Respectful Workplace



Where to Start

* [Day-to-day fundamentals for creating a respectful workplace](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/day-jour-eng.htm)

Action Plan

* Find out what [activities](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/action-eng.htm) are planned to foster respect in your workplace.

Training

* ALL employees are required to successfully complete the mandatory [Respectful Workplace online training](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/training-formation-eng.htm).

***We are changing our culture – one conversation at a time!***

A Respectful Workplace is one where **all employees feel valued, supported and trusted**. Establishing and maintaining a respectful workplace is a priority for the RCMP.

We have three goals:

* To create an inclusive environment
* To develop a culture of values-based leadership with clear expectations and accountabilities
* To create an environment where employees can be brave; are able to confront bad behaviours and put forth innovative ideas without fear of repercussion

In every part of the organization, projects are put forth, conversations are happening and success stories are under way. Find here all the information you need to know about how to contribute to a respectful workplace!

Day-to-Day Fundamentals for Creating a Respectful Workplace

1. **Familiarize yourself with the Codes of Conduct and the** [**RCMP Guiding Principles**](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/principles-principes-eng.htm)**, using them to guide your behavior – your conversations, interactions, and in the carrying out of duties.**
   * RCMP employees are expected to align their words and actions with the [six core values](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/m-v-v-eng.htm) of the organization: accountability, respect, professionalism, honesty, compassion, and integrity.
   * All employees of the public service – including RMs and CMs – are subject to the [Values and Ethics Code for the Public Sector](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049&section=text). All departments were mandated to develop their own code of conduct that supports it.
   * The RCMP [Organizational Code of Conduct](http://infoweb.rcmp-grc.gc.ca/rcmpmanuals/eng/am/12/am12-13/am12-13.htm) for PSEs, TCEs and Reservists was developed based on the *RCMP Act* Code of Conduct and the RCMP's Mission, Vision and Values.
   * The [*RCMP Act* Code of Conduct](http://laws-lois.justice.gc.ca/eng/regulations/SOR-88-361/page-8.html#h-24) outlines the required behaviour of RMs and CMs.
   * Contact your regional Human Resources Office, the National Values and Ethics Office or the Professional Integrity Office for clarification/interpretation as needed.
2. **Respect your differences (cultural, linguistic, educational, age, employment category, rank, level, tenure, physical abilities, etc.) in the workplace, embracing them as contributing to a more creative, innovative, engaging and successful organization free from harassment and discrimination.**
   * A respectful workplace is one in which we value diversity, leverage all talents, remove barriers, hear all perspectives and strive to recognize and develop each person to their full potential.
   * The [*Employment Equity Act*](http://laws-lois.justice.gc.ca/eng/acts/e-5.401/) identifies and defines four designated groups in Canada (women, Aboriginal peoples, members of visible minorities and persons with disabilities) and encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment and promotes the principle that employment equity requires special measures and the accommodation of differences.
   * The [*Official Languages Act*](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/lang/index-eng.htm) ensures that the public service of Canada can communicate with and serve Canadians in the official language of their choice; create and maintain a work environment conducive to the effective use of both official languages; and provide equal employment and advancement opportunities to English- and French-speaking Canadians.
   * The [*Canadian Human Rights Act*](http://www.chrc-ccdp.ca/eng/content/i-want-know-more-about-human-rights) protects employees against [harassment](http://infoweb.rcmp-grc.gc.ca/prof/harassment-harcelement/harassment-harcelement-eng.htm) or discrimination when based on one or more of the 11 [grounds of discrimination](http://www.chrc-ccdp.ca/eng/content/what-discrimination#1) such as race, age and sexual orientation.
3. **Deal with conflict at the lowest level and earliest opportunity possible.**
   * Try to resolve any conflict quickly and directly with the other person.
   * If you cannot resolve the conflict on your own (i.e., uncomfortable, nervous, intimidated, etc.), ask your supervisor for support.
   * If you cannot go to your supervisor (i.e., supervisor is the other person in the conflict, etc.), contact the [Informal Conflict Management Program](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/conf/index-eng.htm) for assistance.
   * If someone raises your behavior as inappropriate, appreciate their candor and willingness to improve the workplace and be open to honest discussions and collaborative problem solving (you are NOT working to see who is right or wrong, rather how can you work together while respecting your differences).
4. **Take part in training sessions and make use of available resources to develop your skills, understanding and fortitude.**
   * [Human Resources](http://infoweb.rcmp-grc.gc.ca/hr-rh/learning-apprentissage/index-eng.htm) offers several training courses and programs to enable employees to fulfill their responsibilities and contribute to a healthy workplace, including: diversity, safety, respectful workplace and conflict management. The [Canada School of Public Service](http://www.csps-efpc.gc.ca/forlearners/index-eng.aspx) also provides an extensive curriculum of workplace training, such as stress and strategies, values and ethics, occupational health and safety, official languages, employment equity and diversity, and performance management.
   * The [Labour Program](http://www.labour.gc.ca/eng/health_safety/prevention/protection.shtml) has prepared a series of publications on preventing accidents in the workplace.
   * The [Employee Assistance Program](http://infoweb.rcmp-grc.gc.ca/hr-rh/health-sante/ment/support-soutien/assistance-aide-eng.htm) (1-800-268-7708 or TDD/ATME 1 800 567-5803) is a free resource which offers confidential services including assessment, short-term counselling, referral, and follow-up to employees and their immediate family who have concerns that could affect their personal well being and/or work performance.
   * The RCMP [Internal Communication Toolkit](http://infoweb.rcmp-grc.gc.ca/comm-int/index-eng.htm) provides employees with helpful information about how to communicate effectively and create an engaging environment.
   * The [Respectful Workplace Directory](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/tools-outils-eng.htm) contains a compilation of policies, procedures, tools, etc. – both RCMP-specific and Government of Canada-wide – designed to contribute to a safe, healthy and respectful workplace.

Definition of RCMP core values

The RCMP's core values are the foundation upon which we operate. We are expected to demonstrate these six values – considered most important to the Force – in our conversations, our interactions, and how we carry out our duties. Aligning our words and actions with the Core Values helps ensure we are an effective police service and an organization whose employees are contributing to a culture of respect in the workplace.

**Accountability**

There are two components of accountability. The first is the process of rendering an account to those from whom we derive our authority of what we did, why we did it, how we did it and what we are doing to improve performance or results. An important element of this component is accepting the personal consequences of our actions.

The second component of accountability is one of answerability – the obligation to provide information to others in our communities of interest with respect to our decisions, actions and results in light of clear, previously agreed upon understandings and expectations. For example, we inform our communities about our actions, but we must render account of our actions to our direct supervisors. In this organization authorities can be delegated, but accountability cannot.

**Respect**

Respect is the objective, unbiased consideration and regard for the rights, values, beliefs and property of all people.

**Professionalism**

Professionalism is having a conscientious awareness of our role, image, skills and knowledge in our commitment to quality client-oriented service.

**Honesty**

Honesty is being truthful in character and behaviour.

**Compassion**

Compassion is demonstrating care and sensitivity in word and action.

**Integrity**

Integrity is acting consistently with our other core values.

RCMP Guiding Principles



**Note:** Printable versions are available by [email](mailto:respect@rcmp-grc.gc.ca?subject=Guiding-Principles-Principes-directeurs&body=Do%20not%20modify%20the%20Subject%20line.%20Simply%20click%20on%20Send,%20and%20you%20will%20instantly%20receive%20a%20reply%20with%20your%20document%20attached.%20If%20the%20Auto-reply%20message%20does%20not%20work%20on%20your%20system,%20please%20send%20an%20e-mail%20to%20respect@rcmp-grc.gc.ca).  
Clicking on the links will automatically generate a Groupwise message. **Do not modify the Subject line.** You will receive an auto reply message with the document attached.

The RCMP's Guiding Principles compliment the Core Values. When faced with a decision, the Guiding Principles should be a compass for employees. They should be considered when implementing organizational change at any level and in evaluating our actions. In doing so, we will continue to build a more respectful workplace and an organization of excellence that respects employees' needs and those of Canadians.

Introduction

In the spring of 1998, the Alignment Initiative was launched to ensure that the RCMP aligns its leadership, behaviours and systems with the priorities of government, the needs of its clients, and the environments in which it operates. Under the Alignment Task Force, eight steering committees and their respective working groups were formed to look at all facets and dimensions of the organization in light of the services it delivers to the public. In May 1999, personnel from many areas of the Force came together in Cornwall, Ontario, to give final shape to a set of Guiding Principles.

What are the Guiding Principles?

What are these guiding principles really all about? Don't we already have a Mission, Vision and Values (MVV) statement? The answer to the latter question is, yes. However, you don't have to be involved with the Alignment Initiative to know that the RCMP, like any organization that continually adapts, needs guidance and a foundation upon which to anchor decision making.

These principles were designed to complement our MVV. They have been supported by the Senior Executive Committee and adopted by the organization as a guide for implementing change and the ways in which we serve the public – now and in the future. When it comes down to it, these principles are rooted in common sense and our desire to create an adaptable, knowledge-based and responsive organization.

How can I use them?

The guiding principles describe our organizational conscience and should be applied when implementing organizational change at any level. In fact, the guiding principles should be reflected in every major decision and process throughout the Force. The guiding principles that follow will facilitate the evaluation of your actions and decisions as you take personal responsibility for ensuring quality service to the public. For example, the guiding principles could be used to assess current practices and procedures. Should the need for change be determined during the assessment, then the guiding principles will serve in the development of an action plan for changing such practices and procedures.

Whether embarking on change or daily decision making at the detachment, divisional, regional or headquarters level, the guiding principles should be used as your compass. Together with our MVV the guiding principles envision an organization that is truly "inspired to serve."

Guiding Principles of the RCMP - Maintiens le Droit

Inspired To Serve

1. The RCMP exists for the purpose of serving the public.
2. Living our Mission, Vision and Values is the very core, soul and strength of our organization.
3. As an arm of social policy in the machinery of government, we are subject to clear lines of administrative accountability. We demonstrate understanding, awareness and sensitivity to the needs of government and their agencies.

The Right Atmosphere

1. Pursuit of quality service requires individual awareness, commitment and alignment to the organization's larger goals.
2. Our working environments are organized, managed and led to foster the inclusion of all personnel, the use of teamwork and shared leadership.
3. Partnerships and teamwork are based on trust and are the way we deliver our service.
4. Within our partnerships, we contribute the best and draw from the best in order to provide the best public service possible.
5. Optimizing the use of dynamic, flexible, multi-functional teams stimulate learning and development, employee fulfilment, and has significant impact.
6. Our systems, processes and structures facilitate the collection and timely sharing of accurate information, and its conversion into usable knowledge and/or strategic intelligence.
7. Our systems reduce the paper burden on front-line personnel.
8. Financial and other Management Information systems provide timely information in a user-friendly manner and support long term strategic planning.
9. The organization invests in and promotes a learning culture.
10. While adherence to policy is necessary to ensure fairness and compliance with the law, it does not unduly impede the exercise of discretion, sound judgment and calculated risk.
11. We are a seamless organization that is organized, directed and focused to work as one.
12. We attract and retain qualified personnel through our mission, the quality of our work environment and the creation of opportunities for learning and work experience.
13. Our strategic planning processes at all levels in the organization are integrated to support operational priorities.
14. Our organization provides a flexible and adaptable environment conducive to and supportive of a balanced lifestyle.
15. We evaluate our work based primarily on outcome (quality) and not on output (quantity) alone.
16. Individuals and teams within the organization are given the space, discretion, control, authority and resources to execute their mandate and be accountable.

The Right People, The Right Job

1. Our organization attracts and retains a diversity of people and skills enriching the capacity of the RCMP to understand our communities and deliver quality services.
2. Our organization ensures that the right person is selected, based on knowledge, skills and abilities required for each job irrespective of rank, category, seniority or position. Where necessary we search for them from outside the organization.
3. Effective leadership, as defined in core competencies, is nurtured and recognized at all levels of the organization.
4. Trainers and educators, at induction and beyond, are selected from the highest performing leaders who exemplify the Mission, Vision and Values.

The Right Recognition

1. Teams and individuals receive meaningful recognition for doing the right thing well.
2. Ensuring that employees receive appropriate and timely recognition is an important component of leadership.

The Right Thing

1. We enhance and instill organizational knowledge at all levels and improve public awareness of our value and uniqueness. We all strive to be ambassadors for the RCMP.
2. In order to ensure the effectiveness of our decision-making process, decisions are taken at the level where the appropriate knowledge, responsibility, accountability and authority exist, and as close as possible to the provision of service.
3. Shared Leadership means consultation and not necessarily consensus, and includes the exercise of managerial discretion.
4. We commit to developing a better understanding of the economics of policing and to making decisions by considering end to end cost implications.
5. Everyone is accountable to perform in accordance with our MVV, in pursuit of our organization's strategic objectives, and for the provision of quality service.
6. Every individual (especially managers/supervisors) is held accountable for the accurate and timely assessment of others/subordinates contribution and performance (positive and negative) and for the initiation of appropriate action where justified.
7. The public trust we have sought is always respected. We perform our tasks/objectives in the most effective and economical way possible in accordance with our oaths and commitments.
8. We recognize that learning and growth require interest and effort and we are committed to this process. Individuals are responsible for acquiring the competencies (knowledge, skills and abilities), assisted by the organization where appropriate, to move, if desired, between the organization's different functions.
9. Career development is a shared responsibility between the employee and the organization. The organization informs and provides career development tools resources and support to employees in making realistic career choices and decisions.
10. Human resource functions focus on advancing the delivery of quality police service, respecting the unique needs of the different business lines.
11. Doing the right thing may include taking calculated risks consistent with our MVV.
12. Doing the right thing for the public and the organization often involves courage and risk, and may mean subordinating individual interests.

Training

All of us can contribute to building a more respectful workplace. Raising our understanding of what this means is a step in the right direction.

As individuals — leaders, managers, supervisors, employees — we can increase our knowledge by taking advantage of various training opportunities to foster respect in the workplace.

All RCMP employees are now required to complete mandatory Respectful Workplace training (offered through Agora).

* Respectful Workplace Training (mandatory) - [Questions and Answers](http://infoweb.rcmp-grc.gc.ca/hr-rh/workplace-milieu-de-travail/resp/formation-resp-training-eng.htm)
* Canada School of Public Service - [Creating a Respectful Workplace (T916)](http://www.csps-efpc.gc.ca/forlearners/coursesandprograms/CourseDetail-eng.aspx?courseno=t916)
* Other relevant courses - [Agora](http://infoweb.rcmp-grc.gc.ca/hr-rh/learning-apprentissage/agora/agora-eng.htm)