RCMP should ensure that all health services staff apply policies and procedures consistently. The RCMP should also consider adopting</p> <ul style="list-style-type: none"> • national standards for health services delivery; and • best practices from across divisions and from other organizations. <p>Recommendations No. 3: The RCMP should ensure that officials responsible for disability case management carry out this responsibility effectively. Specifically, the RCMP should ensure that</p> <ul style="list-style-type: none"> • all officials responsible for disability case management have a clear understanding of their roles and responsibilities, and that they fulfill them; and • the required number of disability management advisers are hired and trained.

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		<p>Recommendation No. 4: The RCMP should assess how well managers and supervisors support and respond to the mental health of their employees and should include these assessments in their performance reviews. For managers and supervisors who are eligible for performance pay, the RCMP should consider linking it to how well they have fulfilled their roles and responsibilities related to disability case management, return-to-work accommodation, and the support of members' mental health more broadly.</p> <p>Recommendation No. 5: The RCMP should develop and implement a performance measurement and monitoring framework in a timely manner to know whether it is achieving the Mental Health Strategy's objectives. The framework should include performance indicators and specify responsibilities for collecting, maintaining, analysing, and reporting on performance information that is of good quality. The information should be used to continuously improve and plan for future mental health programs and services. These actions would better position the RCMP to address members' mental health needs.</p> <p>Recommendation No. 6: The RCMP should develop and implement a quality measurement and monitoring framework in a timely manner to measure whether the mental health services provided by treatment providers are meeting members' needs. The framework should include client satisfaction surveys and quality management indicators. It should also specify responsibilities for collecting, maintaining, analysing, and reporting on the indicators. The information should be used to continuously improve and plan for future mental health programs and services to help ensure that members' mental health needs are addressed.</p> <p>Recommendation No. 7: The RCMP should move forward in a timely manner with its plan to put in place a national integrated case management tool to better monitor and manage members' cases, including their mental health outcomes.</p>

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<p>Royal Canadian Mounted Police Veteran Women’s Council. 2014. <i>Addressing a Crisis in Leadership</i>. Available at http://redwalljanehall.com/wp-content/uploads/2015/03/RCMP-Veteran-Womens-Council-Report-June-2014-Addressing-a-Crisis-in-Leadership.pdf.</p>	4	<p>Recommendation No. 1: The Minister for Public Safety should direct the Commissioner of the RCMP to take immediate steps to affect a top-down ethos change within the RCMP through a three-pronged approach which integrates new and effective executive development; promotion processes; and discipline processes. This must be supported by requisite funding and outside organizational partnerships to correct long-standing deficiencies within the RCMP.</p> <p>Recommendation No. 2: The current RCMP action plan’s focus on quotas should be replaced with new strategies to address systemic artificial barriers which limit, gender, racial, sexual, and intellectual diversity.</p> <p>Recommendation No. 3: Exit interviews – specifically targeting harassment in all its forms – should be implemented within the RCMP. The Council further recommends exit interviews be administered by an outside agency composed of credible, neutral, and non-political persons capable of protecting the identity of the respondents, making recommendations for action, and following up to the RCMP. If created, the Ombudsperson Office would be the agency best suited to implementing and overseeing this process.</p> <p>Recommendation No. 4: An Ombudsperson Office should be established to investigate issues of concern raised by members that have not been adequately addressed by the RCMP Commissioner. The Ombudsperson Office will report directly to parliament. The Office will serve current members of the RCMP and will be accessible to veteran members who receive services and benefits from the RCMP budget. The Office will be provided with adequate resources to fulfill its duties. This will include senior staff members of both genders to deal with issues that are gender-based. The final report of the Senate’s Standing Committee on National Security and Defence, <i>Conduct Becoming: Why the RCMP Must Transform Its Culture</i>, June 2013 also recommends “Consider the Implementation of an RCMP Ombudsman.”</p>

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<p>Lang, Daniel and Roméo A. Dallaire. 2013. <i>Conduct Becoming: Why the Royal Canadian Mounted Police Must Transform its Culture</i>. Final Report of the Standing Senate Committee on National Security and Defence, 41st Parliament, 1st Session.</p> <p>Available at https://sencanada.ca/content/sen/Committee/411/secd/rep/rep14jun13-e.pdf.</p>	<p>11</p>	<p>Recommendation No. 1: The RCMP should implement a systematically compiled and nationally comparable system of data collection and reporting in respect to workplace conflict.</p> <p>Recommendation No. 2: The RCMP should institute centralized monitoring and coordination of the harassment complaint process, located at RCMP headquarters and reported directly to a senior executive outside the divisional chains of command.</p> <p>Recommendation No. 3: The centralized coordination function should also be responsible for receiving complaints of retaliation, the procedure for which should be clearly delineated in the applicable policy.</p> <p>Recommendation No. 4: An external mechanism for review of harassment decisions should be implemented.</p> <p>Recommendation No. 5: The RCMP’s policy regarding fostering a respectful workplace should be defined as equally applicable to precursors of harassment, such as workplace conflict, in order that its dispute resolution mechanisms may be accessed at an early stage.</p> <p>Recommendation No. 6: Harassment investigators should receive mandatory specialized training in respect to conducting investigations into workplace conflict and/or harassment prior to being tasked with such investigations.</p> <p>Recommendation No. 7: The RCMP should develop clearly defined investigative standards, specifically in respect to investigations into harassment and workplace conflict.</p> <p>Recommendation No. 8: The RCMP should implement timelines for the treatment of harassment complaints, including for efforts at early resolution.</p> <p>Recommendation No. 9: All supervisors and managers, upon appointment, should be required to complete a relevant training program addressing workplace conflict and harassment within a set time of assuming their responsibilities.</p> <p>Recommendation No. 10: The online training module, which should address workplace conflict including harassment, should be delivered on a regular basis.</p>

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		<p>Recommendation No. 11: The RCMP should develop a comprehensive method of evaluation to ensure that changes are producing the desired effects, and regularly and publicly report the results of such evaluation.</p>
<p>Deschamps, Marie. 2015. <i>External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces</i>. National Defence and the Canadian Armed Forces.</p> <p>Available at http://www.forces.gc.ca/en/caf-community-support-services/external-review-sexual-mh-2015/summary.page.</p>	<p>10, which are applicable to the RCMP</p>	<p>Recommendation No. 1: Acknowledge that inappropriate sexual conduct is a serious problem that exists in the CAF and undertake to address it.</p> <p>Recommendation No. 2: Establish a strategy to effect cultural change to eliminate the sexualized environment and to better integrate women, including by conducting a gender-based analysis of CAF policies.</p> <p>Recommendation No. 3: Create an independent center for accountability for sexual assault and harassment outside of the CAF with the responsibility for receiving reports of inappropriate sexual conduct, as well as prevention, coordination, and monitoring of training, victim support, monitoring of accountability, and research, and to act as a central authority for the collection of data.</p> <p>Recommendation No. 4: Allow members to report incidents of sexual harassment and sexual assault to the center for accountability for sexual assault and harassment, or simply to request support services without the obligation to trigger a formal complaint process.</p> <p>Recommendation No. 5: With the participation of the center for accountability for sexual assault and harassment: Develop a simple, broad definition of <i>sexual harassment</i> that effectively captures all dimensions of the member's relationship with the CAF. Develop a definition of <i>adverse personal relationship</i> that specifically addresses relationships between members of different rank, and creates a presumption of an adverse personal relationship where the individuals involved are of different rank, unless the relationship is properly disclosed. Define <i>sexual assault</i> in the policy as intentional, non-consensual touching of a sexual nature. Give guidance on the requirement for consent, including by addressing the impact on genuine consent of a number of factors, including intoxication, differences in rank, and the chain of command.</p>

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		<p>Recommendation No. 6: With the participation of the center for accountability for sexual assault and harassment, develop a unified policy approach to address inappropriate sexual conduct and include as many aspects as possible of inappropriate sexual conduct in a single policy using plain language.</p> <p>Recommendation No. 7: Simplify the harassment process by:</p> <ul style="list-style-type: none"> • directing formal complaints to COs acting as adjudicators in a grievance and • reducing emphasis on alternative dispute resolution. <p>Recommendation No. 8: Allow victims of sexual assault to request, with the support of the center for accountability sexual assault and harassment, transfer of the complaint to civilian authorities; provide information explaining the reasons when transfer is not effected.</p> <p>Recommendation No. 9: Assign responsibility for providing, coordinating, and monitoring victim support to the center for accountability for sexual assault and harassment, including the responsibility for advocating on behalf of victims in the complaint and investigation processes.</p> <p>Recommendation No. 10: Assign to the center for accountability for sexual assault and harassment, in coordination with other CAF subject matter experts, responsibility for the development of the training curriculum, and the primary responsibility for monitoring training on matters related to inappropriate sexual conduct.</p>
<p>Commission for Public Complaints Against the RCMP. 2013. <i>Public Interest Investigation Report into Issues of Workplace Harassment within the Royal Canadian Mounted Police</i>. Government of Canada.</p> <p>Available at http://www.crcc-ccetp.gc.ca/pdf/rep-rap-eng.pdf.</p>	<p>11</p>	<p>Recommendation No. 1: The RCMP should implement a systematically compiled and nationally comparable system of data collection and reporting in respect to workplace conflict.</p> <p>Recommendation No. 2: The RCMP should institute centralized monitoring and coordination of the harassment complaint process, located at RCMP headquarters and reported directly to a senior executive outside the divisional chains of command.</p>

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		<p>Recommendation No. 3: The centralized coordination function should also be responsible for receiving complaints of retaliation, the procedure for which should be clearly delineated in the applicable policy.</p> <p>Recommendation No. 4: Implement an external mechanism for review of harassment decisions.</p> <p>Recommendation No. 5: The RCMP's policy regarding fostering a respectful workplace should be defined as equally applicable to precursors of harassment, such as workplace conflict, in order that its dispute resolution mechanisms may be accessed at an early stage.</p> <p>Recommendation No. 6: Harassment investigators should receive mandatory specialized training in respect of conducting investigations into workplace conflict and/or harassment prior to being tasked with such investigations.</p> <p>Recommendation No. 7: The RCMP should develop clearly defined investigative standards specifically in respect to investigations into harassment and workplace conflict.</p> <p>Recommendation No. 8: The RCMP should implement timelines for the treatment of harassment complaints, including for efforts at early resolution.</p> <p>Recommendation No. 9: All supervisors and managers, upon appointment, should be required to complete a relevant training program addressing workplace conflict and harassment within a set time of assuming their responsibilities.</p> <p>Recommendation No. 10: The online training module, which should address workplace conflict including harassment, ought to be delivered on a regular basis.</p> <p>Recommendation No. 11: The RCMP should develop a comprehensive method of evaluation to ensure that changes are producing the desired effects, and regularly and publicly report the results of such evaluation.</p>

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<p>Black, Linda, David A. Brown, Richard Drouin, Norman D. Inkster, and Larry Murray. 2007. <i>Rebuilding the Trust: Report of the Task Force on Governance and Cultural Change in the RCMP</i>. Public Safety Canada.</p> <p>Available at https://www.publicsafety.gc.ca/cnt/cntrng-crm/tsk-frc-rcmp-grc/_fl/archive-tsk-frc-rpt-eng.pdf.</p>	<p>49</p>	<p>Recommendation No. 1: Conversion of the RCMP to a separate entity: The RCMP should become a separate entity with separate employer status and should be granted full authority to manage its financial affairs within spending authorities approved by Parliament.</p> <p>Recommendation No. 2: Board of Management: Legislation should be enacted by the Parliament of Canada as soon as possible to establish a Board of Management of the RCMP responsible for the stewardship of its organization and administration including the oversight of the management of its financial affairs, resources, services, property, personnel, and procurement.</p> <p>Recommendation No. 3: Creation of an Independent Commission for Complaints and Oversight of the RCMP (ICCOR): Legislation should be enacted by the Parliament of Canada as soon as possible to establish an Independent Commission for Complaints and Oversight of the RCMP having the attributes outlined in Chapter 2; the ICCOR should be established and commence operation as quickly as possible following legislative enactment.</p> <p>Recommendation No. 4: Capacity to meet commitments: The organizational needs of the RCMP must be assessed against its current and future commitments. The RCMP must have the financial resources to satisfy all of its current contract and federal policing responsibilities and the ability to commit resources to satisfy those responsibilities within a reasonable planning horizon.</p> <p>Recommendation No. 5: Northern allowances: In respect of northern and isolated postings, we urge the Force to work with the Treasury Board to make sure that treatment of members who are prepared to serve in these areas is fair and appropriate.</p>

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		<p>Recommendation No. 6: Commitments to new services: The RCMP should implement measures to ensure that no commitment to deliver a new service or modify an existing service is made without assurance that the necessary human resources and equipment can be deployed without compromising the ability of the Force to fulfill its existing responsibilities. Alternatively, the existing priorities must be reordered accordingly.</p> <p>Recommendation No. 7: Efficiency study: The RCMP should immediately launch an efficiency study to determine whether trained employees are performing functions that are best performed by employees with specific skills, with a view to ensuring that employees are using their training and experience in the most efficient manner.</p> <p>Recommendation No. 8: Administrative support: The RCMP should immediately make available administrative resources to enable members to devote more time to core policing.</p> <p>Recommendation No. 9: Fair compensation for hours worked: Members and employees of the RCMP must be compensated for any time worked outside of or in addition to established hours on duty.</p> <p>Recommendation No. 10: Field coaching: The importance of the field coaching policy must be reinforced and complied with without exception.</p> <p>Recommendation No. 11: Backup policy: We support the RCMP's recent announcement in respect of its backup policy and we would encourage the Force to complete the implementation as soon as possible.</p> <p>Recommendation No. 12: Health and wellness: The RCMP should ensure that member and employee health and wellness be an essential consideration in policy and operational decisions at all levels.</p> <p>Recommendation No. 13: Disability: The RCMP must move quickly in every instance where a member or employee has become injured on duty or disabled and thereby unable to return to full duty. In these circumstances, every effort must be made to facilitate a return to duty as early as possible, and in the interim, to provide adequate financial and other support. Where a return to duty is not possible, every effort must be made to assist the member or employee to re-enter the workforce either within the RCMP or elsewhere.</p>

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		<p>Recommendation No. 14: Ethics in practice: Senior management of the RCMP must ensure that ethics principles underpin all management and administrative functions and are an integral part of all policing activities.</p> <p>Recommendation No. 15: Ethics education: The methodology applied to ethics training provided to recruits at the Depot should be extended throughout the organization and should be continually reinforced and refreshed.</p> <p>Recommendation No. 16: Immediate amendments to the disciplinary system: The RCMP should implement immediately the recommendations of the Lordon Report (with whatever amendments management feels are appropriate) that would result in making the processes less adversarial and more timely.</p> <p>Recommendation No. 17: Centralized disciplinary authority: The RCMP should establish immediately a centralized disciplinary authority to ensure integration, planning, monitoring, and accountability.</p> <p>Recommendation No. 18: Eliminate backlogs: The RCMP should eliminate the serious backlogs existing currently in the disciplinary system.</p> <p>Recommendation No. 19: Expeditious and informal resolution: The RCMP should commit at the highest level of management, the discipline principles that require expeditious and informal resolution at the lowest possible level.</p> <p>Recommendation No. 20: One year time limit: The RCMP should establish reasonable time frames for the commencement and completion of investigations that reflect the relative complexity of the matters at issue. Only in rare circumstances should these time frames exceed six months. The Task Force does not recommend that any changes be made to the existing one year time limit subject to the ability of the RCMP to apply to the ICCOR for an extension in order to facilitate a contemporaneous criminal investigation.</p> <p>Recommendation No. 21: Internal processes: When amendments are made to the RCMP Act to create the ICCOR, consequential amendments should be made to streamline the grievance and discipline process.</p>

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		<p>Recommendation No. 22: Workplace disclosure: The RCMP should embrace the spirit and intent of the <i>Public Servants Disclosure Protection Act (PSDPA)</i>, enforcing it throughout the organization, harmonized and properly resourced to be effective for the RCMP. Once established, the Board of Management should monitor the effectiveness of those processes and remediate as necessary to meet the objectives of the statute.</p> <p>Recommendation No. 23: Staff Relations Representative (SRR) role: The SRRs should focus entirely on labour relations and thus be independent from management.</p> <p>They should not sit as observers at the senior executive committee (SEC). Members should serve for no more than two terms as SRRs, after which time they should return to regular duty.</p> <p>Recommendation No. 24: Non Commissioned Officers (NCOs): Operational NCOs must be given a formalized opportunity to participate in the leadership and management of the RCMP through contributions to policies affecting the delivery of police services.</p> <p>Recommendation No. 25: RM categorization: The RCMP should move from study to action in the streamlining of the civilian function at the RCMP. Only those positions which have a clearly demonstrated need for peace officer status, peace officer training, and peace officer experience should be classified as RM positions. All remaining positions should be classified for and filled by a person without the background of a peace officer.</p> <p>Recommendation No. 26: Combining civilian categories:The RCMP should seek to determine whether there is a continuing need for two categories of civilian employees within the RCMP.</p> <p>Recommendation No. 27: Temporary civilian employees: The RCMP should immediately take action to examine the issue of those who appear to be caught permanently in the temporary civilian employee (TCE) category and continue to work in the RCMP without any of the protections afforded to other employees.</p> <p>Recommendation No. 28: CO Headquarters: We recommend the re-creation of the position of CO Headquarters.</p>

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		<p>Recommendation No. 29: Recruitment: The RCMP needs to streamline its recruitment process and be more responsive and transparent with those who show an interest in joining the Force as a recruit.</p> <p>Recommendation No. 30: Paying cadets: To remain competitive, the RCMP should pay its cadets during their six month training at the Depot at a level that is competitive with other policing organizations.</p> <p>Recommendation No. 31: Education prerequisite: The RCMP needs to demonstrate greater openness and willingness to accept lateral entry into the Force in order to provide needed specialized skill sets and experience. In the longer term, the Task Force believes that the RCMP should also make a post-secondary degree a condition for all new recruits.</p> <p>Recommendation No. 32: Education and training: The RCMP must recommit to education and training that will equip its officers for senior responsibilities. Leadership training should be continual throughout the member’s career. The RCMP should identify deserving members with potential for further education and support them in seeking post-secondary education.</p> <p>Recommendation No. 33: Research: The RCMP must rebuild its research capability in order to provide members of the Force with an opportunity to explore developments in law enforcement outside of the RCMP and stay abreast of modern policing methods.</p> <p>Recommendation No. 34: Leadership competency: The RCMP should ensure that specific and detailed competency profiles are in place for all senior leadership positions and are current and reflect modern policing responsibilities.</p> <p>Recommendation No. 35: Performance evaluations: Effective immediately, all members and employees of the RCMP must receive annual performance evaluations. These should include not only what was achieved, but how it was accomplished. The results of the performance evaluations should be used to identify opportunities for additional education and training, to identify future leaders, and make promotion decisions.</p>

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		<p>Recommendation No. 36: Accountability for completing performance evaluations: All members with managerial responsibility should be assessed on their completion of performance evaluations for all members under their command.</p> <p>Recommendation No. 37: Fixing the promotion system: As an urgent priority, the RCMP must replace its existing promotion system with one that is based on performance, knowledge, skill, ability, and the potential to assume future responsibilities. The criteria for promotion must be clearly explained and transparently applied.</p> <p>Recommendation No. 38: Pass/fail exams: Exams should be administered on a pass/fail basis, with decisions relating to promotion formulated on a broader range of accomplishments and capabilities.</p> <p>Recommendation No. 39: Public affairs plan: The RCMP should review and further develop its public affairs function, implementing a public affairs plan that contains a comprehensive internal and external communications strategy that keeps stakeholders appropriately informed. It should also include a crisis management strategy that will permit quick and accurate responses to the media and Canadians.</p> <p>Recommendation No. 40: Responsibility for internal communication: The Force should ensure that, throughout the chain of command, internal communication is a fundamental responsibility for every person in a leadership position.</p> <p>Recommendation No. 41: Delegation of decision-making with respect to contract policing: The RCMP should examine and review its approval authorities to ensure that those closest to operational police activity have the requisite authority to make decisions in a timely manner.</p> <p>Recommendation No. 42: Contract partner participation: Headquarters should give greater weight to the views and priorities of contracting authorities and should involve them in a more meaningful way in decisions that have an impact on their jurisdictions.</p>

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		<p>Recommendation No. 43: Delegation of decision-making with respect to federal policing: The RCMP should examine and review its delegation policies to ensure that those responsible for the RCMP's participation in integrated task forces involving federal policing services have the appropriate authority to commit the resources of the RCMP in a timely manner and within carefully articulated national policies.</p> <p>Recommendation No. 44: Roles and responsibilities of Headquarters: The RCMP should develop a written mandate defining the roles and responsibilities of Headquarters and its relationship with its divisions.</p> <p>Recommendation No. 45: Regionalization: We recommend that the regional structure within the RCMP be evaluated by senior management to determine whether it is the most cost effective and efficient way of managing an organization with the diversity and complexity of the RCMP.</p> <p>Recommendation No. 46: Secretariat: The RCMP should establish a permanent secretariat to provide greater support to the SEC.</p> <p>Recommendation No. 47: Implementation Council: The government should immediately appoint the Implementation Council having the composition, mandate, and other attributes set out in Chapter 5.</p> <p>Recommendation No. 48: RCMP change management team: The RCMP should form an internal change management team comprised of members and employees to be engaged full time in planning, coordinating, and implementing the changes recommended in this Report. Although leadership will necessarily be provided by senior management, continuous engagement of members and employees at all levels will be essential.</p> <p>Recommendation No. 49: Interim funding: Sufficient resources must be dedicated to the implementation of these recommendations so that no additional burden is placed on the already overburdened workforce of the RCMP.</p>

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<p>RCMP Reform Implementation Council. 2008. <i>Interim Report</i>. RCMP Reform Implementation Council.</p> <p>Available at http://publications.gc.ca/collections/collection_2008/rcmp-grc/PS64-64-1-2008E.pdf.</p>	<p>Based off the 49 recommendations made in the Task Force on Governance and Cultural Change in the RCMP (2007), <i>Rebuilding the Trust</i>, the council identifies 7 key requirements crucial for reform.</p>	<p>Requirement No. 1: Governance: The Council is particularly concerned regarding progress in addressing the “big three” issues:</p> <ol style="list-style-type: none"> 1. making the RCMP a separate entity, 2. establishing a Board of Management, and 3. creating an independent commission for complaints and oversight. <p>Requirement No. 2: Leadership: The Council strongly endorses the emphasis given to leadership in the draft RCMP Transformation Plan, and recognizes the progress already achieved. The Council agrees that what is needed is to strengthen the concept of leadership at all levels, as expressed in the Vision for Change.</p> <p>Requirement No. 3: Capacity: The draft Transformation Plan recognizes capacity and workload as key areas for reform and proposes a number of important initiatives to this end. The Council notes in discussions, however, that work remains to be done to define and measure such fundamental concepts as <i>vacancy rates</i> and <i>long-term disability</i>.</p> <p>Requirement No. 4: Human resource management issues: Capacity and workload issues can only be addressed successfully on a solid foundation of human resource management. There have been substantial weaknesses in how the RCMP’s human resources are recruited, developed, managed, and applied to the job of policing. Indeed, roughly half of the Task Force recommendations deal directly with human resource matters, and if the closely related issues of leadership development are included, the proportion is still higher.</p> <p>Requirement No. 5: Engaging the contract partners: The Task Force recommends that the RCMP: “give greater weight to the views and priorities of contracting authorities and . . . involve them in a more meaningful way in decisions that have an impact on their jurisdictions.” The Council agrees with the Commissioner that contract partners should be fully consulted and involved not only in issues related to policing but also in the process of RCMP reform. The Council knows from a discussion with provincial officials that there are many issues that need to be explored. The Council therefore notes with approval that the draft Plan itself includes consultation with contract partners as a Phase One priority.</p>

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		<p>Requirement No. 6: Communications: The RCMP needs to explain its responsibilities, policies, and actions more effectively to the media and the Canadian public. It must respond quickly and appropriately to the demand for information about events in which it is involved, and it must have a strategic plan in place to convey its messages proactively to the public and other stakeholders.</p> <p>With respect to internal communication, not only should RCMP employees be adequately informed about the nature and progress of reform, but they also need opportunities to ask questions and provide input in an open atmosphere. Some members of the Council have been able to participate in discussions and town hall meetings organized for just this purpose, and we are looking forward to further such opportunities in the months ahead</p> <p>Requirement No. 7: Measuring success: The draft RCMP Transformation Plan uses the six elements of the new RCMP Vision for Change as the criteria of relevance and success for change initiatives. The Plan also indicates that regular reports on progress against these criteria will be provided to the Force’s Senior Executive Committee using the well-established RCMP Balanced Scorecard.</p>

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<p>RCMP Reform Implementation Council. 2009. <i>Second Report</i>. Government of Canada.</p> <p>Available at http://epe.lac-bac.gc.ca/100/200/301/rcmp-grc/rcmp_reform-e/PS64-64-2-2009E.pdf.</p> <p>RCMP Reform Implementation Council. 2009. <i>Third Report</i>. Government of Canada.</p> <p>Available at http://publications.gc.ca/collections/collection_2010/grc-rcmp/PS64-64-3-2009-eng.pdf.</p> <p>RCMP Reform Implementation Council. 2010. <i>Delivering Change: Fourth Report</i>. Government of Canada.</p> <p>Available at https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/archive-dlvrng-chng-rfrm-mplmnttn/archive-dlvrng-chng-rfrm-mplmnttn-eng.pdf.</p>	N/A	<p>Updates on the response to the 49 recommendations and 7 key requirements were provided in reports 2, 3 and 4.</p>

Report	Number of Recommendations	Specific Recommendations
<p>RCMP Reform Implementation Council. 2010. <i>From Reform to Continuous Improvement: The Future of the RCMP: Final Report</i>. Government of Canada.</p> <p>Available at https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/archive-frm-rfrm-cntns-fnl/archive-frm-rfrm-cntns-fnl-eng.pdf.</p>	<p>4 findings were made</p>	<p>The Reform Implementation Council concludes that four areas of continuing change are essential to sustaining the momentum of RCMP reform:</p> <p>Finding No. 1: The RCMP has come a long way in the area of human resources and workplace policies. Now it must build on its achievements by continuing its program of reform and renewal, including more effective employee engagement. For its part, the Government should provide appropriate levels of support for these crucial elements of RCMP transformation.</p> <p>Finding No. 2: The RCMP has made an excellent start on its overhaul of leadership development at all levels. It must continue to invest in affirming its new model of leadership and in improving the selection, training, and development of future leaders, both uniformed and civilian.</p> <p>Finding No. 3: The RCMP has not moved aggressively enough to meet the internal and external communications needs of the Force. It must implement a more strategic approach to communications activities while developing an increasingly open and transparent approach to relations with employees, partners, and the public.</p> <p>Finding No. 4: The governance and management framework of the RCMP was a top priority in the recommendations of the Task Force Report, yet it remains essentially as it was before reform began. The Government should move ahead expeditiously with the creation of a formally constituted RCMP board of management and the initiation of separate employer status for the Force.</p>

Report	Number of Recommendations	Specific Recommendations
<p data-bbox="185 289 472 604">Kennedy, Paul. 2016. <i>Report on Allegations of Harassment and Sexual Misconduct at the RCMP's Canadian Police College Explosives Training Unit</i>. Ottawa, ON: External Review Authority.</p> <p data-bbox="185 636 467 888">Available at http://www.rcmp-grc.gc.ca/en/report-allegations-harassment-and-sexual-misconduct-the-rcmps-canadian-police-college-explosives.</p>	<p data-bbox="492 289 532 321">28</p>	<p data-bbox="784 289 1433 604">Recommendation No. 1: The RCMP should engage immediately in a national initiative to eradicate sexual misconduct in the workplace through awareness, education, detection, and a prompt and appropriate response to such misconduct. The national initiative should encourage the reporting of sexual misconduct and address the fear of reprisal. The national initiative has to be prominent and have a national coordinator and divisional participation.</p> <p data-bbox="784 625 1425 909">Recommendation No. 2: In order to ensure an appropriate response commensurate with the seriousness of sexual misconduct, Conduct Authorities should engage in a mandatory consultation with the Conduct Authority Representative Directorate (CARD) for any conduct matters regarding allegations of a sexual nature, allegations of unwanted sexual touching, and/or allegations of exhibitionism.</p> <p data-bbox="784 930 1433 1077">Recommendation No. 3: A working group should be established to identify training and developmental opportunities to strengthen supervisors' and managers' knowledge, skills, and abilities in relation to:</p> <ol data-bbox="784 1098 1385 1350" style="list-style-type: none"> 1. supervisory duties; 2. communication; 3. conduct and harassment; and 4. workplace wellness, including the available supports to their employees and referral for medical assessments in appropriate circumstances. <p data-bbox="784 1371 1442 1707">Recommendation No. 4: The templates for interim administrative measures (which include temporary reassignment and suspension) should be revised to include provisions forbidding contact with potential witnesses, unless authorized (for example, reporting to a supervisor who is a potential witness), and, in the case of a suspension, forbidding attendance at any RCMP worksite, except for the purpose of mandatory reporting or other approved reasons (such as Health Services).</p> <p data-bbox="784 1728 1425 1854">Recommendation No. 5: A Commissioner's Briefing Note should be mandatory for reporting the occurrence and the final outcomes of all incidents of sexual misconduct in the RCMP.</p>

Report	Number of Recommendations	Specific Recommendations
		<p>Recommendation No. 6: The RCMP should take the necessary steps to make the harassment and conduct process more transparent to complainants, witnesses, and the public.</p> <p>Recommendation No. 7: All new Conduct Board decisions should be published on CanLii or a similar searchable database.</p> <p>Recommendation No. 8: The current structure of human resources and professional responsibility services should be reviewed to determine whether or not more integration is required, given the interrelationship between many conduct measures and human resources.</p> <p>Recommendation No. 9: Policy should be implemented to make it mandatory for Career Development and Resourcing (Staffing) to be consulted whenever a member is being re-integrated into the workplace following a return to work from suspension.</p> <p>Recommendation No. 10: If a transfer has not formed part of the measures imposed in the conduct process, there should be an examination of the mandatory transfer of employees whenever they are involved in any sexual misconduct in the workplace or sexual misconduct in relation to any work-related activity.</p> <p>Recommendation No. 11: In order to clarify roles and responsibilities, there should be a review of the existing command structure of RCMP National Headquarters (NHQ), including the roles and responsibilities of the CO and senior executives responsible for various business lines at NHQ, as it pertains to conduct and other administrative authorities for the main NHQ location and other worksites across the NCR.</p> <p>Recommendation No. 12: Canadian Police College (CPC) and Technical and Protective Operations Facility (TPOF) management should develop a human resources plan for Explosives Training Unit (ETU)/Chemical, Biological, Radioactive, Nuclear and Electrical (CBRNE) Unit to address:</p> <ul style="list-style-type: none"> • succession planning; • expanding upon the pool of qualified facilitators for highly specialized training; and • responding to surges in demand for services.

Report	Number of Recommendations	Specific Recommendations
		<p>Recommendation No. 13: A management review should take place at the integrated ETU/CBRNE unit at TPOF.</p> <p>Recommendation No. 14: The RCMP should employ an objective mechanism across the entire organization at the unit level to determine the current wellness of the organization.</p> <p>Recommendation No. 15: The National Early Intervention System (NEIS) early awareness tool should be expanded to identify worksites and/or supervisors that are in need of guidance, support, or other intervention.</p> <p>Recommendation No. 16: When worksites are identified by NEIS, an ad hoc multi-disciplinary team should be deployed to immediately address the issue(s), as well as employee wellness in the workplace. The method of engagement, composition, skill set requirements, and so forth of the team is to be determined by a working group.</p> <p>Recommendation No. 17: An “Employee Satisfaction and Engagement Assessment” should take place at the integrated ETU/CBRNE unit at TPOF and also at CPC. It is further recommended that this assessment take place annually for a period of three years, after which time it is to be reviewed to determine whether it will be continued, and if so, at what frequency.</p> <p>Recommendation No. 18: Guidelines should be developed to guide harassment investigators’ approach to complainants alleging sexual misconduct and witnesses to sexual misconduct, to ensure the complainants’ and witnesses’ well-being is considered throughout the entire process.</p> <p>Recommendation No. 19: With respect to conduct and harassment investigations:</p> <ol style="list-style-type: none"> 1. statements should not be obtained outside a formal investigation process; 2. a complete statement from the complainant should be obtained before meeting with any other witness; and 3. statements should be electronically recorded except where there is valid reason otherwise (for instance, if a witness refuses to consent to electronic recording), and where a recording has malfunctioned, the investigator should have the witness read and sign off on relevant notes or a written statement.

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		<p>Recommendation No. 20: In relation to agreed statements of facts (ASFs), a training standard and guide should be created for the CARD, the Member Representative Directorate (MRD) and the Level III Conduct Authority to describe:</p> <ol style="list-style-type: none"> 1. the circumstances in which an ASF would be appropriate; 2. how ASFs should be drafted; and 3. the types of allegations to be excluded from any ASF negotiation (for instance, sexual misconduct). <p>Recommendation No. 21: It is also recommended that an independent review process, by a person designated by the Director General, Recourse Services Branch, be implemented to approve ASFs prior to being submitted to a Conduct Board.</p> <p>Recommendation No. 22: Periodic audits of ASFs should be conducted.</p> <p>Recommendation No. 23: Conduct authorities should be instructed that advice provided to a Conduct Authority by a conduct or other advisor (such as an Employment Management Relations Officer) be recorded on the file and when this advice is not followed in a conduct process, that the Conduct Authority should also provide written justification on the file.</p> <p>Recommendation No. 24: Conduct Authorities should be instructed to ensure that Records of Decision address the application of measures that fall outside of the ranges set forth in the Conduct Measures Guide.</p> <p>Recommendation No. 25: The professional responsibility sector (PRS) should develop a clear definition of what constitutes sexual misconduct.</p> <p>Recommendation No. 26: The PRS should implement the prioritization of sexual misconduct cases referred to a Conduct Board, in light of the impact on complainants and witnesses.</p> <p>Recommendation No. 27: When there is a change in management, the outgoing Commander should develop a “Transfer of Command Briefing Package” including mandated items such as human resource considerations, including conduct issues and succession planning issues.</p>

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		<p>Recommendation No. 28: The PRS should examine the process by which investigations are mandated (via conduct investigation mandate letters) to ensure that mandate letters are appropriately drafted, in particular, that mandate letters related to sexual misconduct are being drafted in a comprehensive manner and addressing all the essential elements of the alleged misconduct.</p>
<p>Sgro, Judy, and Grant Mitchell. 2014. <i>Shattered Dreams: Addressing Harassment and Systemic Discontent within the RCMP</i>. Presented by the authors.</p> <p>Available at http://redwalljanehall.com/wp-content/uploads/2015/03/Shattered-Dreams_Final.pdf.</p>	<p>13</p>	<p>Recommendation No. 1: Establish a formal civilian oversight and governance body for the RCMP modelled after public police commissions and boards that supervise police forces in many major Canadian cities. This structure would respect the operational independence of the RCMP but provide a mechanism to hold the police service accountable for dealing with issues such as sexual harassment within the force.</p> <p>Recommendation No. 2: Create, review, and modernize the strategic vision, mission statement, and statement of cultural and diversity awareness in the RCMP. Attention should be given to fix the professional competencies of leadership to align the strengths of the RCMP with contemporary demands of the force, to ingrain ethical standards and accountability, and to foster a culture that encourages and rewards cohesion and promotes an environment of inclusion and equality.</p> <p>Recommendation No. 3: Establish the ability for the RCMP membership to vote on creating a dedicated Member advocacy association.</p> <p>Recommendation No. 4: Establish an Ombudsman to receive and investigate complaints and concerns from RCMP members and civilian employees.</p> <p>Recommendation No. 5: Establish a binding problem resolution/grievance process that exists outside and independent of the chain of command.</p> <p>Recommendation No. 6: Establish a National Psychologically Healthy Workplace Strategy with sufficient health resources to deal with post-traumatic stress disorder and operational stress injury.</p> <p>Recommendation No. 7: Develop resource-sharing arrangements amongst the Canadian Forces and other policing organizations for operational stress injury prevention, diagnosis, and treatment.</p>

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		<p>Recommendation No. 8: Establish baseline indicators for potential recruits and, if selected into the Force, measure Members attitudes towards a healthy workplace over the lifecycle of their careers.</p> <p>Recommendation No. 9: Phase out intake quotas for female members until the goal of a cultural renewal has first been achieved.</p> <p>Recommendation No. 10: Establish a merit-based promotion process.</p> <p>Recommendation No. 11: Tie leadership training to a Member’s career trajectory. The RCMP should make the completion of a training program like the Law Enforcement Management Institute of Texas (LEMIT) mandatory for all within the RCMP leadership team.</p> <p>Recommendation No. 12: Create a Policing Center for Leadership Excellence and/or partner with or pool resources with an organization like the Canadian Armed Forces, with the goal of providing top-tier training for leadership in Canada.</p> <p>Recommendation No. 13: Introduce mandatory exit surveys for retiring Members of the RCMP, to be used in a broader strategy of data collection.</p>
<p>Royal Canadian Mounted Police. 2012. <i>Summary Report on Gender Based Harassment and Respectful Workplace Consultations</i>. “E” Division: RCMP. Available at http://redwalljanehall.com/wp-content/uploads/2013/03/E-Div-Summary-Report-Final-Version-Simmie-Smith.pdf.</p>	<p>9*</p> <p>*The report did not specifically identify and outline nine recommendations. Rather, the analyst used their discretion to breakdown the recommendations made in the recommendation paragraphs of the report.</p>	<p>Recommendation No. 1: Implement guiding principles for an improved system: The system that results from these consultations must be capable of inspiring confidence, trust, and engagement in all employees. This, in turn requires that the initiative must bring about lasting organizational change rather than simply updating the current policy. In order to accomplish this, that system will need to embrace four guiding principles: facts, access, independence, and resolution.</p> <p>Recommendation No. 2: Proposed initiatives: Participants acknowledged that the issue of harassment and bullying behavior cannot be resolved easily and may never be entirely resolved, but strongly suggested the CO provide direction and leadership in the following areas listed below.</p> <p>Recommendation No. 3: Voluntary training: Provide equity training to address gender-specific communication styles in order to promote understanding and appreciation for those differences.</p>

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		<p>Recommendation No. 4: Mandatory training: Provide mandatory in-classroom training that is delivered by people who are professionally trained and not RCMP members. New employees should have anti-harassment education as part of their job training. Force-wide refresher courses from year to year should be made available.</p> <p>Recommendation No. 5: Mentorship: Establish a mentorship program so that more experienced employees are encouraged to share their knowledge with less experienced co-workers.</p> <p>Recommendation No. 6: Information Sessions: Provide clear guidelines to all employees regarding where to lodge a complaint.</p> <p>Recommendation No. 7: Independent adviser (District/HQ): Identify a person who demonstrates a strong commitment to the issue of harassment. This person should not be a regular or retired RCMP member.</p> <p>Recommendation No. 8: Create a standalone Harassment Resolution Unit: A divisional or national process to track the identities of those members who are the repeat subject of harassment complaints; to record “formal” or “informal” complaints made; to streamline the harassment process; and to ensure that audits and managerial reviews are being conducted.</p> <p>Recommendation No. 9: Fair, responsive, transparent, and timely process: The RCMP needs a system that is transparent. Everyone should understand what is and what is not considered harassment, how to access information, advice, and support, and that the system makes a clear unequivocal statement about the consequences that will result from harassing behavior. This system must provide a final resolution within a reasonable timeframe.</p>

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<p>Duxbury, Linda. 2007. <i>The RCMP Yesterday, Today and Tomorrow: An Independent Report concerning Workplace Issues at the Royal Canadian Mounted Police</i>. Royal Canadian Mounted Police.</p>	<p>75</p>	<p>HR ISSUES</p> <p>Recommendation No. 1: Ensure human resources (HR) has the tools/capacity to effectively carry out its mandate. This means recognizing that an efficient HR function is everyone’s responsibility. The report suggests that the RCMP look at how Statistics Canada has defused responsibility for the HR function throughout the organization as one way to address this issue internally.</p> <p>Recommendation No. 2: The RCMP should consider a dual career track system that rewards competent specialists and makes it possible for employees to get rewards for their specialty without going into the management stream. A dual career track should help with a number of the issues identified in this study including reward and recognition, the promotion process, and management/leadership competencies.</p> <p>Recommendation No. 3: The RCMP has to provide greater clarity and communication around critical human resource policies and procedures such as training, promotion, performance appraisal, and development opportunities.</p> <p>Recommendation No. 4: The RCMP should consider realigning the HR function within the organization so that there is a single, undisputed head of HR for the entire organization.</p> <p>Recommendation No. 5: The RCMP has indicated that it will make employee engagement a new critical objective (2008/09) for senior managers across the organization and a “measure” of engagement has been proposed to be included on the SEC dashboard. In the report author’s opinion this initiative is somewhat misguided. There is little common understanding of what the term <i>engagement</i> means or what an engaged workforce “looks like” and the measure to be included seems fundamentally flawed because of this. The report suggests it would be more appropriate for the RCMP to deal with the issue of disillusionment or cynicism within their workforce, as overcoming these attitudes is one of the key challenges the RCMP will face as they attempt to make the kinds of changes needed to reestablish trust.</p>

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		<p>CAREER DEVELOPMENT AND ADVANCEMENT</p> <p>Recommendation No. 6: Provide career planning assistance for employees.</p> <p>Recommendation No. 7: Provide more time during work hours for training.</p> <p>Recommendation No. 8: Provide a wider variety of training opportunities and offer programs more frequently.</p> <p>Recommendation No. 9: There is little consensus in the RCMP with respect to what it takes to be promoted. The RCMP needs to make the process clearer. Specifically it needs to develop career maps that indicate the various ways to advance within the RCMP. Such maps should also outline what training and development is required for each path and how interested employees can get such training and development.</p> <p>Recommendation No. 10: Linda Duxbury, Lorraine Dyke, and Natalie Lam, 1999, <i>Career Development in the Federal Public Service: Building a World-Class Workforce</i>, (Government of Canada: Ottawa), contains a number of recommendations on career development that have direct applicability to the RCMP. If the RCMP is interested in more detailed suggestions on the issue of career development, the authors recommend that the RCMP consult this report. The report can be found at the following website: http://www.tbs-sct.gc.ca/Pubs_pol/partners/workreport_e.html.</p> <p>Recommendation No. 11: The RCMP should evaluate (and perhaps redesign) the current promotion process. While the current process appears to have some strengths, it also has limitations (perceived or real). Involving employees at all levels in a discussion of how to redesign the process should result in a better promotion system and give employees a voice in a decision that affects them. This, in conjunction with the introduction of the dual-career stream, should increase employees' confidence in the promotion system, help with succession planning, and increase confidence in the officer and management cadre of the RCMP.</p> <p>Recommendation No. 12: The RCMP should provide A-base funding for well-established and internationally recognized training programs such as the e-learning program, The Investigator's Tool Box Kit, and Bridging the Gap (BTG).</p>

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		<p>Recommendation No. 13: The RCMP should develop and offer a program like Bridging the Gap for managerial and executive/leadership competencies.</p> <p>PERFORMANCE MANAGEMENT</p> <p>Recommendation No. 14: The RCMP needs to improve its individual performance management process. Specifically it needs to:</p> <ul style="list-style-type: none"> • Give managers and officers training on how to conduct meaningful performance appraisals. This training must be mandatory. • Refine Form 2510 to make it easier to use and behaviorally based. • Give managers time to evaluate the performance of all their direct reports at least once a year. Require managers to discuss these evaluations with their staff. • Make managers accountable for the performance appraisal process. • Provide employees with access to mentors who will examine their performance appraisals and offer suggestions for improvement, appropriate career paths, and more along these lines. <p>Recommendation No. 15: Train managers on how to appropriately recognize and reward good performance.</p> <p>Recommendation No. 16: The RCMP needs to develop valid metrics for the Management pillar of the balanced score card (BSC). These measures should be tracked on a regular basis and accountability should be built in to the process.</p> <p>Recommendation No. 17: Consider implementing a total reward system that ties direct and indirect rewards to performance requirements that are linked to the organization's success/the BSC. The total reward system should look at performance in two areas: operational requirements and people management.</p> <p>Recommendation No. 18: Clearly communicate in transparent and objective terms the criteria used to measure employee performance.</p> <p>Recommendation No. 19: Publicly recognize everyone who meets these performance criteria. Do not reward individuals who succeed in one area (operations) but not the other (people management).</p>

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		<p>Recommendation No. 20: Explain to those who are not recognized in concrete, behaviourally based terms what they need to do to get such recognition (what they need to do more of, what they need to do less of). Give these employees opportunities that will allow them to address these shortcomings if they wish.</p> <p>Recommendation No. 21: Recognize the recognizers: Develop a way to objectively measure managers' ability to recognize and reward their subordinates and then publicly recognize and reward managers who excel in this area. Programs that have worked in other organizations include giving employees the opportunity to nominate their manager for awards in this area. These managers could also be identified as "heroes."</p> <p>Recommendation No. 22: The RCMP should consider implementing a 360 feedback system that is tied into its BSC. For the first several years the 360 should be used for developmental purposes only. After this time it should be tied into promotion and compensation decisions.</p> <p>REWARD AND RECOGNITION</p> <p>Recommendation No. 23: Reduce focus on short term satisfiers such as pay and benefits and instead make the link between good performance and the opportunity to receive intrinsic motivators such as feelings of contribution, the opportunity to learn, more challenging work, and visibility in the community.</p> <p>Recommendation No. 24: Increase the extent to which managers at all levels give recognition (verbal and written) for good performance. Encourage managers to use face-to-face communication when giving employees positive feedback and then to follow this up with a written note in the employee's file.</p> <p>Recommendation No. 25: Offer employees and teams who have displayed good performance the opportunity to engage in skill and career development opportunities (training and challenging assignments).</p> <p>Recommendation No. 26: Involve the workforce in developing and implementing a reward and recognition program.</p>

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		<p>Recommendation No. 27: Engage employees in identifying a range of rewards that can be offered to employees and teams who display good performance.</p> <p>Recommendation No. 28: Implement a “cafeteria” benefits package that allows employees to select those benefits that are most appropriate to their personal situation on a yearly basis.</p> <p>Recommendation No. 29: The RCMP needs to address the reward and recognition and performance management issues of their NCOs.</p> <p>WORKLOAD</p> <p>Recommendation No. 30: The RCMP needs to identify those employees who are consistently spending long hours at work (50+ hours per week) and determine why this is occurring (for example, ambitious staff, unbalanced and unrealistic work expectations, poor planning, too many priorities, lack of tools and/or training to do the job efficiently, poor management, organizational culture focused on hours not output). Once it has determined the causal factors, it has a better idea of how workloads can be made more reasonable. Appropriate actions can follow.</p> <p>Recommendation No. 31: The RCMP needs to recognize that unrealistic work demands are not sustainable over time and come at a cost to the organization, which is often not recognized or tracked. Accordingly, the authors recommend that the RCMP start recording the costs of understaffing and overwork (including greater absenteeism, higher prescription drug costs, greater employee assistance program use, increased turnover and hiring costs, the amount of time key positions remain unfilled, and succession planning problems), so they can make informed decisions with respect to this issue and make the business case for additional resources.</p> <p>Recommendation No. 32: The RCMP needs to hire more people in those areas where the organization is overly reliant on unpaid overtime. In particular it either needs to promote more people into senior positions, and/or identify components of the management job that can be shifted downward within the organization. It should be noted that for this strategy to work both accountability and responsibility for selected tasks has to be shifted. It should also be noted that this approach can be linked to career development</p>

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		<p>Recommendation No. 33: The RCMP needs to track the amount of time employees spend working paid and unpaid overtime and capture the number of hours it actually takes to get various jobs done. It should also collect data that reflect the total costs of delivering high quality work in various areas on time (such as paid and unpaid overtime, subsequent turnover, employee assistance program use, absenteeism, and burnout). Such data should be longitudinal in nature as many of the consequences of poor people management do not appear until six to 12 months after the event. This type of data should improve planning and priority setting, as well as allow senior executives to make better strategic, long-term decisions. It may also result in renegotiation of agreements in various areas as the true costs of service become apparent.</p> <p>Recommendation No. 34: The RCMP needs to develop etiquette on the use of office technologies such as e-mail, laptops, and cell phones. It needs, for example, to set limits on the use of technology to support after-hours work and make expectations regarding response times realistic.</p> <p>Recommendation No. 35: The RCMP needs to provide employees with more flexibility around when and where they work. The criteria under which these flexible arrangements can be used should be mutually agreed upon and transparent. There should also be mutual accountability around their use (employees need to meet job demands, but organizations should be flexible with respect to how work is arranged). The process for changing hours of work, the location of work, and deployment across the country should, wherever possible, be flexible.</p> <p>Recommendation No. 36: It is very difficult (if not impossible) to implement flexible work arrangements in organizations where the culture focuses on hours rather than output and presence rather than performance. This means that if the RCMP is serious about dealing with workload and employee well-being it needs to introduce new performance measures that focus on objectives, results, and output (in other words, move away from a focus on hours to a focus on output).</p>

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		<p>To do this, it needs to reward output, not hours, and reward what is done, not where it is done. It also needs to publicly reward people who have successfully combined work and non-work domains and not promote those who work long hours and expect others to do the same. This recommendation is strongly linked to those given under performance management.</p> <p>Recommendation No. 37: The RCMP needs to give employees the right to refuse overtime work under a set of defined conditions. Saying no to overtime work should not be a career-limiting move. The RCMP might want to give management limited discretion to override the employee’s right to refuse overtime (because of an emergency situation, due to operational requirements), but this should be the exception not the rule.</p> <p>Recommendation No. 38: The RCMP should provide appropriate support for its employees who work rotating shifts. What is appropriate support should be determined by consulting with employees who work rotating shifts. Policies that have been found to be effective in this regard include limits to split shifts, advanced notice of shift changes, and permitting shift trades (allowing employees to change shift times with one another).</p> <p>Recommendation No. 39: The RCMP appears to have too many priorities – a number of which (such as training) are being funded from unstable funding. It needs to identify its critical success factors and give priority to them. Things that were traditionally done prior to program review and September 11, 2001 may need to be rethought if funding is not available. To decide which priorities can be dropped, the Commissioner and SEC should initiate a process that asks employees at all levels: “If we were not already committed to doing this, would we take it on?” If the answer is no, then consider dropping this activity.</p> <p>MANAGEMENT AND LEADERSHIP</p> <p>Recommendation No. 40: The <i>skills</i> they need to manage the “people” part of their job (communication skills, conflict resolution, time management, project planning, priority setting negotiation skills, how to give and receive feedback).</p>

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		<p>Recommendation No. 41: The <i>tools</i> they need to manage people (appropriate policies, the business case for support, training on how to implement alternative work arrangements, web sites and other resources on how to handle different human resource problems, referral services to help employees deal with specific problems such as childcare and eldercare).</p> <p>Recommendation No. 42: The <i>time</i> they need to manage this part of their job (people management has to be seen as a fundamental part of a managers role, not just an “add on” that can be done in ones’ spare time – an overworked manager finds it difficult if not possible to be a supportive manager).</p> <p>Recommendation No. 43: The <i>incentives</i> to focus on the “people part” of their jobs (measurement and accountability, 360 feedback, rewards focused on recognition of good people skills, performance of the “people” part of the job should be part of promotion decisions, hiring decisions, and so forth).</p> <p>Recommendation No. 44: The <i>resources</i> that they need to run their unit effectively (the autonomy they need to do the job, the ability to make decisions with respect to resources, staffing, and sick leave, management training that focuses on administrative skills, adequate staffing, and the necessary tools to get the job done). Many employees within the RCMP (especially those at the Sergeant and Staff Sergeant level) are dissatisfied with the behavior of their immediate manager and the behavior of top management within the RCMP.</p> <p>Recommendation No. 45: Managers within the RCMP should be made aware of the types of behaviour that their subordinates associate with good management. Specifically, employees at the RCMP appreciate a manager who:</p> <ul style="list-style-type: none"> • has an open door policy, • supports theirs decisions at higher levels of the RCMP/backs them up, • makes the effort to become involved with their team, • refrains from micro-managing and second guessing subordinates, • demonstrates trust of and respect for employees,

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		<ul style="list-style-type: none"> • is effective at communicating what is to be done, • promotes an environment of mutual trust, • uses their experience and understanding of the job to offer their employees good advice on how the work could be done, • treats subordinates with respect and dignity, • walks the talk, • has realistic expectations with respect to workloads, • gives them flexibility when they need time off, • shows that he/she recognizes that family is important (talks about own family, takes time off when he/she needs it, makes his/her own family a priority), and • gives the employee higher levels of autonomy and freedom with respect to the hours and location of work. <p>Good managers do not use a command and control style of management, make decisions with incomplete information, or micro-manage their subordinates.</p> <p>Recommendation No. 46: Senior management within the RCMP should be made aware of the types of behavior that their subordinates would like to see from their top leaders. Specifically, employees at the RCMP would like senior management within the RCMP to:</p> <ul style="list-style-type: none"> • minimize micromanagement, • help their subordinates cut through the bureaucracy of the RCMP, • support their decisions upwards within the organization, • make sure that their employees have the resources they need to do their job, and • be open to new ideas. <p>Recommendation No. 47: Managers within the RCMP should be given training on how to identify and deal with non-performers in their area. They should also be supported by the organization when dealing with this group of employees.</p> <p>Recommendation No. 48: The RCMP needs to build leadership capacity at the middle management level of the organization. Research shows that these individuals are the organization's most powerful communication tool and determine the climate in which employees work. Their reaction to any proposed change will determine whether the change will succeed.</p>

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		<p>Recommendation No. 49: The senior leadership team within the RCMP should read this report and lead discussions on its contents with their direct reports. They should also ask employees for feedback on suggestions included in this report, their opinion on what the RCMP should do first, and their help in addressing the issues identified from this study.</p> <p>ORGANIZATIONAL CULTURE</p> <p>Recommendation No. 50: Work with employees to identify the types of support they would like (diagnose the situation) and which types could be accommodated within the organization. Not all supportive policies are feasible and practical in every context.</p> <p>Recommendation No. 51: Develop and implement appropriate supportive policies. The development phase should include an analysis of the potential problems associated with the implementation of each policy and suggestions on how these problems could be addressed.</p> <p>Recommendation No. 52: Communicate to employees the various policies that are available. Indicate how these policies can be accessed and any restrictions to their use. Repeat these communications on a regular basis (such as every couple of months). Publish these data on the RCMP's Intranet.</p> <p>Recommendation No. 53: Encourage employees to use the policies by having senior management model appropriate behaviours, conducting information sessions on the policies and how they can be used (for instance, through lunch and learns), communicating how these policies are being used successfully in this organization and others (for example, communicate best practices), and so forth. Employees must be made to feel that their career will not be jeopardized if they take advantage of supportive policies.</p> <p>Recommendation No. 54: Measure the use of the different supportive policies and reward those sections of the organization that demonstrate best practices in these areas. Investigate those areas where usage is low.</p> <p>Recommendation No. 55: Change accountability frameworks and reward structures. Stop rewarding long hours and unpaid overtime work and instead focus on rewarding accurate work plans and sound human resource management.</p>

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		<p>Recommendation No. 56: Employees and managers alike need to model the type of behaviour that is associated with sound human resource management as actions speak louder than words in this arena (for instance, do not call meetings late in the day or early in the morning, do not expect employees to travel on personal time or save money for the organization by travelling for business on the weekend).</p> <p>Recommendation No. 57: Culture change is considered to be transformational in nature. Organizations need to offer training to senior managers on the critical success factors necessary for transformational change, provide training to managers on how to manage a change of this nature, and ensure that several people on the organization's senior leadership team have the necessary competencies to lead and manage this type of change.</p> <p>MANAGEMENT OF CHANGE</p> <p>Recommendation No. 58: <i>Resource any major change initiative adequately:</i> Change will likely fail if the RCMP keeps increasing workloads and expecting employees and leaders to manage change on the side. The RCMP can increase the chances of change succeeding if it increases the amount of training it provides employees with respect to dealing and coping with change, and make change management the sole job of key managers within the organization.</p> <p>Recommendation No. 59: <i>Plan the Change Initiative Properly:</i> The RCMP should increase the likelihood of change succeeding if it develops a sound change plan that it follows through on (do not give up too soon) and monitors with respect to key impacts. This plan needs to be fluid in that it may change as more information on the impact of the changes becomes more apparent. The RCMP also needs to evaluate and monitor the change process and make changes to the plan as needed.</p> <p>Recommendation No. 60: <i>Increase Employees' Participation in the Change Process:</i> For change to succeed within the RCMP employees who will be affected by the change need to be actively involved in planning and implementing the change. The authors recommend that the RCMP conduct focus groups with parties who will be affected by change to get their views and suggestions on how the RCMP should move forward.</p>

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		<p>Recommendation No. 61: <i>Increase Relevant Communications:</i> All of the research in the area of change management has determined that communicating information on the change in a timely and relevant manner to those affected by the change process is key to minimizing resistance to change and maximizing the chances the change will be successful. This would suggest that communication is an issue that needs a lot of work. For change to succeed within the RCMP it is imperative that the organization examine how it is currently communicating the rationale behind any change. It also needs to put mechanisms in place to facilitate upward communication and feedback so that appropriate modifications can be implemented as necessary. The research literature in this area offers the following advice with respect to communicating change:</p> <ul style="list-style-type: none"> • use multiple media (town halls, e-mail, posters, talks by managers), • communicate the same message approximately 5 to 10 times using different media, and • conduct focus groups with affected parties on the change (this will also partially address the participation issue). <p>Recommendation No. 62: <i>Develop a clear vision of change that is linked to the mandate of the RCMP:</i> This is the responsibility of the RCMP's senior leadership team. It is their job to determine where it is that the RCMP should be going and convince the membership that the journey is worth taking. The vision should be clear and energizing and tell employees how the change will make the RCMP a better place to work and facilitate the RMs ability to do their job (so, address the WIFM issue - What's In It for Me).</p> <p>Recommendation No. 63: <i>Link recognition and reward schemes to successful change</i> (celebrate successes, reward innovation and creativity).</p> <p>Recommendation No. 64: This report and any other report associated with this project should be made available to interested parties on a special web site dedicated to change.</p> <p>THE NATURE OF THE WORK</p> <p>Recommendation No. 65: The RCMP should emphasize the work itself when recruiting new members and taking about change.</p>

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		<p>Recommendation No. 66: The RCMP should empower employees to deal with work-related issues at the local level as often as possible.</p> <p>Recommendation No. 67: The RCMP should give as much decision-making authority and autonomy as possible to the front line workers within the community.</p> <p>Recommendation No. 68: Where possible involve front line employees and middle managers in decision-making.</p> <p>Recommendation No. 69: The RCMP should make “heroes” of RM who make a difference in their community, and globally. They need to do this both within the organization (perhaps through a monthly newsletter or award system within the RCMP) and more broadly (provide media advisories about members who have made a difference and interface with local media with respect to the activities of the RM in their communities).</p> <p>Recommendation No. 70: Let employees know what the RCMP is doing in different areas of Canada – communicate how the organization and its members are making a difference.</p> <p>Recommendation No. 71: Collect and disseminate stories about the RCMP that have appeared in the global press.</p> <p>THE PEOPLE</p> <p>Recommendation No. 72: The RCMP should recognize the importance of the opportunity to socialize with colleagues at work by giving RM a place at work where they can congregate and share experiences. This will require an investment in the physical work setting (for instance, build a coffee room). Such an investment will, however, speak to complaints with respect to the physical environments in which many RM work.</p> <p>Recommendation No. 73: The RCMP should recognize the importance of the opportunity to socialize with colleagues at work by supporting the purchase of fitness club/sport club memberships. This recommendation has special relevance to RMs who are serving in smaller communities.</p>

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		<p>Recommendation No. 74: Increase opportunities for employees to get to know and interact with one another.</p> <p>Recommendation No. 75: The RCMP should make “heroes” of RM teams who make a difference globally and in their communities.</p>
<p>Royal Canadian Mounted Police. 2013. <i>Gender and Respect: The RCMP Action Plan</i>. Royal Canadian Mounted Police.</p> <p>Available at http://www.rcmp-grc.gc.ca/wam/media/1033/original/a3d348ff6db2c-d9a3278a3cfb7a106f6.pdf.</p>	<p>37 Actions are set out in the report. These actions are broken down into 11 action categories.</p>	<p>Category No. 1: Addressing harassment.</p> <p>Category No. 2: Building respectful workplaces.</p> <p>Category No. 3: Ensuring transparency and objectivity in promotions.</p> <p>Category No. 4: Supporting work-life balance more effectively.</p> <p>Category No. 5: Recruiting targets.</p> <p>Category No. 6: Attracting more women and individuals from other employment and equity groups.</p> <p>Category No. 7: Assisting applicants in joining the Force.</p> <p>Category No. 8: Ensuring the officer cadre is reflective of those they are leading.</p> <p>Category No. 9: Making officer-level promotions more transparent.</p> <p>Category No. 10: Retaining regular members.</p> <p>Category No. 11: Looking ahead.</p>