




# RCMP Report on Ongoing Actions and Plans to Implement the Recommendations of the Bastarache Report

 THEMES	 RECOMMENDATIONS	 RCMP ACTIONS – ONGOING AND PLANNED
<p><b>A. SYSTEMIC BARRIERS</b></p>	<p>Examine, through an independent study, all aspects of the RCMP to identify systemic barriers in place that prevent women from succeeding in the RCMP and specify ways in which those barriers can be removed.</p>	<ul style="list-style-type: none"> <li>➤ Gender-based Analysis+ (GBA+) has been implemented as a competency across the organization. Of note:             <ul style="list-style-type: none"> <li>▸ GBA+ unit has been established to develop guidance, tools and training that equip employees with GBA+ skills.</li> <li>▸ GBA+ expert has been appointed to the Senior Management Team.</li> <li>▸ GBA+ Champion has been appointed to promote GBA+ awareness, training and priority initiatives across the organization.</li> <li>▸ GBA+ Network with members from across the RCMP has been established to support the application of GBA+ across the organization.</li> </ul> </li>   <li>➤ Work is underway with external experts to complete an Organizational Culture Inventory that will: provide a current and objective snapshot of RCMP culture; identify the RCMP’s cultural strengths; clearly define the behaviours and practices needed to address challenges; and, provide a baseline against which to measure future change.             <ul style="list-style-type: none"> <li>▸ The Organizational Culture Inventory was developed to provide a current and objective snapshot of RCMP culture.</li> <li>▸ An organization-wide implementation strategy will be initiated – Spring 2022 – based on results from the pilot.</li> </ul> </li>   <li>➤ A review is being undertaken of the RCMP’s core values through internal and external consultation. An organizational values statement will also be developed to clearly state expected behaviours for all employees that align with the core values. This will help to ensure that the core values are applied in employees’ everyday lives.             <ul style="list-style-type: none"> <li>▸ A diverse and inclusive engagement strategy was developed in April 2021.</li> <li>▸ A RCMP employees’ survey was completed in March 2021; engagement sessions began in May 2021 and are anticipated to be completed in July 2021.</li> <li>▸ A final report will be presented to the RCMP Senior Executive in Summer of 2021.</li> </ul> </li>   <li>➤ Gender and Harassment Advisory Committees have been established and meet regularly to provide the Commissioner and Commanding Officers across the country with advice on gender, sexual orientation, harassment, equity and inclusivity.</li>   <li>➤ A RCMP Equity, Diversity and Inclusion (EDI) Strategy was launched on January 28, 2021, to enhance approaches and practices toward leadership development, governance and decision-making; being clear, accountable and transparent about its processes and operations; and ensuring there are ambitious advances toward improved awareness and training for staff. Of note:             <ul style="list-style-type: none"> <li>▸ Expectation setting for senior management regarding unconscious bias, anti-racism/discrimination is being explored.</li> <li>▸ Development of EDI plans by almost all RCMP divisions and business lines. As of April 15, 2021, all but 2 plans were completed and progressing well.</li> </ul> </li> </ul>



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## RCMP ACTIONS – ONGOING AND PLANNED

- The mandatory RCMP online Cultural Awareness and Humility course is available to all employees. As of June 14, 2021, over 22,000 employees have taken the course.
- A new mandatory anti-racism training course for all employees will be finalized by July 30, 2021. The development of the course was informed by external experts, stakeholders and partners.
- A comprehensive RCMP Guide to Supporting Transgender, Non-binary and Two-Spirit Employees was published in June 2020, to provide employees with understanding of key issues and policies.

### B. RECRUITMENT

Perform a careful analysis of what will constitute “merit” in the recruitment of RCMP members, considering the need to remove systemic barriers and to allow for specialized roles and functions.

Require a minimum level of 2 years of post-secondary education or training to apply to the RCMP. I recommend that the RCMP study the recent changes to recruitment recently adopted in the UK which give options for varying ways to meet this requirement.

Encourage applications from diverse groups including women, LGTQ2S+ people and racialized communities and implement programs to assist them in meeting the entry requirements where necessary.

Conduct effective and detailed background checks on applicants’ views on diversity and women. Eliminate those who are not able to function with women, Indigenous people, racialized minorities or LGTQ2S+ persons and are unwilling to accept the principles of equality and equal opportunity for all. Screening must consider all incidents of harassment and domestic violence.

- GBA+ was used in 2018 to examine the RCMP recruitment process, resulting in the identification of potential barriers for key groups, and the development of a modernization plan.
- Attributes and characteristics required of a modern police officer have been identified. Work is underway to develop a business case that will outline an implementation plan for a future state recruiting process.
  - A pilot project was launched – February 2021 - that delivered implicit bias tests to all police officer applicants. The results will be used to gain information about the RCMP’s applicant pool and determine training requirements for cadets and newly engaged Regular Members.
  - Work was completed in February 2021 to identify the key characteristics and attributes required in recruits for modern policing. A business plan for implementing new recruiting processes that incorporates this information is being completed and it is expected to be implemented in phases, beginning in Summer 2021.
- Real and perceived barriers have been removed that may prevent a person from applying to the Emergency Response Team (ERT) and a new ERT standardized gender-neutral selection process has been introduced that aligns with the ERT Physical Abilities Requirement Evaluation and learning materials.
- New ways to recruit civilians into specialized fields has been advanced. Public Service staffing processes are underway where the first hires will be in financial crime and cybercrime units in Quebec, Ontario, Alberta and British Columbia.
  - Currently in Phase 1, with the launch of the Civilian Criminal Investigators (CCI) pilot to hire 35 new full-time employees with expertise in IT and Finance. Selected candidates are expected to arrive starting in June 2021 and all working by late Summer 2021. Training for the new employees will be delivered starting in June and September 2021.
- Diversity will be increased among proactive recruiters. A modern work description and training guide will be developed for proactive recruiters, to ensure they have the skills and abilities required to effectively recruit a diverse workforce - this work is ongoing.
- Recruiting standards were updated in May 2020 to expand access for Permanent Residents.
- Education requirements are being examined as part of overall recruitment modernization.



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- The value of providing targeted support to key groups of potential applicants is recognized. For example, a recent pilot project in Nunavut supported a group of Inuit applicants to navigate the application process.
- The national selection processes for entry into specialized teams will undergo a GBA+ analysis to seek opportunities to identify and address any potential barriers.
- GBA+ is being used to examine the modernization of the RCMP’s security screening process, including examining key risk factors for applicants.

- All cadets are required to complete the mandatory training on cultural humility and anti-racism as of December 2020.
- Training on issues of harassment, discrimination and equality have been included in the Cadet Training Program (CTP) since 1994/95. The CTP curriculum is under continuous review and evaluation, and is revised as needed over time. Cadets also complete the same national harassment and discrimination training required for all employees.
- The harassment and discrimination portion of the CTP curriculum was updated in 2018 in response to Merlo-Davidson Obligation #8, including:
  - Improvements to content related to preventing and responding to harassment and discrimination.
  - Overhaul of the sexual harassment case study, to represent a situation occurring at a detachment, and address the correlation between power imbalances and harassment/sexual harassment.
- Cadets are covered by the current national harassment policy, and will be covered by the new RCMP harassment resolution regime. Cadets can now access the harassment resolution process through the Office for Coordination of Harassment Complaints and will be able to access the process through the new Independent Centre for Harassment Resolution.
- CTP Assessment Procedures outline expectations for cadet performance and behaviour in training, and include: immediate termination of the contract (Cadet Training Agreement) if the cadet is involved in incidents of harassment/discrimination where counselling is an insufficient or inappropriate intervention, given the nature of the incident, or where counselling was provided and ignored.
- A review of the CTP’s legal material is currently being conducted by the Public Prosecution Service of Canada.
- Plans are underway to have representatives from the First Nations University of Canada review the Indigenous cultural awareness curriculum in the CTP.

### C. TRAINING AT DEPOT

The RCMP should appoint an external expert to review the training program at Depot to ensure that it meets the requirements of a modern police force and promotes a positive police training that addresses issues of harassment and discrimination, and teaches recruits about the Charter value of equality.

During the time required for the external study, the RCMP should establish and enforce a zero-tolerance policy for harassment and discrimination at Depot with meaningful consequences.

The RCMP should ensure an effective anti-harassment and discrimination course is taught at Depot that includes role-playing as well as participation by members who have experienced harassing conduct.



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## RCMP ACTIONS – ONGOING AND PLANNED

- Under the new Chief Learning Officer:
  - An assessment is being undertaken of the impact of the military aspects of the Depot training environment and curriculum on cadet learning and organizational culture.
  - A Kirkpatrick Level 3 Evaluation is currently being undertaken of the CTP to assess how well training is preparing cadets for the start of their careers as front line, general duty Members.
- Key Depot facilities, including washrooms, locker rooms and dorms, are being reviewed by external experts through a GBA+ lens to ensure they are inclusive, including for transgender, non-binary and two-spirit people. Changes (i.e., private shower stalls) are already completed in some buildings. Based on findings of the review, Depot will move forward with an action plan to identify and initiate changes. Additionally, these same experts are developing evidence-based national guidelines for inclusive design in new and existing RCMP infrastructure, with a particular focus on the needs of people of diverse genders and religions, and people with disabilities.
  - TransFocus has been contracted to conduct the review and lead the development of the guidelines, in collaboration with experts on issues related to people with disabilities and religion. Guidelines will be completed in Fall 2021.
  - Pilot projects involving inclusive design principles, grounded in GBA+, are occurring in RCMP facilities across the country.
- Academic research projects investigating Implicit Bias are being conducted with cadets and employees, the results of which will be used to enhance training.
- The RCMP will:
  - Work with external experts to review training at Depot.
  - Ensure clear, timely process for cadets to report harassment and obtain supports.
  - Ensure Depot facilitators/staff understand their role in a harassment-free workplace (e.g., define policies for instructor/staff-cadet personal relationships).
- Ongoing analysis will identify ways to strengthen diversity and inclusion in the Depot curriculum and training environment to ensure cadets move forward with the right character and skills. This includes the integration of the “Character Leadership” framework in the CTP.

### D. RECRUIT FIELD TRAINING

Establish a mentorship program for women within the Detachment to address adjustment to the force. The mentor must not be the individual’s trainer.

Establish a mandatory counselling program for all recruits during the 6-month training period.

- A national mentorship program is currently being explored. An environmental scan and needs assessment have been completed and options are being developed.
- The creation of a mandatory counselling program will be explored for all new members in the Field Coaching Program (FCP).
- Responsibility for the FCP was moved under Training Program Support and Evaluation (TPSE) in Depot Division in 2018, which is also responsible for the Cadet Training Program (CTP). The CTP and FCP are being approached as a cohesive and complementary one-year training continuum. Since this transfer of responsibility, the FCP has been under review and modernization.



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## RCMP ACTIONS – ONGOING AND PLANNED

Formalize and professionalize the Recruit Field Training program by making it part of Depot with effective oversight and consistent curriculum/targets. This should include a confidential mechanism to report harassment or discriminatory conduct by the trainer.

- A Program Training Standard (PTS) is in place for the FCP. The PTS outlines the expectations for the delivery of the FCP and its assessment standards.
- A Course Training Standard (CTS) is in place for the FCC. The CTS outlines expectations for the delivery of the FCC and its assessment standards.
- New Members who are in the FCP are covered by the current national harassment policy and will be covered by the forthcoming one.
- New members who are in the FCP are able to access all support services available to Regular Members, including the Peer-to-Peer Program and Employee Assistance Services (EAS).
- A Kirkpatrick Level 3 Evaluation of the FCC and FCP will be conducted in 2021-2022 to assess how well the FCP is preparing new members and Field Coaches in their roles. The recommendations of the Bastarache report will be considered in the evaluation.
- GBA+ was applied to Field Coach Training. There is a need to formally evaluate the GBA+ as part of the Level 3 Evaluation in order to provide the evidence-based framework for moving forward with the FCC and FCP.
- The RCMP partnered with the University of Regina to launch a longitudinal post-traumatic stress injury (PTSI) study in April 2019 related to cadet supports. It will collect baseline data from cadets as they enter Depot, who will continue to be psychologically and physiologically monitored and assessed throughout their first five years in the field.
- The unified protocol (UP) will be introduced in the CTP in the fall of 2021. The UP is a psychological clinical training protocol designed to improve the mental health of those who have been diagnosed with one or more psychological disorders. It is delivered before a psychological injury has occurred, with the intent that it will help members increase their resilience to traumatic events and reduce the frequency and severity of operational stress injuries.
  - UP is a clinical program supervised by a clinician. Depot will have 6-8 Master Trainers, and approximately 15 Trainers. Once trained and certified, they will deliver the UP to all facilitators on base, as well as senior Depot management and other key personnel. This will all be done before the cadets from Team 2 are recruited into the study (anticipated late fall or early winter 2021).
  - A pilot study is being discussed to deliver this training to a smaller group of members and employees in the fall 2021.
  - Depot will continue to communicate about the study with an article in the Gazette in mid 2021, in addition to internal communications.

### E. POSTINGS

Post female recruits to detachments in areas where they have adequate housing and social support unless they request otherwise.

- A review will be conducted of the RCMP's transfer policy and best practices. Currently, access to daycare and having young children does not fall within the four reasons normally considered valid for refusing a transfer. Delegated managers for human resources are expected to consider all relevant factors when making transfer decisions, including members' personal circumstances.



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### F. ONGOING TRAINING

There must be transparency in allocating courses.

The RCMP must implement an early and effective career plan for all members that continues throughout their career with appropriate accountability for ensuring that the member is effectively supported. This plan should determine the allocation of training and postings.

The RCMP should centralize the allocation of training so that the discretion to grant courses no longer rests with a member's direct supervisor.

- A Chief Learning Officer was appointed in January 2021 to strengthen national standards, coordination and oversight for the design, development, delivery and evaluation of all RCMP learning.
- A career and talent management framework is being developed to help employees understand the various career paths that are available within the RCMP and the corresponding learning and development opportunities. This will also support succession planning for leadership positions.
- Leadership training is being modernized to provide ongoing interactive leadership development opportunities throughout an employee's career.
- RCMP courses are reviewed and updated on a regular basis. As part of this, existing specialized team training (e.g., ERT, Federal Policing) will undergo a GBA+ analysis.
- The RCMP's Learning Management System has the capacity to track, report and provide accountability in a national centralized system. Many system enhancements are currently underway that will promote transparent decision-making with respect to learning opportunities, and learning decisions.
- Continual and proactive efforts are made to ensure we are addressing GBA+ considerations (e.g., Underwater Recovery Team survey; carbine and pistol training modifications) and diversity in recruitment of instructors and staff.
- Continual and proactive efforts are made to promote changes in policy/releasability of instructors, instructor selection processes, assessment tools, and, instructional techniques, etc. to ensure transparency across all training products.
- A GBA+ Review will be undertaken of training processes to ensure fairness and transparency in the allocation of training:
  - As part of the commitment to review existing practices, an initiative to integrate GBA+ into the evaluation of national learning products is underway. Standardized evaluation questionnaires will provide a consistent approach to identifying potential access and participation barriers.
- Opportunities are being explored to enhance career planning and access to learning by leveraging existing Learning Management System functionality. Planned system enhancements to the RCMP online learning platform, Agora, include:
  - Launch of a registrar system that will eventually see information about all learning offerings available at the RCMP, displayed for learners to register via the learning management system.
  - Launch of formal learning plans, tied to employee goals and development/career objectives. This will provide an opportunity to track and report progress in a more formal way, against learning plans.
  - Piloting of the Learning Management System to provide an ability to offer virtual learning to remove barriers (e.g., travel costs, inability to travel as a result of family obligations).



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### G. HUMAN RESOURCES AND STAFFING

Study the implementation of a model which creates an independent human resource branch.

Ensure that Human Resources staff are trained professionals.

Ensure that Human Resources staff understand the need to remove systemic barriers against women and are trained on how to do so.

- Ways are being explored to build learning paths/curriculums to support employee growth and development:
  - Phased development of a core training curriculum (learning path) for all Federal Policing investigators.
  - Stream-specific curricula, which build upon the core curriculum, to support specific training in each. This is supplemented with additional organizational mandatory and elective training.

- Work is underway by external experts under the RCMP's new People Strategy to identify priority areas in need of reform to achieve modern, efficient and effective human resource (HR) processes, and modern user-centric systems using technology to support future program development and enhance the availability of reliable HR data to support people and people managers. The People Strategy will modernize RCMP people management function into an agile, flexible business partner that enables diversity, innovation and a culture of respect and inclusion. This includes:
  - An end-to-end review of the RCMP's HR process with a focus on equity, diversity and inclusion and consideration for needs and perspectives of diverse groups of people, including those with children, to ensure appropriate supports are available.
  - Planned changes to workforce planning practices and its HR operating model to better support the delivery of policing services across the country.
- A new GBA+ resource on systemic barriers is being developed via the GBA+ Network, to provide evidence-based guidance on the key factors that impact workplace diversity in any sector.

### H. MATERNITY AND PARENTAL LEAVE

Women who are on administrative duties because of pregnancy should be given meaningful work that is commensurate with their experience and competencies whenever possible. Managers should be held accountable for the assignments given to women by human resources or some other section outside the detachment.

The Government must provide sufficient funding to maintain effective human resource levels in all detachments including when women take maternity leave.

The RCMP must ensure that it has a system to ensure that resource levels required for operational duties are always maintained and, on an organization-wide basis, not on a Division by Division basis over the next 2-3 years.

- Ways to mitigate barriers linked to maternity/parental leave are being explored, including through better leveraging existing workplace reintegration programs, providing additional guidance for managers, and identifying an approach to address vacancies created by maternity and parental leave.
- Engagement with the National Gender and Harassment Advisory Committee (NGHAC) has occurred to discuss options to improve reintegration following maternity/parental leave. Four proposed initiatives were identified:
  - Supportive communication between employees taking leave and their managers/supervisors.
  - Improve backfilling by putting a more robust process in place, especially in smaller detachments.
  - Leveraging the RCMP Member Reintegration Program by having a plan in place to make the reintegration back to workplace as stress free as possible.
  - Annual reporting in performance discussions where managers are required to report gender disaggregated data annually on who from their teams participated in training, acting assignments, etc.
- Engagement with contracting partners and the Government will continue to occur on addressing vacancies for members on leave.
- Engagement will further occur with employees to identify an action plan and next steps.



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Positions should be backfilled so that women are not resented for having children.

The idea of floaters, members that be deployed where necessary to ensure appropriate coverage, should be endorsed.

The transfer of RCMP members who have young children should be reduced.

- A review of the Pregnant Member Policy and best practices will take place to address the issue of meaningful work during pregnancy.
- Enhanced service delivery models are being explored to identify models to support backfilling of positions across operations.

### I. EMPLOYMENT FLEXIBILITY

Establish daycares in all large detachments.

Ensure that all members (men and women) are aware of and are not penalized for requesting job sharing and /or part-time status.

- Members will be in a position to leverage opportunities to access daycare as a result of the federal commitment to national child care.
- A review will be undertaken of the RCMP’s part-time process and policy, and best practices.
- A review will take place of the RCMP’s current job-sharing arrangement to ensure it is inclusive for all Regular Members, regardless of gender, and does not disadvantage those who, due to personal or family circumstances, would benefit from being able to work reduced hours.
- The RCMP will ensure that employees are not being penalized when requesting job sharing, given the Supreme Court decision in *Pilgrim*.
- Flexible work arrangements will continue to be examined as part of broader Government of Canada direction.

### J. GRIEVANCES AND DISCIPLINE

Create an effective, external and independent body to which RCMP employees may report sexual harassment or misconduct which has the power to investigate and make binding findings of fact and recommend penalties.

Mediation or other informal measures should not be used in the context of sexual harassment accompanied by violence.

The RCMP must address the problem of reprisals for making harassment complaints. The isolation of complainants, refusals to provide them with backup, and other forms of punishment such as the refusal of training or transfers must be eliminated.

- Revisions occurred to the RCMP harassment process with the coming into force of the *Enhanced RCMP Accountability Act* on November 2014. This regime included a single process that combined the Code of Conduct and Treasury Board processes, centralization of intake and monitoring of all harassment complaints, a single decision maker where discipline was required. In April 2019, all sexual harassment investigations were externalized. Of note:
  - Respectful Workplace training has also been made mandatory for all RCMP employees.
  - Access to informal conflict management tools has been expanded, including the hiring of dedicated practitioners to assist employees to address workplace conflict at the earliest point.
- On June 30, 2021, a new independent, civilian staffed harassment prevention and resolution regime will be launched - the Independent Centre for Harassment Resolution (ICHR) - to ensure employees have access to a trusted, consistent process that is accessible, timely and accountable. This process will integrate trauma-informed and victim-centred practices.





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Sanctions for those found to have been harassing in the workplace must be effective and include suspensions without pay for longer periods, demotions, removal of supervisory responsibilities for an extended period; ban applying for promotions with no discretionary override. Dismissal should be sanction for serious or repeated offences. Victims should not be transferred unless they request it.

Those accused of sexual harassment (including assaults) should not be allowed to retire before the conclusion of an investigation and conduct process.

A system to monitor those who have been found to have harassed members in the workplace should be implemented. A second finding of harassment should result in automatic dismissal.

Alleged sexual assaults should be disclosed immediately to the appropriate external investigatory body.

- The ICHR will provide:
  - Increased investigative capacity, to improve the timeliness of investigation and resolution of complaints; and improved communication and supports for employees.
  - Monitoring of the application of conduct and disciplinary measures for consistency.
  - Additional training for supervisors and managers on addressing workplace conflict, and increased use of the Informal Conflict Management Program.
  - Increased focus on prevention and workplace restoration.
  - Compliance and alignment with the new *Canada Labour Code* (CLC) regulations.
- The ICHR will facilitate process for all employees, including specialized teams and cadets, to report incidents of harassment or violence. ICHR employees will receive training in the trauma informed approach, sexual harassment, and up to date CLC training, to ensure sensitivity to all employees. Informal resolution will only be pursued in those incidents where it is appropriate and with agreement from the complainant.
- Work was undertaken with Bargaining Agents to develop a roster of external investigators. To date 18 have been approved, and a further 8 have been identified and are in the security clearance process.
- A National Harassment and Violence policy will be in place in July 2021.
- Reprisals can be considered as harassment under the CLC definition. Retaliatory behaviours are also a violation of the Code of Conduct and are investigated when reported.
- The *Public Servant Disclosure Protection Act* complaint process is available to employees who face reprisal as a result of bringing forward complaints of wrongdoing in the workplace.
- Via the 2014 *Commissioner's Standing Orders (Conduct)*, the RCMP obtained a wider variety of measures to deal responsively to misconduct. Demotions, removal of supervisory responsibilities, ineligibility for promotion, etc. are employed.
- Details are being finalized to launch an assessment – undertaken by an external expert – of the RCMP's conduct measures and their application. The RCMP Code of Conduct has been in place since 2014 and while it has enhanced the conduct and disciplinary processes, there is recognition of the need to make sure processes and sanctions are effective, and meet modern expectations. This assessment will include reviewing how disciplinary measures have been applied in recent years. The assessment will be completed by **December 2021**, with subsequent updates to the Code of Conduct and the related *Conduct Measures Guide*, which provides guidance on conduct measures for workplace harassment.



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- An annual national Professional Responsibility Sector (PRS) Symposium has been held since 2015, bringing together leadership from across Canada for a multi-day focus on conduct and harassment. Topics related to the recommendations have included:
  - Appropriate range of “sanctions” (conduct measures), including the appropriate use of the measures identified in the Independent Assessors’ recommendations;
  - Trends related to sexual misconduct and harassment; and,
  - Statistical analysis of misconduct and harassment
- Statistics related to misconduct and harassment are tracked:
  - The records management system for conduct and harassment files facilitates the RCMP’s ability to identify members who have been involved in more than one file.
- Alleged sexual assaults are reported to the police of jurisdiction.
- A legal opinion will be obtained concerning the ability to prevent members from retiring prior to the conclusion of a conduct process. Consideration will be given to the needs of victims, who sometimes may not want to testify in a hearing.
- A legal opinion will be obtained concerning the feasibility of “automatic dismissal”. Blanket automatic dismissal would not be enforceable in the current legislative context; however, previous misconduct is clearly an aggravating factor that is considered by the Board in dismissal cases.

### K. MENTAL HEALTH

Invite the Privacy Commissioner to investigate the RCMP’s use and disclosure of individuals’ medical information on an institution wide basis.

Integrate Health Services into an independent Human Resource branch to address potential conflict of interest issues.

Require that Health Services flag retirement or discharge proceedings if a mental health issue is identified. A feasibility of a return to work option should be considered prior to the RCMP approving a request for discharge.

- The Well-Being Strategy (2021-2024) identifies how the RCMP will actively promote and protect employee mental health and overall well-being as well as foster a safe, respectful and healthy workplace. It builds on the RCMP’s inaugural Mental Health Strategy (2014-2019), which focused on reducing the stigma of mental illness. It was released in March 2021 and shared with all employees via the Mental Health Minute Newsletter on March 29, 2021.
  - Next steps include further promotion of the strategy, collating the end of year results for the numerous initiatives reflected in the annual action plan for 2021; and, updating annual action plans and performance measurement framework for years 2021-2024 as programs evolve.
- Training on AbilitiManage, the core component of the new disability case management solution, was extended to additional staff in occupational health services including doctors, psychologists and administrative staff that support the RCMP Disability Management Program. The system is now in use throughout the RCMP divisions.
- Occupational Health has done a complete Privacy Impact Assessment for the Abilitisystem and put very strict rules in place to protect the medical information it captures. Occupational Health staff are very aware of the need to safeguard employee health information.

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Require regular mental health assessments for all members.

Implement an organization-wide alcohol and drug awareness campaign outlining the hazards of using these for the purposes of dealing with trauma.

Define hazing in the Code of Conduct and make it an offence to participate in it.

Develop resources to foster a workplace culture in which members can safely debrief following critical or disturbing incidents.

- A Lived Experience Mental Wellness Advisory Team was recently established by the Commissioner, comprised of current and former employees and family members with lived experience. This group provides critical ongoing advice on mental health issues and initiatives to ensure mental health initiatives reflect the reality and needs of the RCMP's diverse workforce.
- Work was undertaken with the Mental Health Commission of Canada and the Department of National Defence to introduce and affect a national rollout of the Road to Mental Readiness (R2MR) Program. Training compliance has been between 90%-94% since June of 2018. R2MR training has been part of the curriculum at Depot for cadets since October 2016. Work is currently underway to amend the leadership version of R2MR so that it can be provided virtually.
  - An R2MR App was created by the Department of National Defence and was updated with RCMP resources for all RCMP employees and their families in July 2020. The app provides tools to sharpen the skills obtained through the R2MR course. It contains the continuum, tactical breathing, self-talk, goal setting, visualization, attention control and memory game.
- The RCMP is participating in a pilot project led by the Canadian Institute of Public Safety Research and Treatment (CIPSRT) and the University of Regina to develop a national Internet-based Cognitive Behaviour Therapy (ICBT) program specifically for Canadian public safety workers, such as RCMP employees.
- The Support for Operational Stress Injury (SOSI) program will be expanded to better serve its peer group by developing a volunteer role within each of the divisions. SOSI Coordinators continue to work with internal and external partners and stakeholders in accessing supports for their peers.
- Work continues on the new periodic psychological health assessment for all RCMP officers, to complement the existing mandatory periodic health assessment, normalize discussions on mental health, allow early intervention if an officer is in distress, and improve access to mental health services. The program has been rebranded to better reflect its purpose: Psychological Health Screening Program. It has launched in five divisions as of Feb 25, 2021, with a sixth division coming online June 1, 2021. Of note:
  - Recruitment of psychologists continues for the remaining divisions, of which four are in the staffing process. All tools and resources required for the program implementation have been finalized and divisions are ramping up interviews. To date, approximately 25 screenings have been completed and the feedback has been generally positive from the members. More data and responses to feedback surveys should become more available within the next few months as numbers increase.
  - Orientation and training sessions for the newly hired psychologists, and approximately 70 other RCMP Occupational Health Services employees, took place from February 8 to 19, 2021. The sessions provided an overview of the program, along with other well-being programs and services that are available to RCMP employees who may need support.
- Consideration is being given as to how to adopt industry best practices for gradually re-introducing police officers who have been involved in member involved shootings, traumatic incidents or returning from extended leave safely back into the workplace. The Member Reintegration Program recognizes the mental health implications of police work. It will support member wellness and ensure a meaningful process for methodically allowing employees to begin returning to work while recognizing the challenges they are experiencing.



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### L. PROMOTIONS

Use a rigorous “blind” process for promotions by assigning a random number to a candidate. No information about the gender, race, or medical or other leave taken by the applicant should be disclosed.

Gather data on the number of women who are supervisors in operational versus administrative roles and, if there is a significant discrepancy, implement an action plan which would include a mentorship programme to encourage women to apply for promotions in these operational areas.

- All professional responsibility advisors and investigators will be required to complete the course entitled “Using a trauma informed approach.”
- Hazing encompasses a broad range of behaviours that are captured by the existing Code of Conduct. A definition and explanation of hazing will be added to the Annotated Code of Conduct and the Conduct Measures Guide, to ensure consistency in training across the organization.

- The Officer Candidate Process (OCP), the process by which officers apply to the senior ranks, will continue to be improved following the recommendations of a fairness review and GBA+ analysis. Of note:
  - OCP will continue to be reviewed with an EDI lens to ensure removal of barriers.
  - Changes to the annual timing of applications (to ensure applicants with school-aged children would not be deterred from applying) has already resulted in an increase of over 15% in the number of women applicants.
  - Individuals may also now directly self-identify their future interest in the OCP without relying on a supervisor’s endorsement.
  - Candidates will be required to participate in a “Character Leadership” interview prior to continuing in the process.
  - Work is currently underway in collaboration with external expert Dr. Mary Crossan (Ivey Business School) and the Chief Learning Officer to include a “Character Leadership” framework as part of the OCP.
- A comprehensive review will be undertaken of the *Career Management Manual, Chapter 4: Promotion*, outlining areas of concern and opportunities for improvement, and will consult with stakeholders including RCMP divisions and the National Police Federation for feedback.
- An integrated, systematic approach to succession planning at the Executive level is being developed to identify, develop and retain employees in line with the organization’s ongoing operations and long-term goals including building a representative workforce.
- A review will be conducted of the RCMP’s Non-Commissioned Officer (NCO) Promotion Process.

### M. LEADERSHIP

Leadership training should begin at Depot and be continually emphasized throughout a member’s career.

Members should be required to recommit upholding the Code of Conduct every time they are promoted.

- A series of interactive, online courses have been implemented as part of the new RCMP Foundations of Leadership curriculum to prepare employees for informal and formal leadership roles and provide learners with the knowledge to positively influence workforce culture.
- Content on unconscious bias has been added to existing RCMP leadership training. Unconscious bias, anti-racism and anti-discrimination expectations will be established for senior managers and leaders.
- As of December 2020, all cadets are required to complete the new Cultural Awareness and Humility course and Anti-racism training, at the beginning of the Cadet Training Program.


**THEMES**

**RECOMMENDATIONS**

**RCMP ACTIONS – ONGOING AND PLANNED**

Leaders should be held accountable for failing to act when they become aware of harassment or discrimination in their areas or responsibility. Leaders should not be penalized for the existence of harassment and discrimination complaints in their sections if appropriate action is taken in a timely and effective matter. Areas in which there are no complaints or grievances should be audited promptly.

Ensure that all leadership training is done in-person and involves role-playing exercises which are key adult learning programmes. Online courses or in class non-participatory classes are insufficient.

Require a complete evaluation of commissioned officers every 3-5 years and in any event before they are promoted again.

- Character Leadership, an evidence-based approach to ensuring the development and assessment of people skills and personal character, alongside operational know-how, has been adopted. It has been introduced in the RCMP's Foundations of Leadership course and work is underway to fully incorporate it in all leadership development courses. Character Leadership will be further integrated in recruitment, promotion and other HR processes.
- Leadership development training is being modernized. To address systemic barriers and modernize learning opportunities, the supervisor, manager and executive development programs are being modified to a virtual, face-to-face, interactive format. These will be provided to employees outside of the promotions process to enable access for all interested employees.
- Initial Critical Incident Response (ICIR) is a national mandatory program that promotes leadership skills among front-line supervisors. The design of the program begins with delivery of key concepts to junior police officers by supervisors and senior NCOs, creating a continuum of learning. This hands-on training is conducted in person using scenarios and practical exercises, and imparts meaningful and relevant knowledge and skills relating to practical leadership at the front line.
- During the review of the NCO Promotion Process, the RCMP will consider the recommendation of having members recommit upholding the Code of Conduct every time they are promoted.
- Consideration will be given to implementing a proactive discussion at the start of the assessment year to review commitments to Code of Conduct and core values, rather than at the end of the supervisory year.
- A pro-active awareness campaign will be developed regarding the responsibilities of managers and supervisors to address harassment or discrimination.

**N. SPECIALIZED TEAMS**

The RCMP must ensure that there is an effective oversight of specialized teams and in particular of the conduct of its undercover team members.

The RCMP should establish a confidential, independent mechanism for members of these teams to make complaints concerning harassment or violence in the workplace.

- To enhance diversity in specialized teams, a GBA+ analysis of the Emergency Response Team (ERT) selection process was undertaken. Findings were incorporated into the ERT modernization plan, and include targeted recruitment and support for women applicants.
- A GBA+ analysis of Low-Diversity Specialized Units is being completed to identify systemic barriers in specific units with low rates of diversity.
- The current conduct process has handled many conduct files arising from specialized teams including undercover teams. A communique will be shared with all conduct advisors, all Level II Conduct Authorities in specialized teams, including undercover team members, and all Level III Conduct Authorities, that both reminds them of their obligations as conduct authorities and describes the various mechanisms in place to handle any sensitive conduct matters (e.g. involving a confidential informant) appropriately.
- All RCMP employees will be able to access the Independent Centre for Harassment Resolution, including those on specialized teams.



## THEMES



## RECOMMENDATIONS



## RCMP ACTIONS – ONGOING AND PLANNED

### O. MEDICAL EXAMINATION

The RCMP should compensate women who were abused by the medical officer during the application process and were not eligible for compensation under the Merlo Davidson Settlement Agreement

- A class action is underway called *Corriveau* that encompasses women and men who were sexually assaulted or were subject to improper and invasive medical examinations as part of their application to become Civilian and Regular Members, and who did not receive compensation in the Merlo/Davidson class action. In March 2021, the RCMP agreed to certify the *Corriveau* class action and is starting the notification phase pursuant to a litigation plan agreed to by the parties.

### P. TEMPORARY CIVILIAN EMPLOYEES, CIVILIAN MEMBERS AND PUBLIC SERVICE EMPLOYEES

Ensure that Regular Members be better informed of the importance of the role played by CMs and PSEs to address the discrimination described to the Assessors.

Public Service Employees should have a clear reporting relationship with a public service manager to whom they may seek assistance in relation to a difficult or isolated workplace.

- Significant changes have been made with respect to the composition of the RCMP senior management team, which now includes experienced public service employees in senior human resources, finance, and technology roles. Of note:
  - Chief Administrative Officer – appointed in August 2019 – has extensive senior executive management experience in the Government of Canada;
  - Chief Human Resources Officer – appointed in August 2019 – has held several positions within the Government of Canada, as well as the Ottawa Police Service;
  - Chief Information Officer – appointed in May 2020 – has held numerous executive positions in both government and the private sector;
  - Chief Strategic Policy and External Relations Officer – appointed in June 2020 – has significant policy and oversight experience in the policing domain;
  - Chief Financial Officer – appointed in June 2020 – has significant public and private sector experience; and,
  - Newly-established position of ICHR Executive Director is occupied – as of May 2021 – by experienced human resources public service employee.
- To improve internal management, the RCMP is hiring more experienced public servants in: human resources; strategic policy; technology; and governance roles.
- Accessible resources and information will be provided by the ICHR for all RCMP employees on what to do if they experience harassment in the workplace.
  - Access will be increased to timely supports for all supervisors and managers, regardless of their category, to help them build and maintain a healthy workplace and obtaining the tools and supports they need.