

**ROYAL CANADIAN MOUNTED POLICE DETAILED ACTION PLAN**  
to the recommendations of the Equipping RCMP Officers audit in the Spring 2019 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement <i>(For Committee Use Only)</i>
Spring 2019 (Report 5)	The RCMP should establish a national standard to ensure that each detachment is adequately equipped with carbines.	<p>Agreed. The RCMP will develop a national standard that will complement existing RCMP operational standards related to active threats training: tactical (Immediate Action Rapid Deployment [IARD]) and equipment (carbine).</p> <p>Public and officer safety remains the RCMP's top priority. The RCMP employs a variety of equipment and training that allow members to respond to incidents across the full spectrum of policing operations. The patrol carbine is a weapon system that can be employed by members during active threat situations, including, but not limited to, an active shooter. Use of this weapon system is complemented by tactical training courses such as IARD, Initial Critical Incident Response, and Crisis Intervention and De-escalation. Carbine and IARD training must now be completed by all cadets immediately after they graduate from Depot.</p> <p>In February 2018, commanding officers were provided with static maps from National Headquarters to monitor carbine distribution and training within their division. These maps have since evolved and, as of October 2018, are now available in an electronic, interactive format. Going forward, carbine distribution mapping will be complemented by ongoing risk-assessments at the division/detachment level, giving commanding officers evidence-based information to continue to make sound, risk-based decisions on carbine distribution.</p>	<ul style="list-style-type: none"> <li>• The RCMP will develop a national standard that moves towards:               <ol style="list-style-type: none"> <li>1. all operational front-line members being trained on the patrol carbine, and</li> <li>2. having one long-gun per operational vehicle.</li> </ol> </li> </ul>	March 31, 2020	<ul style="list-style-type: none"> <li>• July 31, 2019 – The RCMP will conduct research regarding a national standard. This research will include an external and internal environmental scan, gap analysis and risk assessment.</li> <li>• August 30, 2019 – The RCMP will examine the level of effort and associated costs of known barriers with respect to increased carbine training delivery and usage (e.g., infrastructure/facilities, carbine instructor capacity, and maintenance capacity of carbines). The RCMP will consult internally with Occupational Health &amp; Safety; and externally with stakeholders, such as the Contract Management Committee – especially if there are cost implications for provinces and territories.</li> <li>• September 2019 – The RCMP will continue to evolve its carbine training program by concluding a thorough evaluation of the current program in an effort to best prepare for the ongoing nature of police encounters.</li> <li>• November 15, 2019 – The RCMP will prepare a first draft of the proposed national standard.</li> <li>• November 30, 2019 – The RCMP will consult with internal training and equipment committees on the proposed national standard</li> <li>• January 15, 2020 – The RCMP will provide a final draft of the proposed national standard to senior management for approval.</li> <li>• March 31, 2020 – The RCMP will publish a national standard for carbines.</li> </ul>	<p>Contract &amp; Indigenous Policing (C&amp;IP)</p> <p>Assistant Commissioner Dennis Daley,</p> <p>613-843-3478</p>	



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Spring 2019 (Report 5)	The RCMP should ensure that it has the necessary information at the national level to determine whether detachments across the country have enough hard body armour to meet its obligations under the <i>Canada Labour Code</i> .	<p>Agreed. The health and safety of our employees continues to be a top priority for the RCMP. While the RCMP was found to have enough hard body armour nationwide to meet its requirements, including within those divisions where the RCMP provides front-line policing services—that is, where the RCMP would be the police of local jurisdiction responsible for responding to an active threat—measures will be taken, if gaps are identified, based on risk and unit circumstances.</p> <p>Currently, at the national level, the RCMP has the information necessary to monitor the overall number of hard body armour sets within each division. The RCMP's national policy on hard body armour is even more granular than by detachment. There is a requirement by supervisors/commanders to maintain one set of hard body armour per operational vehicle plus 10%. This means that one set of hard body armour will be in every operational vehicle, or two sets if the vehicle is normally occupied by two members.</p>	<ul style="list-style-type: none"> <li>The RCMP will develop a national standard that moves towards all operational front-line members being personally assigned hard-body armour.</li> </ul>	March 31, 2020	<ul style="list-style-type: none"> <li>July 31, 2019 – The RCMP will conduct research regarding a national standard. This research will include an external and internal environmental scan, gap analysis, and risk assessment.</li> <li>August 30, 2019 - The RCMP will examine the level of effort and associated costs of known barriers with respect to personally assigning hard-body armour to all operational front-line members. The RCMP will consult internally with Occupational Health &amp; Safety and the Uniform &amp; Equipment Program; and externally with stakeholders, such as the Contract Management Committee - especially if there are cost implications for provinces and territories.</li> <li>November 15, 2019 – The RCMP will prepare a first draft of the proposed updated national standard</li> <li>November 30, 2019 – The RCMP will consult with equipment committees on the proposed updated national standard</li> <li>January 15, 2020 – The RCMP will provide a final draft of the proposed updated national standard to senior management for approval.</li> <li>March 31, 2020 – The RCMP will publish an updated national standard for hard body armour.</li> </ul>	Contract & Indigenous Policing (C&IP)  Assistant Commissioner Dennis Daley,  613-843-3478	

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Spring 2019 (Report 5)	The RCMP should ensure that officers recertify on the use of their firearms in compliance with policy requirements.	<p>Agreed. The RCMP recognizes the importance of ensuring a ready workforce and is taking actions to review existing firearms training policies and its enabling compliance and reporting mechanisms to achieve the highest level of accountability. This work will be carried out under the guidance of the RCMP's National Mandatory Training Oversight Committee.</p> <p>Following the recommendations of the MacNeil Report, the RCMP has made and continues to make significant efforts to adapt firearms training practices to the evolving nature of police encounters. We are also advancing efforts to understand the key factors that affect compliance rates for firearms training. Future training practices and policies will be shaped by the feedback we receive, to ensure continued police and public safety. These collective actions uphold our commitment to meet our obligations under the Canada Labour Code, Part II.</p>	<ul style="list-style-type: none"> <li>The RCMP will continue to develop and improve its mapping with the distribution of firearm recertification information. Maps and compliance metrics will be updated and disseminated on a quarterly basis to ensure compliance with policy requirements are being achieved.</li> <li>The RCMP will achieve higher levels of accountability with regular monitoring of compliance by the National Mandatory Training Oversight Committee (NMTOC).</li> <li>As per recent efforts since the Moncton incident, the RCMP continues to evolve its firearms training policies and practices to best prepare its members for current and future operational realities</li> <li>The RCMP will develop enhanced evaluation and reporting tools to inform policy, training and compliance.</li> </ul>	30 April 2019	<ul style="list-style-type: none"> <li>April 2019 – The RCMP launched the revised pistol annual firearms qualification (AFQ), additional changes to the structure of AFQ will be tabled with RCMP senior management by September 2019 which are aimed at increasing compliance rate through creating a more facilitative learning environment for participants that is focused on skills development as opposed to testing.</li> <li>April 2019 – The RCMP launched a series of instructional videos in support of the AFQ and it's facilitation by firearms instructors; the internal response to the video training aids which was provided to training units in advance of the launch date has been very positive therefore, all members of the RCMP may now self-register and have access to this programming; the videos are currently housed in Agora; RCMP Learning and Development has partnered with Contract and Indigenous policing in order to produce a series of "user" level videos to help assist and guide members' activities in the field as they refine their skills in relation to both pistol and carbine; the expected date of completion is December 2019.</li> <li>The RCMP Tactical Training Section has developed a five (5) year plan regarding AFQ approved by the Commanding Officer of Depot; the strategy is based upon improving members' operational skill sets and meeting the recommendations cited in the MacNeil Report; the launch of the 2019 AFQ was the first step in that process.</li> </ul>	<p>Chief Human Resources Officer/ Learning and Development</p> <p>Jennifer Richens, DG Learning &amp; Development</p>	

					<ul style="list-style-type: none"><li>• June 2019 – The RCMP will launch an enhanced firearms instructor training package (pistol) with a focus not only on physical skills, but an emphasis on creating a positive learning environment for all participants.</li><li>• June 2019 – The RCMP will complete the analysis of the Annual Firearms Qualification (AFQ) surveys (for pistol and patrol carbine).</li><li>• A working group has been assembled around the modernization of firearms training and the AFQ. This group of subject matter experts from across Canada will be leveraged over the summer of 2019 in order to examine the issue of firearms compliance and any potential enhancements which could be made to see these rates of compliance increase even further.</li><li>• September 2019 - The RCMP will continue to evolve its carbine training program by concluding a thorough evaluation of the current program in an effort to best prepare its members to respond to critical situations.</li><li>• October 2019 - The RCMP's National Mandatory Training Oversight Committee (NMTOC) will be provided with recommendations to improve AFQ compliance, based on the findings of the research and data collected. Any remedial actions will be approved by RCMP senior management, and monitored by the NMTOC.</li><li>• November 2019 - Similar to the pistol, timely and automated notifications will be sent to members via email reminding them of their requirement to requalify on the carbine.</li></ul>		
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Spring 2019 (Report 5)	The RCMP should ensure that it completes its preventive maintenance on pistols and carbines in compliance with its policy requirements.	Agreed. The RCMP thanks the OAG for highlighting the need for its policy on firearms maintenance to accurately reflect the intent of the policy as demonstrated by current firearms maintenance practices. The overall objective of the RCMP is to ensure that members have safe and reliable firearms for use in their duties and spares when required. The RCMP believes that it is meeting this objective. The RCMP will clarify its existing policy to ensure that the expected period for servicing is clearly articulated, and will continue to enforce its firearms maintenance practices so that members have safe and reliable firearms for use in their duties.	<ul style="list-style-type: none"> <li>The RCMP will continue to enforce its firearms maintenance practices so that members have safe and reliable firearms for use in their duties.</li> <li>RCMP policy on firearms maintenance will clearly articulate the overall objective of the policy as well as the expected period for servicing to ensure that preventative maintenance on pistols and carbines is completed in compliance with its policy requirements.</li> </ul>	31 March 2020	<ul style="list-style-type: none"> <li>31 May 2019 - Firearm Manual 6 policy reviewed and updated to clearly articulate the overall objective of the policy as well as the expected period for preventive maintenance servicing.</li> <li>30 June 2019 – National communication of the updated and clarified policy to preventative maintenance coordinators in all Divisions.</li> <li>31 July 2019 -Progress report on preventative maintenance of personal issue pistols.</li> <li>30 September 2019 - Progress report on preventative maintenance of carbines</li> <li>31 December 2019 - Progress report on preventative maintenance of unit issue pistols</li> </ul>	<p>Corporate Management and Comptrollership /Materiel and Assets Management</p> <p>Supt. Ian Cowan Director Uniform and Equipment Program 613-</p>	

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Spring 2019 (Report 5)	The RCMP should properly manage acquisition projects, including ensuring that life-cycle requirements, such as training and maintenance, are addressed.	<p>Agreed. The RCMP will examine options for more robust project management and will ensure that life-cycle elements are considered during the project approval process.</p> <p>The RCMP has improved its oversight on officer safety equipment. For example, the RCMP created an Operational Equipment Oversight Committee in November 2015 that is composed of key senior managers. Priority officer safety equipment has been identified and these items are being monitored by the committee to ensure timely advancement of the procurement, training, and health &amp; safety components.</p>	<ul style="list-style-type: none"> <li>Options for more robust project management for policing equipment will be examined. Options could include: standardization of project documentation, costing estimates, and the establishment of an Equipment Project Management Board.</li> <li>The RCMP will establish a Committee for Assets and Materiel as part of its governance to ensure investment decisions for policing equipment include full life-cycle elements.</li> <li>The RCMP will continue to identify specific officer safety equipment that requires oversight to ensure timely advancement of the procurement, training, and health &amp; safety components</li> </ul>	31 March 2020	<ul style="list-style-type: none"> <li>31 March 2020 – Options for more robust project management for policing equipment identified and examined. Resource requirements to implement feasible options to be determined and submitted for approval.</li> <li>30 June 2019 - Completion of Terms of Reference for the Committee of Assets and Materiel.</li> <li>30 September 2019 - Development of standardized investment documentation for policing equipment.</li> <li>On-going: Committee of Assets and Materiel meetings that align with the Investment Management Framework cycle on an ad hoc basis until resource requirements to hold regular meetings are determined and approved.</li> <li>On-going: The RCMP continues to hold Operational Equipment Oversight Committee meetings to identify and provide oversight of priority officer safety equipment requirements.</li> <li>31 March 2020 – A review of the Terms of Reference for the Operational Equipment Oversight Committee may be required, depending on the outcome of the examination of options for more robust project management for policing equipment.</li> </ul>	<p>Corporate Management and Comptrollership /Materiel and Assets Management</p> <p>Heather MacDonald Acting Director General Materiel and Assets Management 613-843-6942</p> <p>Contract and Indigenous Policing</p> <p>Dennis Daley Assistant Commissioner Community &amp; Indigenous Policing 613-843-3478</p>	

