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Replies to email seeking Modernization Input August 8 to August 22, 2018

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The Commissioner has already said that there are no problems in the RCMP which is a complete 360 from Commissioner Paulson. We were headed in the right direction by first admitting that there was a culture that needed addressing.

The moto hanging on a banner outside the "K" Division HQ in Edmonton reads:

"We look to the past for our future"

We all take pride in our heritage as we have all paid with sweat and tears but like the assistant director of the treasury board (2015) told the members from "G" Division in an open response to a request for fair pay and treatment ***"The TB is not concerned about the membership as it has already shown that it is dedicated to Canadians with it's proud heritage"***

We are 400 something positions short in "K" Division is that because we can't be progressive and look to the future and leave of years of limited resources and unacceptable pay in the past. The Commissioners role is to ensure we have both not appease government with both. The first thing that should have been on her plate was to get us the pay to be a competitive police organization. We are losing 100's of young bright members to municipalities and this should be the Commissioners first order of business, and she should not have to be told by the membership that this needs to be done.

Her request for information is smoke and mirrors and an attempt to have the membership believe she is being transparent and is an attempt to undue everything the NPF has been working so hard towards...keep up the grind!!

I would have sent this directly to the Commissioner but felt it would only get thrown aside as I do not believe in transparency from the top command of this organization.

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From my first day outside of Depot, I have noticed communication issues, tension amongst teams, delays in delivering results, and lack of momentum and accountability within the organization. Most importantly, I have experienced several situations where proper planning would have greatly improved our results and officer safety. The RCMP is an organization that is striving for excellence but is struggling to bring everyone on the same page because of its size and the diversity of its mandates. As a part of the solution to the challenges stated above, I would like to propose mandatory leadership courses. Some of my supervisors and officers are extraordinary leaders. Their leadership skills are however the direct result of their own personal abilities and personalities, and not something the organization purposely taught them. There is no clear ideal of what an excellent leader should be in our organization. I am not referring here to a list of values that would be written on a wall, but to practical skills such as clearly communicating expectations and intents, leading efficient meetings, and structured planning processes. Being an ex-military officer, I believe leadership training is key to promote excellence

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and support organizational changes. In the military, aspiring leaders must attend an in-depth leadership course before being promoted. Nearly every rank in the military is associated with one or several leadership courses². At each rank, members are trained for their future position through practical scenarios and associated theory about leadership. They learn about leading operations, efficient administration, and healthy leadership. Junior leaders practice how to assign tasks (give orders) in a way that sets subordinates for success (SMESC procedure), and how to take ownership of the responsibilities assigned by their supervisor (Mission Command). Senior leaders learn how to design, communicate and execute strategic plans. Best case practices, organizational structures, and vision are also studied to ensure leaders of all ranks are aligned with the organizational vision and priorities. When I attended Depot in 2013, I was impressed with the pedagogical coherence and structure behind the training we received. The direct integration of theory into practical exercises and scenarios provided a clear example of what the RCMP expects of its members. After Depot, I had a clear idea of what my role was, and what excellence in that role would look like. I believe our organization would benefit greatly from using the Depot teaching philosophy to train our leaders of all ranks, each time there is a promotion. I acknowledge the RCMP does not have the luxury to send each member aspiring to a promotion to a 13 weeks leadership course, as they do in the military. However, I strongly believe some form of mandatory leadership training at each rank, especially the junior ones, would encourage us to aim for excellence, strengthen our organization, remind us of our common purpose, and facilitate the type of organizational changes you already promote. Thank you for offering us to participate in improving our organization.

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There is a great idea right off the bat. We need to stop sending fat un-interviewed sub par people to Depot as cadets. All you need to do is go to Depot and speak with ANY facilitator, they all say the quality of cadet is extremely low. Failure rates have really gotten high. Anyone with any kind of smarts can see we went the wrong way. What business anywhere accepts people without an interview?? No one that's who. We have a high fitness level required yet we think it's a good idea to not test applicants BEFORE they arrive. How stupid is that. Let's set the bar high and we will get a great cadet who will excel not have to be pushed through. The follow up to this is many stories about new members who cannot even pass their field coaching even after repeated attempts. We don't need bodies, we need good people not the crap we are getting now.

Let's go back to everyone writing the exam, even university students. Because you have a degree it doesn't mean you have ANY aptitude to be a police officer.

Poor members lead to problems and lots more issues once in the field, why would we want that?

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Commissioner Lucki,



This letter is in response to your call out for members to offer constructive suggestions that can contribute to positive change for the RCMP. Like you, I believe the RCMP has the ability to change and has great potential. I have observed numerous issues in my nine years of service in sections that were patrol, tactical and investigative in nature. Based on these observations, here is my contribution to the long list of constructive suggestions that I am sure you are receiving:

- 1) Have General Duty members be first responders. Similar to the model used by the Vancouver Police Department, have General Duty attend a call and then if a lengthy investigation is required, the file is handed off to investigators/detectives for follow ups. This would free up members to take calls, conduct enforcement and limit time off the road for administrative duties.
- 2) Minimum staff numbers for a shift should be just that. Often times, supervisors “risk it out” and have fewer General Duty members on shift than what the minimums are. This makes members less effective during calls that require multiple members to attend to create a perimeter, deal with an active threat or respond to multiple emergency calls simultaneously.
- 3) Two-member cars during peak periods such as weekend nights. It’s far more efficient and safer. As one-member writes, the other can be checking the area for anyone who could be approaching the PC. This would also limit the need to request back up and decrease response times to calls such as domestic assaults or weapons calls.
- 4) If you are trained on a weapon, a member should be allowed to use it even on General Duty. When a member leaves a specialised section (ERT, PDS, CACPP, etc.), that member is very accustomed to using a weapon system that is far more effective than the Smith & Wesson 5946. Transitioning to a less effective weapon system can be quite difficult and may create a health and safety issue due to trigger pull, trigger travel, finger placement on trigger and handling stoppages.
- 5) Open an additional training centre to supplement Depot. Too few cadets are graduating, and the facility cannot handle the number of people needed to be trained and graduated so that staffing level requirements can be met.
- 6) Block training could be conducted every year so that members can practice their skills with greater frequency under guidance. Being trained on new skills and tactics is great, but only so long as these skills are trained on frequently. Without practice, these skills perish.
- 7) Go with equipment suppliers that can provide quality items that have proper fit and finish. This has been most noticed with the soft body armour (SBA) carriers. Members in the Lower Mainland of British Columbia are routinely purchasing SBA carriers from local suppliers as they look better, fit better and last longer than what is issued.
- 8) To compliment point 7, the RCMP may wish to transition to a navy-blue uniform shirt. As per the Moncton Inquiry, member’s grey shirts were highly visible during the event and

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were contrasting the soft body armour carrier. As such, it was easy for the suspect and witnesses to determine where the body armour ended on the members. An example of such a shirt would be the 5.11 Assault shirt. It has moisture wicking material for the torso and sleeves that are made of strong material to prevent tearing. The sleeves can be worn fully extended or rolled up to the elbow or forearm during warmer weather. It blends with the colour of the soft body armour carrier, is clean and looks professional. To my knowledge, all police agencies in Canada have dark coloured uniforms.

- 9) Be competitive in wages and benefits. If someone can do the same job with another police service for higher pay and receive better treatment from administration, why would they choose the RCMP?
- 10) Make the Job Simulation Exercise (JSE) relevant to members. In its current format, it does not test whether a person is a good leader or manager. Instead of asking if a supervisor should speak to a member discretely or privately (actual question on JSE), test a person on backup policy, use of force, etc.

I recognize that meaningful change takes time, but members across the Force have been waiting and hoping for meaningful change for a long while now. I sincerely hope this letter along with the many other suggestions being brought to your attention are used effectively and efficiently to make the RCMP a far better police force for its members and the Canadian public.

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Well I would like the NPF, to provide the following.

Why don't we have full time HSO's. working in this Division.

And why do they choose to go against a member's medical professional decision stating "a. Member is fit for operational policing". And who wants to work. Yet when a member goes ODS they don't dispute their medical professional decision. Seems a bit biased how they chose when to challenge a member's medical care providers.

Furthermore DMC. Don't know what they are doing and don't communicate with health services.

This forcing senior members out the door for injuries they sustained on duty must stop!

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Ma'am,

In response to your email, here are three suggestions I have for the future of our Force:

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1) A raise in pay. Not because I believe we need to be paid more to do this job, I think generally we are paid fairly well. However, in order to attract top shelf talent, we need to be able to offer either top shelf opportunities or top shelf dollars. For the most part, a would-be police officer can get the kind of opportunities they are looking for at any of the other major police services in Canada. The prestige that was once held with being an RCMP officer has unfortunately dwindled away, largely because we failed to keep pace with the other police services. The decision to join the RCMP vs. any other police, will then undoubtedly come down to pay. Most young people don't give much thought to benefits and pension, they look at salary dollars and therefore we need to be more competitive in that respect. Benefits and Pension are important to maintain those top shelf police officers. I would suggest that most don't worry about benefits until they start a family and pension doesn't enter into one's mind until at least 10 years of service. I mention this as a caution to not sacrifice our benefits just for pay. If we want to maintain the balance of good benefits and average pay, we need to promote the hell out of that - that our benefits are second to none.

2) I believe the RCMP needs to change their approach to Staffing. At least in K, F & D (from what I understand E Div already takes a similar approach). Today's world has more women entering professions (doctors, accountants, pharmacists, engineers etc). Those professions take a lot of work to break into and have a substantial reward for those that work hard at their career and put in their time, specifically in the form of annual income, which is much better than most ranks of the RCMP. I have found that the RCMP has a callous approach to their officers who have spouses that have established themselves in one of these professions. In the old days, the RCMP could get away with this approach as there was plenty of candidates to replace the ones that were now less mobile. "We staff you, we don't staff your wife," I have been told more than once. As I'm sure you can appreciate, smart, hard-working people often attract to one another. The spouse of a doctor or a pharmacist is generally not a dummy and generally not lazy and coincidentally that is the type of person we should be recruiting. Unfortunately, the RCMP does not offer much flexibility on placing members who have a spouse that is now not so mobile because they have established their career. The answer that most seem to get (at least the one's I have talked to) is that the RCMP cannot accommodate that member because it would be unfair to others. I take this as a cop-out. Yes, to some it will seem unfair, but so to is sending one member from the east coast back home, but not another. Or one Officer gets to stay in their Division upon promotion while others must move. There already exists handfuls of examples of when the RCMP did something seemingly unfair when it benefits the Force. It is something that the RCMP needs to work on. Sure, it's a sticky problem, but I feel that is what our upper management is paid for, finding solutions to big problems. The benefit though, outweighs the peril. We need to attract and maintain, smart, hard-working, trained officers. Not chase them away. Today's world is geared for a family where both spouses work. And when having to make a decision that is best for the family, I am afraid a Constable or a Corporal's wage isn't going to compete with many other professions. I have seen good members leave the Force, because their spouse's career was the smart choice to follow and the RCMP left little room for the member to work with.

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I also see this as a barrier to attracting good members. A lot of us start our careers in policing at around 26 years old, at about this time their spouses are also establishing their careers and if that spouse is serious about their career, why wouldn't a potential police officer take the safe route and join with a local police force, rather than try make it work in the Mounties, knowing that the RCMP is likely going to make them move?

3) We need to promote ourselves more. To start I would suggest speaking tours to high schools and universities/colleges and not just prattle on with the same rhetoric about opportunity and making a difference, but with actual stories from the field. We do it all the time with each other. As soon as we get together at a course we tell stories and I think it's these stories that really make the job a blast and more people need to hear about it. Robert Gordon Teather has three good books that he wrote that take the format of a day in the life of a Mountie. He clarifies at the start that the books are actually a compilation of his and other's experiences that he has organized into a single shift. The speaking tours could take on the format similar to Teather's books.

This isn't a foreign concept. Mounties have been portrayed in popular culture for almost as long as there have been Mounties. But much of the movies, tv shows, books, artwork, etc. have been private enterprises. Again though, we have lost the prestige that was once synonymous with the RCMP and now we need to work ourselves to get our name back out there.

We should also focus on promoting ourselves in the rural areas and bringing our recruiting drives to small towns, not cities. Rural people are already used to rural living and would be more accepting to not having to be near a major centre. City kids may try the idea of rural living, but often try get back to a city and when they don't get it, they or their spouse become disaffected and that is when morale takes a dive.

I am open to discussing any of these ideas in more detail. Thank-you for taking the time to actually hear from your membership, instead of telling what we think.

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My thoughts in response to your request for ideas on modernization of the RCMP.

1. Revamp the current promotion system - Due to the current system, we are bypassing extremely qualified leaders who simply can't pass a test or can't articulate in the written word well enough to compete with narcissistic individuals who have no problem extolling their own virtues and describing how great they are. Perhaps a peer reviewed, results oriented, achievement-based system? Not sure there is any easy answer for this one though.

2. The current competency-based promotion system has created an adversarial system where individuals are more concerned with gaining competencies for their own promotion than putting the needs of the organization first. It has also led to a "if it isn't broke, I'm going to fix it" kind of mentality. Yes, there are better ways to do things. Yes, innovation is good. But we need to stop re-inventing the wheel!!

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3. Nepotism still exists within the promotion system. The best people for the job are not necessarily the ones getting picked especially when the Line Officer of the Unit is the decision maker. Perhaps, having an outside reviewer make the choices?

2. Have some actual accountability in place to deal with transgressions. There seems to be very little appetite to "hurt someone's feelings". Some of things that members get away with now would result in disciplinary action or firing if they were in the public sector.

3. Revamp the medical system and supply more support for the medical staff. The system is broken plain and simple.

4. Create a unit to investigate those scamming the medical leave system. There are plenty of stories and even admissions of members being on sick leave and participating in activities counterproductive to their supposed health issues e.g. building houses, engaging in secondary employment etc. etc. Some even brag about what they get away with. It's ridiculous and even though there may be a small number of members committing this fraud (which it is), it's a morale killer and does little to discourage other members following the same path.

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Appointment to officer ranks. It is somewhat appalling to witness the nepotism in these appointments. The NPF should have a say in these appointments as they represent the rank and file. How that happens should be discussed

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I guess for a start the RCMP could do the following:

1. Stop allowing, encouraging and covering up workplace harassment.
2. Quit promoting incompetent people who'd only skill seems to be creative writing to make themselves look good.
3. Spend more time, effort and money on actual police work instead of screwing over members that aren't a part of the good old boy's club.

These are some basic ideas, but they might be a bit too complicated for a white shirt to understand.

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Please see my points below to add to the list being sent forward.

1. New promotion process. If we must still complete an exam than the exam need not just be multiple choice scenario-based questions. Most municipal promotional exams include questions regarding policies, procedures, etc. In addition to having pass the exam and complete the promotional application package, there should still be an interview process or question and answer with a panel of interviewers etc where candidates have an opportunity to demonstrate their skills and experiences as to why they should be selected.

2. Advances in technology in terms of our reporting databases. Using a program that would allow for easy documentation versus being strapped to a desk doing PROS or E&R for MCM is not a productive use of man hours. This would allow us to be out doing more work in the communities we serve versus keeping us in the office. Employ more civilians if we need to assist with this data input.

3. Members need to be held accountable. If you can hire us then you should be able to fire us, it's that simple. Allowing members to continue to sit at home ODM off duty mad or whatever their reasons for months and years on end is unacceptable... at times it's at the expense of others in terms of harassment complaints etc. One pissed off member should not be able to name others in complaint and potentially tie up those members careers until the matter is investigated or resolved, issues such as that cause undo stress on many members and their families rather than dealing directly with the problem children at hand.

4. Pay your people. I currently work in the GTA where the cost of living is higher than Vancouver. We are expected to work here but we don't make extra money as an incentive such as northern allowance. Not only do members not want to transfer to these high cost of living areas, you are sending new members here straight from depot. First class constables can not afford to start out in posting such as the GRA or Vancouver, especially with no extra incentives. It's now been 2 months since I worked G7 and I have yet to receive my extra duty pay claim. You can't expect members to keep putting the job first when the job doesn't put us first. Most municipal agencies see their overtime on their next pay check, not us.... we wait at least 1.5 months to receive it... why the hold up? Hire more people in pay and comp.... as for the G7....stop trying to reinvent the wheel every time we host an event, it's not only frustrating and unprofessional, it's embarrassing.

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Promotions is one area I have always wanted to work on and see changed. Unfortunately, I have never been given the opportunity.

Promotion system needs some tweaking.

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1. Double blind process. - white shirt does not know who the applicants are
2. Members should have a peer/subordinate's evaluation score. Anonymously completed by those that work with the member who is trying to promote. There is a major questions that needs to be asked which is lacking in the RCMP -"can this member work as a part of a team?", "can they delegate and treat others on the team with respect", "would you want this person as your supervisor?"
- 3.HR/staffing could be civilian jobs- police officers do not need to be doing those jobs
4. We need to focus on learning our "jobs" we currently are in and stop checking boxes. A member should be given the ok to promote after showing a competent skill level at the job they are holding
5. And if members do LDP or undesirable post there should be some type of bonus points when applying for a promotion. Some of these postings are difficult to fill- give some extra brownie points for doing them.

Thank you for listening. I made these as frank and simple as I could.



You need to get rid of micro managers. They cause morale to drop to zero. They cost the organization thousands in man hrs trying to save a few dollars. I have a harassment complaint against one right now and I would really appreciate some over sight from mpg please



Please add my comment to your group messaging to the Commissioner that I'm surprised she's been so silent on our unionization efforts. I would have expected her by now to have made some comment about the process. That's my two cents.



In my 27 years I have never seen the morale at this low before. It sad to see. I am a proud Mountie and it hurts me to see members with 12 years saying they can't wait to retire. We need to do something



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I have been posted to two divisions and my postings have been small locations to small cities where you are lucky to have PDS, May or may not have a Containment Team and do not have ERT anywhere near you. The members in these posts have various levels of training and experience in officer safety. Too many times in over 11 years there has been a need to call in resources trained or experienced in mid to high risk calls for service but where not call has been made by various NCO and detachment commanders with budget, time for ERT to respond and a wrong belief that any couple of GD members can handle a situation. I believe that where resources exist, they should be used. There are options to these small areas:

- ERT
- containment teams
- PDS
- specially selected GD members who have the demonstrated skills and training in medium to high risk calls

There needs to be a process in place where smaller postings or regions have access to the above four mentioned assets as whole groups being deployed or small numbers of members from those groups. Currently there's a sense in the RCMP membership where I've been posted that if a call is high risk enough you can get ERT and containment but usually and with my experience you can not get those units. You can normally get PDS but one PDS can't solve a medium to high risk situation on their own. Blindly sending extra GD resources with no stomach for a medium to high risk call also does not solve the problem. There needs to be latitude in the number of trained resources we send and to what kinds of calls so that there's more and easier deployment of trained resources to these smaller detachments and sparsely populated regions. A lot of these areas already have PDS and containment teams and some members with training and experiences in medium to high risk calls.

Secondly, a review process has to be in place after medium to high risk calls take place where a NCO and detachment commanders' decision to not call on trained resources is reviewed with an eye toward whether they made decisions that had the safety of members paramount over budget and timelines.

People. I'm in Northern Manitoba, we have a complete lack of members. The Detachment allocations are too small, and we can't even fill those spots. Detachments are crying for relief.

All constables are fresh from Depot and get swamped by the workload, seriousness of the workload, lack of appropriate and quality field coaching, and lack of supervision.

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Corporal and Sergeant job postings are collapsing with zero applicants. Detachments consider themselves lucky if they can find someone to go PBE.

The RCMP has many issues, but they pale in comparison to our human resource crunch. We are trying to provide a service without people.

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Pay. Start there!

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RCMP should allow members to keep facial hair like other police agencies.

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Hi there regarding your email about modernization I have the following thoughts. I realize this may be a ridiculous topic, but I'll get into that.

Beards;

Why can't we just ok beards finally. The argument of 'your CBRN mask won't fit properly' is moot. The RCMP took away my CBRN mask in 2010. I no longer have a CBRN mask to worry about having to fit properly.

Secondly and personally. I am a member with some medical restrictions. I'm not allowed to be an operational police officer because I have been prescribed blood thinners for a blood disorder. I can't carry a gun and can't respond to violent incidents or participate in OSM's or carry a gun because of the restrictions and the fact that I could be injured, and I would allegedly (there is studies that say otherwise that the RCMP won't entertain) bleed more and not stop the bleeding.

Yet here I am having to put a razor blade to my face everyday to conform to these standards. Common sense has clearly gone out the window.

Thanks for listening.

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Something the RCMP could do to modernize would be to modernize its appearance. Frontline RCMP members are provided with the least functional and least modern operational uniform in the Canadian police universe. Why have we not been provided with a uniform that is safe, functional, and professional looking? Our current uniform shirt highlights our centre of mass when we wear our SBA. We are given pants that belong in an office setting, and are expected to climb fences, go hands on with suspects, and run through mud and snow.

Some suggestions for a modern appearance:

- a dark blue shirt to match our vest and pants
- uniform pants that are appropriate for a policing environment
- instead of issuing items for the duty belt (flashlight, cuff pouch, etc), provide a yearly stipend that allows members to buy items that fit their operational needs
- not go with the lowest bidder when it comes to our uniform. Members should feel sharp and confident in their uniforms. They should be proud of the uniform they wear

Updating our appearance would represent an actual shift towards modernization in the force and would show the membership the commissioner is serious about her promises.



I am writing you to you as I did not wish to write the Commissioner directly.

1. Improve our equipment:

I have ordered several items off TEAM which included handcuffs pouches, vests, shirts and pants that have all fallen apart within a day. I find this frustrating as any other Police Force out there is able to supply the front line with the proper equipment. I understand that we cover different parts of Canada which makes it challenging to provide equipment I suggest we take a new method in delivering and improving equipment. My suggestion includes giving each members a certain allowance or point when it comes to buying equipment and give them the choice of buying equipment from local distributors.

The way this would work every member gets \$700 towards equipment they can buy what they need to make their job easier.

2. Employee Wellness:

One thing I would like to suggest that's been very popular among the membership is a wellness account which includes members uses their benefits to cover gym fee, gym equipment (for

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members in LDPs) RMT, Chiro and so one. Furthermore, in a long term vision of the force it be nice if we can implement time for members to actually use the gym. I know we get an hour right now in policy, but it never gets used as SR NCO do not support it.

3. Stat Days:

This is a huge issue when it comes to front line policing.... Far to often we get the short end of the stick when it comes to this issue. Its unfair that the front-line members who work 12 hours shift only get 8 hours in a wellness day or 8 hours in a stat holiday. I feel that no matter what section you work in you should be given a full day off when it comes to wellness or stat. I feel that this would drastically help the front-line members with recovering mentally and reduce ODS time.

4. Mandatory Psychologists:

I think it should be mandatory for all of us to have the opportunity to see a Psychologist every three years as a part of the Medical exam. This will force members to seek help even if they don't think they need it in the moment and will prevent further harm later on in their careers.

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The RCMP has the rule of members being clean shaven. But as a police organization that is trying to modernize itself like the other municipal forces across Canada we should allow members to keep facial hair if it is well groomed and presentable to the public. There are many members who feel the same way.

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Good evening NPF!

I realize that this is not a big issue for the new commissioner (seeking new idea) but even after one year of retirement, the RCMP does not have any plan to produce ID card for the member. I have been sending email to them for over a year now and still being told that they are looking into it to figure new procedures and policy. It does not take a year to create ID card. We (retired) member do not have any ID to provide and prove that we were member of the RCMP and Federal employees.

I would like to know if you were aware of this issue and if so if you could provide more information.

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1. New pistol
2. Better equipment including pants, belt, most important are the boots they provide and more allowance for boots for us to buy
3. Easy way to claim our pay, the system now is not user friendly at all
4. Vehicles are unsafe to drive, maintaining them
5. Anything to do with money, RCMP HS complicated system and many members do not claim many benefits due to their system on team
6. Our salary? Municipal polices are better than us or any other gov't police I. The base salary is unfortunately not the best
7. The computers we use are slow and outdated
8. Our software Pros is not for us and pat is not best alternative
9. Our paystub have the minimum information, we can't even track what are we being paid for, it used to have more information. I think they did this because we won't be able to track our own money
10. Short staff everywhere

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Fire the harassers under zero tolerance policy for harassment. They often get promoted and are very rarely taken to task for behaviour, minus a few days pay. Change the reporting system so if an immediate supervisor is the alleged harasser, the complainant doesn't have to report their complaint to the harasser. Happens more often in smaller postings, and a lot of times causing complainant to transfer to get away from harasser.

Make the promotion system more transparent and fairer. Weed out the people that can't lead and don't have people skills but can write a good story about themselves. Make them accountable through what co-workers think about them. Makes system more realistic about their character, values, morals & ethics.

Get better HSO services. That the HSO can refer members to get needed treatments faster, inter-provincially or internationally, and get members back to work faster. Stop taking our benefits away. When we had blue cross, we had a lot better health care.

That the force shows sincere support for whatever representation we end up with and not fight the progress.

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- pay raise
- better equipment and uniforms
- growing a beard etc

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Well, I will provide my two cents, but I will not hold my breath for anything positive to come out of how.

1. For starters it would be great if the RCMP could have program like the armed forces called "Depart with Dignity" for members taking a medical release. Currently, members releasing in this way don't seem to be given the appreciation deserved for their service in the force. There is no ceremony, no ID card, and little else given to the departing member. It seems management cannot get them out the door fast enough.
2. Members that are long term ODS are sent out to pasture and forgotten. Nobody is checking up on them or ensuring that supervisors or health services are doing the proper loading with ODS member.

Hello gentleman and thanks for all you do. Other than the obvious, (paying us what we deserve and are entitled to), I have a couple personal suggestions to help modernize the RCMP.

First, I would modernize the uniform. Once members outgrow or wear out their Dept tailored kit, we look like a joke. The blues are like clown pants, the shirts hang out the back like sails. I think we need to be given a grant per year to get out own kit. As well, the shirt needs to be changed to match the colour of our blues. How often do we hear "look sharp feel sharp". That lasts as long as our Depot kit.

Secondly, I know we all signed the dotted line to work anywhere in Canada. However, if younger members had more opportunity to return to their home provinces, I think you would see a higher morale rate in the force. Ultimately it would save the Force money as the members would be transferring within the division and across the country.

Just my two cents and please keep up the great work.

I'm not sure that I would feel comfortable emailing the commissioner directly with my perspective, but my current concern is as follows;

I joined the RCMP to do police work, and that is what I expect to be paid for. Currently I, and my co workers spend significant amounts of work time attempting to justify the semantics of how we are to be compensated for our duties and expenses on the monster known as TEAM. I do not claim to be a payroll expert. I am a police officer. I don't want to spend hours interpreting the semantics of my G7 claim, only to have it sent back to me to waste more time.

I would humbly request that I be given the respect due most employees in the Canadian work

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force, and that a system be put in place in which I do not have to waste company time playing semantic guessing games to get compensated.

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Something needs to change in relation to how our future leadership is selected. Too many times we place leaders in roles that their main priority is themselves and how they can write examples about themselves while other members are too busy doing their job or cannot openly brag about themselves. Leaders should be representative on how they develop others and not themselves. Thanks for forwarding this on my behalf wouldn't have commented to her directly.

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Good day Ma'am,

I have two recommendations for modernization.

First and foremost, I believe the way we structure and utilize our staff is flawed. I feel that the changing of the corporal rank from a managerial position to an investigative one would bring the rank more in line with that of detective. It would ensure more intensive investigations are getting the attention and skill they require. The rank would now entail follow up to all investigations not initially dealt with by the dispatched constables. It would mean that the Sargent is now the supervising officer to front line constables and would be required to sign off on any call for service that is to be reassigned to the corporal for further investigation. The S/Sgt is now the only NCO able to command a detachment/unit. This would mean either eliminating two-person detachments or significantly increasing their compliment. I believe the current Cst to Cpl to Sgt and S/Sgt ratio will sustain this new model.

Second, I believe that the way we train our officers to shoot is not aligned with the demands of a modern police force. I believe we need to teach our members to identify and engage targets that are moving and reactionary. We need to teach our members how to engage threats when multiple officers are present. The dynamic and methods of engagement for pairs or teams of officers is a marked departure from our traditional target practice style of shooting.

I have cc'd the NPF, so they may include my comments with the others compiled.

I thank you for your time Ma'am and am encouraged by your first 100 days.

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I'd like to add a few ideas for change for forwarding to the Commissioner please.

1. Promotion Exam - either go back to pass/fail or scrap the exam all together. The 3 years expiry is ridiculous especially when you allow examples to never expire. Consider this: a member in March could be highly competitive with excellent examples but come April when they

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get their failing mark somehow is unable to even apply. Despite having excellent examples? Seems silly and illogical.

2. Promotion by Exemption. This is going to be our demise. I understand the Staffing reasons for it but it has resulted in sub-par members being promoted and now leading others. Perhaps they get the position but not the rank until they complete some type of extra work...? Make it undesirable to be PBE so that it is not used as a method to skirt the system.

3. Leadership training - leadership training needs to be taught at the ground level and re-taught at each rank bump. If the NCO exam is based on one's ability to be a leader then we should train for that? We have supervisors everywhere... but what we need is leaders.

4. Divide the Force - reinforce the divide in responsibilities. The NCO rank does the operational work with the SSGT supervising and in full operational control. The officer ranks manage (policy, HR, finance, etc). The officer rank does not interfere with operations and the NCO rank is not required to do the officer ranks job.

5. Small visible rewards system - some other Forces allow members to pin small items of significance on their uniform as a sign of pride (cross pistols on lapel pins) for qualifying over 225 on the shoot? Etc. We need more of this in our Force.

6. More training - the Moncton verdict should have struck home by now but from my view it hasn't. We need more relevant tactical training at all levels. I was a municipal cop previously and 15 years ago while in recruit class I had completed the equivalent of the PPSC course, active shooter training (simmunition training in school shooting) and sim shooting with high risk vehicle stops. 15 years ago!!! It was mandatory, and all were yearly qualifiers. This isn't mandatory training in the Force yet. Think of how that training could have made a difference in all our use of Force incidents this past decade!

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Commissioner Brenda Lucki,

First of all, congratulations on becoming Commissioner of the RCMP, and thank you for providing the members with this opportunity to speak up and be heard by Senior Management. I have heard nothing but good things about you, as a person and as a police officer, and I am hopeful this modernization within the RCMP will happen soon due to your efforts. I will attempt to keep my suggestions constructive as you requested, however, this is extremely difficult due to the state the RCMP is in, and I firmly believe members being honest is the only way change may come.

I believe to provide constructive suggestions, I need to first explain my feelings for the current state of the RCMP and why I believe it needs modernizing or change. To do this, I feel it is only fair to reflect on my personal experiences as well as compare this organization to other Police departments in Canada.

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Overall member safety and well being:

The RCMP is consistently short staffed in every detachment I have worked, every detachment I am interested in going to, and every detachment I have spoken to other members about. This may seem like a concern that needs to be addressed, but to put it lightly, it is ruining your members lives. Members are over worked by an unbelievable amount, which is not only a huge safety concern, it is guaranteed to burn the members out. Do you know how many friends and colleagues I alone have within the RCMP, that have had their Marriages ruined, their relationship with their families ruined, and their own personal lives ruined due to the burden of being an RCMP member? This is not due to the difficult job we do as a Police Officer, it is due to the difficult job we do with the limited resources, inadequate equipment / training, and insufficient compensation and general care from the RCMP. We are not just stats. Morale within the RCMP, is at an all time low! Generally, people view the RCMP as being one of the most well known "Prestige" Police forces in Canada... when, it is not. The reality is, the expectation of us is way to high, without the appropriate tools being provided to us, without enough man power and resources to keep us safe, and without the proper compensation given to us. Then we try to put on a smile for the public and be professional, when behind the scenes this overwhelming pressure inside needs to come out somewhere. This should not be the "cost" of being an RCMP member, no job or career is worth that price. I am proud to be a Police Officer and protect my communities, but myself and so many others are no longer proud to wear our red serge. It is a disgrace to see what the RCMP has become, and I would want nothing more for that to change, to not only be proud to be a Police Officer, but to be proud to be a Police Officer with the RCMP. That is why I am taking this opportunity to write you, not to vent or complain, but in hopes that the RCMP will see the much-needed change within its organization before I, and so many others, make the decision to change Police forces, as deep down I believe I do love the RCMP. To give an example, I have spoken to other Police forces and this is the general outlook I get:

- They typically ride two members to a car and rarely will go to a call without these two members per car response
- They do not have the "No call too small" mentality and can focus on real Police issues without being bogged down by every minor complaint
- If there is an incident, they feel "backed" by their Police force
- They receive appropriate interventions tools, firearms, kit, and training to perform their duties
- They receive perks like gym memberships etc
- They have a contract of sorts that shows a minimum number of members per watch, if they go below minimums, even for one day, they call somebody in on overtime to ensure their members are safe
- They do not feel they have enough resources (However their resources almost double the RCMP's for similar sized detachments).
- They feel their compensation should be more
- They have an efficient system for RTCC's where it maximizes time on the road dealing with files, not in the office doing paperwork.

For an onlooker, given the job Police are required to do, the above conditions could be less than ideal but acceptable. The RCMP does not even begin to compare with this. The RCMP's conditions are inadequate and unsafe. It would be rare for a day to go by, when I do not wonder about joining a Municipal Police force, and I cannot help but have regret for not switching over a

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long time ago. I have many friends that have switched over, and there is no end to hearing how much happier and healthier they are. I cannot explain why I have stayed with the RCMP... maybe hope that it will someday change for the better? Maybe hope that "my next posting will be better"? Or maybe I'm simply too exhausted to invest the time to make the switch. I am currently in a 2 member posting, where backup is less than insufficient, I am either working or on call 24/7, there is no relief when one of us leaves... causing obvious officer (and public) safety issues, not to mention we are left with guilt for taking any length of vacation, and I am often put in the position to sacrifice my morals and someone's safety (including my own), or to not comply with our Policies. My family, my friends, and my community have all voiced their concerns to me regarding how unsafe these working conditions are. The reality is... despite all the above, I am willing to work in these conditions because I feel this is the only way I can get any type of break from going call to call, staying late after shifts, and burning out. Despite these working conditions, I feel I finally have a little bit of my time to offer to my family, instead of unwillingly dedicating everything to my job. Simply put, the staffing levels need to be higher and consistent with other Police forces. Is this obtainable? If so, what is the time line. If not, communicate that to us as well.

Pay

I am bringing our wage up second, as like most other members, I feel our wage is one of the biggest issues, however in the big picture, our lives, safety and well being are more important. I'm sure you are fully aware of the RCMP salary vs most of the major Municipal Police Departments salary, and if you are not I urge you to please research it as it is readily available on their web sites. For example:

RCMP After 36 months: **\$86,110**

Edmonton Police Service 8-year Constable: **\$107,662** \$600 annually for boot allowance / kit

Delta Police Department 10-year Constable **\$106,819**

Regina Police Service 8-year Constable: **\$103,930**

So, on average... \$20,000 more annually BASE RATE. Not to mention, most police forces wages continue increasing, another raise after 10 years, another raise after 12 or 15 years etc, etc. One positive for the RCMP is that it offers many sections. I am interested in these sections, however, they are almost exclusively offered in major cities, for example the Lower Mainland as it applies to me. As per one news article, the average selling price of a single-detached home in Metro Vancouver was \$1.83 million in January 2016. Due to our current wage, this makes my interests within the RCMP impossible. No, the RCMP does not control house prices etc, but it should at least have a reasonable wage competitive with other Police forces, which at this point it does not. To put it in perspective, if I were to have switched to a Municipal Police force 5 years ago, I would have made approximately \$100,000 more, for doing a similar job, but safer and with more resources, better equipment and tools, and a much better work / life balance. Now you see where my earlier regret from not switching over sooner comes from. By waiting for change, I am wasting away what could potentially be an enjoyable career with time for my family, until it is time to retire with still no change, or until I can simply no longer do it. So, in conclusion I will point out several changes that are important to me as a member of the RCMP.

A much higher, acceptable wage

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-A wage that is comparable to the larger Police departments in Canada. We should again, easily be in the top 3 highest paid Police forces in Canada. When this change comes, it cannot be small increments over numerous years... put us directly in the top three Canadian Police Forces for wage.

More resources and staffing.

-Even if we were getting paid equivalent to a better Police force, what is keeping us in the RCMP when the work is harder, less rewarding, with no work / life balance than other Police Forces? We need to have minimums that provide a sufficient number of members to safely and efficiently deal with the amount of calls and complaints coming in. I have also done my research on this, and I would ask you please do the same... other Police Forces on average have twice as many members working than an RCMP detachment of a similar size / population. How is this acceptable??

Better equipment.

*The firearms we carry, simply put, are pathetic. Shooting is a hobby of mine, and I can say out of all the firearms I have shot, I would never choose our service pistol to protect my life or the life of others.

*Update our uniforms to be more tactical. The yellow stripe is great for red serge duties, not for patrol uniform.

*Members are going against policy by purchasing their own equipment due to the quality of the issued equipment. Yes, it is going against policy, yes it will continue as our lives are worth it and come first. And why is it against policy to take pride in our kit / equipment when our force issued kit is not adequate?

Training

-Along with our kit, our training needs modernized. Block training every 3 years is next to useless. If I want to be a good shooter, the onus is entirely on me. If I want to be current with the procedure on high risk calls, the onus is on me. Then, when we make a mistake due to lack of training, we are the ones scrutinized. We should be training, constantly learning, and evolving. Instead, for the past 9 years, I have relearned the same basics every 3 years. How about we don't train to the lowest denominator, how about we train often enough that we aren't relearning the very basics every 3 years but evolving so we can deal with our job safely and with confidence.

Staffing / CDRA

-The way staffing works in the RCMP needs to be reworked. CDRA should be able to assist members with their goals in getting into a section, getting to a specific area of Canada, and providing information on how to do that. As it works right now, trying to stuff a member in a non-desirable posting so they can tick it off their list seems to be the way it works. I will be on my third transfer shortly, I have experienced this. The "promises" from the RCMP of getting into a section or wherever we want to go after doing an LDP / IP are completely empty. If anything, my career has suffered more than if I would not have done these postings.

General

-I personally have dealt with a lot of high risk incidents, a lot of horrible crashes, suicides, sudden deaths, murders... I believe I can count the number of "Debriefings" I have had on one hand. Paramedics, firefighters, most first responders have immediate debriefings, for much less traumatic incidents. I think this is extremely important, and something that is grossly overlooked in the RCMP. Having these is a good way to let your members know the RCMP does care about

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them and recognize what they do on a day to day basis. We deal with a lot of difficult situations and are pressured to suck it up and go to the next call.

-RCMP members should have allowances for a gym membership. It directly relates to our job, and many companies offer perks like this where their employees have a job unrelated to fitness.

I believe I am only scratching the surface as to what needs to be changed / modernized in this organization, and I have left a lot of less important issues out. I also know, many members are not responding to you, not speaking up because they don't have the time, they don't believe this will make a difference, and our concerns will go unheard, like so many other times. Please don't let this be the case. I don't know the politics or difficulties behind our wage, our staffing levels, or other issues, and I don't know the answer in fixing these issues and making the RCMP comparable to other Police Forces. All I know are these issues are nothing new, and we have been working through the years with minimal to no change, and that if there continues to be no changes, there are better, safer options for my career, my well being, my family and my life. I do not believe I am wrong or overstepping my position in saying that comes first. I do believe you could potentially get a lot of good ideas for modernization through researching and speaking with other respectable Police Forces in Canada. I truly do hope the RCMP becomes a more modernized Police Force over the next 5 years, one that we can be proud of, one that we are fairly compensated for, one that supports us, takes care of us and provides us with the necessary training and tools to do our job adequately and safely, and one that allows a life outside of work.

Thank you very much again for being open to hearing our ideas as frontline members.

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With regards to the email for modernization I would like to suggest we have ONE provider for insurance coverage! GWL, blue cross and SunLife is one of the biggest complaints I hear from members. Very confusing and ridiculous we have 3! This is not a monster issue I know but we can do better than this.

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We need to have the funding that was taken from us under the Harper administration returned and then some. With that we can increase hiring, wages, benefits which in turn will reduce staffing shortages and the accompanying stress that this has caused. Which in turn will reduce stress leave and sick leave, increase officer safety and allow us to better serve the community.

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We are stretched too thin that no one can even get a transfer. Tell the big 3 they need their own police force and reduce the burden on the force. This will improve morale and allow people to go home to places they want to be and where their families are.

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Gets tiring not being releasable due to staffing issues and quite frankly makes people apply to other forces.

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I believe that the following areas should be looked at:

- Separate Employer Status
 - The Commissioner giving up "Deputy Minister" Title
 - Individual Divisions be responsible for their own requirements / actions. Ottawa has ceased to have any true knowledge of what is going on within the various Divisions.
-

I respectfully ask that you consider the following to modernize the RCMP.

I would start by looking at inconsistency in the working uniform of frontline police officers on the RCMP.

We are already seeing a growing trend with members choosing to no longer wear the yellow stripe in protest over current working conditions. We are now seeing a large trend towards members wearing blue shirts instead of the safari gray.

One only has to turn on the local news to see the various uniform combinations that members are wearing. This inconsistency is unprofessional and disturbing.

I would like to suggest the abolishment of the gray shirts and the acquisition of blue lightweight shirts like that worn by countless other police forces across Canada and North America for example, the Vancouver police department.

In my 20 years this has been a taboo historical issue. I have read the psychological rationale behind the gray safari shirts on top of blue and yellow pants and get it. The RCMP is already distinct from any other police agency in Canada with our red ceremonial dress uniform. The red tunic is an iconic symbol of Canada and its values. It separates us from the flock.

I am a proud member of the RCMP and I remain proud to wear the red tunic.

There are many tactical advantages for removing the gray shirts that improve officer safety and presence on the front line.

I would like the Commissioner to give serious consideration to the working uniform of the RCMP and bring it into alignment with the rest of Canadian police forces nationwide. I ask that you consider modernizing our professional look and appearance on the front lines when in working uniform. The boost in membership morale from such a small initiative would be immeasurable and demonstrate sincere commitment from our leadership.

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OMG. I haven't seen positive change or follow through on a positive change in my entire service (32 years).

1). Change policy so that pay is reduced for those who are ODS for a specific period. It appears it is easier to not work when you simply know you will be paid in full. It's an epidemic to have people report to work.

2). I can't wait for the union to be in place so that very important issues have an ear. For e.g. surveillance driving which brings several HTA offences into play however will not be investigated on how to support the members in these roles but have full expectation on accomplishing the task.

3). Follow through on changes already deemed a requirement from the CLC charges i.e. timely and efficient training, receipt of equipment etc. I could elaborate very deeply on this topic but know it would be useless at this point. All I can add is it always appears to be a cover your ass moves rather than simply what makes good or common sense to help the front-line members. We are so big the bureaucracy always seems to halt any positive changes or perhaps it's just easier to say no so that it can't impact anyone's current position of rank or the progression of same.

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Thank you for offering to relay information to the Commissioner. Ironically, she recently visited my Division and a request was sent out that questions for her were to be asked in advance of her visit which meant that they were being vetted. I asked who would see these questions-comments, but no one seemed to know.

My thoughts are that we need to stop trying to act like we are a corporation and recognize that we are a police force. Previous military and municipal police experience have had a huge influence on my thinking but I also recognize that we cannot be run in the exact same manner, rather I believe we need a blended model.

The RCMP needs Separate Employer Status and to be more at arms length from government.

Leadership failures begin at the rank of Constable. While not every person is a natural born leader, they can still be given the tools to become a good one.

Members should not be promoted and then sent on leadership training; this is absurd.

A basic leadership training course should be developed for constables that includes: relevant RCMP policies + procedures, basic admin refresher (TEAM, PROS etc.), basic Incident Command, problem solving, conflict resolution, how to refer a member in crisis, Financial Authorities even fitness such as the PARE. The member would be evaluated throughout the course and would have to pass various exams. Upon successful completion, the member would

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be considered eligible to apply for a promotion and would have to do so within a certain time limit (say 5 years).

Similar courses would be developed for senior non-commissioned and commissioned officers candidates.

There are ample government facilities across the country where these courses could be held and would result in a pool of qualified members who have both the confidence and skill sets to take the lead.

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I implore you, our Commissioner, to fully engage in modernization of the RCMP through efficient negotiations with the NPF. I find this shotgun send out of an email to all members regarding all their thoughts on modernization to be an exceptionally ill-advised decision. The plethora of replies from thousands of members from coast to coast to coast will likely encourage no further emails to be sent out by you ever again. But I applaud your desire to seek input on positive change. We need a Commissioner who earns a strong reputation for acting on what matters most to members. As you well know, the embarrassing gap in wage and benefits between us and other police forces in this country is priority one for you to address. This is not a problem you brought but one you inherited from our previous Commissioner. The average of the Top Three in pay and benefits must be your goal above all else. The previous Commissioner's neglect has put us into the deplorable state we are at for recruiting. We must face a fact - you can never recruit the best when pay and benefits are so much worse than your competitors. So today we are not able to hire the top or the winners but instead those who lost out on getting hired by the host of higher paying municipal and provincial police forces across the country, those that were not deemed as "good enough" for the higher paying competition.

Today in 2018, a Calgary Police Constable earns more in annual salary than a Staff Sergeant in the RCMP!!! Sharing this fact with an inquisitive, exceptional cadet ultimately modernizes the Calgary Police Force. We are then left to hire those not good enough to make it, which moves us in the RCMP backwards not forwards organizationally.

I pray that you act upon the abysmal neglect of the recent Commissioners by restoring pay and benefits to the point where all members will not hesitate to truly and openly encourage others to join the RCMP. I promise that if you do this, the officers we hire will genuinely be "winners" who will come with a cadre of skills and abilities to modernize our RCMP like never before.

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I would like to begin by saying that I have the utmost respect for, and confidence in, our new Commissioner. My respect and confidence are rooted in both her great openness to change as well as her strong background in General Duty Policing. To put it plainly, she has "been there."

- 1) **It is time to disband the Musical Ride and redistribute the vital resources it is currently using to General Duty policing in Western Canada.** General Duty policing in

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western Canada, particularly Saskatchewan and Manitoba, is not in a healthy state. To be blunt, it is in total crisis. To tie up so many members, support staff, and tens of millions of dollars in a non-essential showpiece, is exactly like spending money on a new flat-screen television before a person has bought food and paid the mortgage. With front line Members having to attend horrifically dangerous calls with no back up or back up that is 75 (or more) kilometers away while they themselves are already running on fumes and approaching burn out is totally unacceptable when such resources are devoted to a riding show. Imagine if those Members, support staff, and vast financial resources were re-invested into those many, many, many poor places that are just dying—desperate for help, desperate for Members, desperate for relief.

We are almost guaranteed to hear objections about how the Musical Ride is so very “Canadian” and how the RCMP are so “essential to our national identity,” etc... If this is so, then Canada must fund us, equip us, and staff us properly *first*. Canada must step up. If every detachment had what it needs, and we didn’t have Members driving 100 kilometers to a domestic in progress; if we don’t have Members totally burnt out because they are carrying crushing workloads; then by all means, let us have a demonstration team. However, at present, this is *not* the case.

SO many of our problems as a force seem to stem from us being “Mounties” first and police officers second—at least in the popular Canadian imagination. We are not “Mounties” in the gift shop bringing postcards to life, we are police officers serving in some the worst and most dangerous places in Canada, yet Canada does not seem to even know this is so.

2) Following closely on my first suggestions, **the RCMP should no longer make what I would call, celebrity guest cameos.** I see RCMP Members standing at citizenship ceremonies, helping to present the grey cup, standing a Canadian film festival for photo effect, standing by while a Canadian celebrity receives a star on the walk of fame, but meanwhile...in western Canada...there are Members with no back up. Members fighting for their lives in ditches beside the highway with someone who “isn’t going back to jail...” In so many instances, Canada seems to need a “Mountie” there to complete the picture. We are not Canadian kitsch, we are *police*. There is a “Mountie” for the Grey Cup, but no hope for that detachment in the middle of nowhere running on fumes and burning out its people.

I cannot imagine FBI headquarters in Washington D.C receiving a request to supply a few Special Agents to the county fair or the local awards show because the FBI is just so, “American.” If it did, the request would be met with a resounding “No!” because those Special Agents are engaged in vital police and security work. We desperately need to stop the luxury purchases until we have found a way to pay our household bills and feed our starving people.

3) **The RCMP must get its thinking out of 1885 and into 2018 and beyond.** Although we do not like to admit it, our policing model seems to be virtually unchanged since the days of the March West and the Northwest Rebellion. Our leadership (which does not live in the west where most of our force lives) still seems to believe that a collection of tiny little “detachments” and outposts spread over vast, vast distances is the way to meet the policing challenges of the 21st century. It is not. “Detachments” of 3 or 5 Members belongs to the fur trade, not to the 21st

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century. If the crime is 24 hours (and believe me, it is!) then it stands to reason that policing should be too. “On call,” response times that involve 100 kilometers, and the like simply have to go.

However, this takes what we do not have: money and resources. The problem is, no one is currently willing to educate Canada. “Canada” as we know it—the population of Canada—basically resides in Ontario, Quebec, and the lower mainland of B.C. The truth is, most of Canada rarely sees us or sees how we have to live and police. I do not for a minute think that an average Canadian person would think it reasonable to have 2 Members trying to cover an area the size of Prince Edward Island—with one of those two Members asleep and far, far away from their partner. **Canada needs to be presented with the stark, ugly truth of how General Duty policing operates in Canada’s poorest and most violent places. Canada needs to be awakened to reality and asked, “Do we as a nation feel that this is how a G7 country ought to behave?”**

Canada needs to do an honest and real assessment of what real policing requires and costs and make it so. It is far easier said than done, but it must be done. For too long, we have operated on a 19th century model simply because it is cheap and easy. It doesn’t require the raising of taxes or the telling of hard truths. The way it has always been done does not rock any political boats or get anyone passed over for promotion or re-election. However, hard truths are needed, and Canada needs to hear them. Our fellow Canadians are under-served, under policed, and the “Mounties” we claim to love so much are dying out there in places we, as a nation, do not know exist in our very own country.

No positive change can happen until it is bravely accepted that we have a problem. The 1885 model died a long time ago and this country needs to awaken to that. The “Mountie” in his cabin with a husky and the Union Jack never existed, but the General Duty Members having to deal with unspeakable violence, debilitating isolation, and crushing workloads with no hope of relief or even decent equipment is very real indeed and that desperately needs to end.

Virtually no other modern police force in Canada operates the way we do. What does that tell us? Members of other police forces openly pity us and wonder how on earth we make it day-to-day with our shocking lack of resources. What does that tell us? No modern police force *wants* to operate the way we do or would even consider it. What does that tell us? The RCMP spends more money on our riding boots for horses that we no longer ride than the body armour that is supposed to protect us and the pistols at our sides. What does that tell us? These are but a few examples. Is this representative of a 21st century force in a G7 country looking forward, or is this a force still locked into they days of Sam Steele, marching ever backwards?

When a colleague of mine recently opened a box from Ottawa and held up pants saying, “I ordered these 2 years ago...” I came to realize that I was still on the March West heading to the next Hudson’s Bay Company fort—not embracing the realities of 21st century policing in a force that was ready, willing, and able.

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4) Related to this is **the total separation/independence of the RCMP's senior leadership from the political apparatus of Canada's federal government.** This is essential.

For too long, Commissioners have been the dutiful receivers of instructions and managers of budgets instead of leaders who speak truth to power. For the Commissioner of the RCMP to have been a deputy-minister in any government is monumentally inappropriate. The Commissioner and senior leadership need to lead, (not "manage") educate Canada and its government (regardless of the party in power) and BE the change that is so overdue and desperately necessary.

Our senior leadership has to be out there as advocates telling Canada that if it wants "X", it must pay for "X." We cannot underfund, under-resource, under-police, and just keep whipping the General Duty Members harder and harder to make a dead model live. This is not leadership.

Canada wants to be the shining example to the world in all things and is quick to look down on the United States when crime and violence are the topics of the day, but Canada is blissfully unaware (so it seems, at least) that this requires actual resources, not just more actuaries and consultants to "risk it out" and find what the bare minimum is so that the status quo may be preserved and no boats rocked.

THE HUMAN COSTS

What keeps me awake at night is not the ugliness of violence I see and the aftermath of those terrible sights we all see. What keeps me awake is the crushing workloads and the hopelessness of it all.

The federal government of Canada (regardless of party) has to awaken to the fact that there are real men and women—real families at stake here.

The current situation in the RCMP, at least in General Duty, is a magnificent recipe for total burn out. If an organization really wanted to destroy itself, follow the RCMP General Duty model.

It was recently proven in a court of law in this very country that the RCMP is exceptionally good at stunningly beautiful regimental funerals, but exceptionally poor at equipping its Members.

Are we ready to change this?

These are not numbers to be crunched by actuaries and facts to be debated academically by deputy-ministers and parliamentary secretaries; these are the real lives of real people on the line here. In all our discussions we need to remember this—there are real people and real lives on the line.



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In my humble opinion I think that if we want to improve morale and overall wellbeing of the force we need a modernized payroll system. A system where members get paid what they are entitled to without spending hours researching policy and looking back at dates they worked or didn't work and ensuring they didn't miss submitting something. Businesses wouldn't last long if employees were not paid for their time. Every member knows others who have forgone claiming things because of the time it takes and the frustration with TEAM. The workload stress, the family stress, people give up on TEAM and move on. I also bet we all miss items we think we've submitted but didn't. This is not how the system should work and I think pay is a huge issue, both lack of money paid to each member, but also how TEAM works.

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We need dark blue uniform shirts for everyone. I say again dark blue shirts. The McNeil report recommended it, rank file have been saying it for years before Moncton. 99% of the police services in North America have some form of dark colored shirt. I wear the 5.11 which is far superior to anything out there. There are thousands of members in the RCMP doing the same.

We are tired of being too far behind the reaction curve because you officers drag your feet.

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I'll keep it simple:

Peer review component for promotions in GD

Get rid of manager/officer bonuses

Civilianize administrative positions in HQ (staffing, recruiting, analyst etc)

Require road supervisors to work and take calls. (Military NCOs up to sergeant are required to work the same as any private)

Force Health Services to recognize medical cannabis prescriptions as a coverable drug so members don't have to pay out of pocket.

Hold managers/officers accountable for incompetence (ie charge, demotion, retraining) instead of simply moving them when they screw up.

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My input for the request to employees on how to modernize the RCMP:

1. The Federal Reorganization of 2013 has left the RCMP Federal Enforcement Sections lacking in capability and expertise.

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- a. Focusing only on larger project investigations neglects the impact that smaller investigations have on members' skillsets. Prioritization was needed but the focus by members on wanting to be in the MCM is too great and means that everyone wants to be the leader, and no-one wants to do the grunt work, which isn't always possible. Mentorship programs exist only on teams and are supervisor-specific.
 - b. Managers pick and choose whom they want to be in MCM positions. Although this is needed as expertise is lacking and held by only a smaller subset of the membership, it artificially makes most members ineligible for promotion based on competency.
 - c. New members are being pushed into advanced roles that require years of basic investigative experience to learn when there is no means except contract to gain it. If this is the direction the Force is taking, members should not be coming to Federal Enforcement out of Depot but rather obtaining a minimum number of years in experience first in basic investigations. As a result, I perceive that there is a possibility that we could see failed court cases and bad case law.
 - d. New members and existing members are not being treated similarly when it comes to specialized skill sets. The focus on having new members go to specialized units due to education or prior outside experience is honoured while for existing members with previous education / experiences, similar opportunities do not always exist – or at least are not perceived to exist. For example, a 20-year member with a degree in business admin is not considered over members who do not about transfers to financial crime position while a new recruit is.
 - e. Specialized skills are on the verge of being lost except for a few protected areas (national security, technological investigations). Federal Sections are losing experts. Efforts to build subject matter experts are perceived to be fruitful for only a hand-picked few or perhaps for a few who aren't busy in their jobs due to lack of resources (who have the time to spend developing themselves as experts in the matter).
 - f. It appears that everyone wants their investigation to be a project. There is little recognition of a job well done for smaller investigations that actually as a whole have greater impact. We seem to be giving away smaller investigations and working ourselves out of a job! Recognition seems to only be given to project investigations and to the chosen few who are hand picked to run them.
2. Most of our public service partners provide amazing support to the RCMP; however, there are a small minority who have significant negative impact to hinder the efficiency of our work. For example, there are PSE's who constantly say "That's not my job" when the work to be performed would fall under their area of responsibility or managers do not want to be bothered finding a way to make it part of their job - or find someone who will assume it.
 3. Promotion based on competency seems like a great idea; however, the way the promotion system is administered does not allow members to truly shine. For example:

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a. The JSE is not truly a test to ascertain if members have the necessary knowledge, leadership and skills to perform the duties of the next rank, but rather is a test to ascertain how well members emulate the thinking of those who happen to have designed the JSE (some of whom might not be the ideal examples but rather the member who happened to have time on their hands to work on the JSE). The JSE is perceived as seriously flawed and can not be relied upon as a serious promotion tool. More acceptable would be a knowledge, skill or leadership-based test that examines how well someone understands the management and leadership of a team or unit.

b. Members should be able to validate competencies at any time. Competencies should be a blind yes / no on validation. At present, officers are using recency as a decision-making tool. This is wrong as the RCMP limits exposure of its members to be able to demonstrate recency... only a small hand-picked few can shine.

c. The Force should promote employment equity and stay away from affirmative action. The latter is perceived as an immoral and disreputable practice as it promotes correcting a previous wrong-doing with a wrong-doing. One of the reasons I was attracted to the RCMP was because they had strong policies to attract folks from designated groups while ensuring that non-designated groups were not left with the impression they need not apply. The concept of employment equity is noble and should be followed by ensuring recruiting makes efforts to attract people from designated groups striving to meet those goals while ensuring non-designated groups are able to compete as well. Internal policies need to ensure that the membership receives the training needed to be promoted – and that there are no barriers to this. Retention should be an area to focus on - if new troops at Depot are meeting employment equity standards, are certain designated groups leaving later on - why? I have no doubt that harassment issues are a part of that; however, I have a hard time based on first hand experience believing that is entirely the reason we don't see certain groups staying. I believe the Force should be seeking out the full reasons we aren't meeting employment equity goals and adjusting its policies and practices to better retain and attract designated groups.

4. The RCMP needs to compete with other police agencies in terms of pay and benefits. Both have significantly lagged causing us to experience human resourcing issues. It seems that the government wants to have Mounties who do everything for free but are unwilling to designate enough funding. We need to be more efficient.

5. RCMP management... Most are great people; however, there have been several officers make it to the higher ranks who do not have enough education, skills or leadership abilities to lead units. Many seem to have little to no understanding of what administrative requirements are needed. To be fair, there is too little framework and support to help managers properly manage budgets. Some managers are great but when you speak with them, you learn that they learned on their own. No-one showed them how to do their job. Some managers have created an empire of fear and distrust all the while protecting their interests without challenge. Most managers are great leaders and people though... its just a few who make it difficult. The Force should do more to promote the good apples. To be fair also, the expectations of management are also completely unreasonable in most cases. No-one wants to move up the ranks as the job

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is enough to make one physically ill with the severe stress. I've witnessed decent officers who have died while an officer who were excellent leaders. Although the NPF won't represent officers, perhaps some thought might be put towards doing with the OPP did. Officers should not be used and abused either.

I would appreciate it if you would include my suggestions in the info you forward to the Commissioner regarding improvement suggestions:

I imagine pay and benefits, being contractual issues, will be spoken to once bargaining agent status is confirmed and thus do not pertain to general suggestion improvements.

The first improvement I want to suggest, which I imagine others may also introduce, is the rollout of a modern combat handgun to all peace officer roles in the force. While the 5946 and 3946 are accurate, generally reasonable quality firearms, they are not modern police firearms as most know. While they are significant rumours about replacing them being circulated, action needs to occur to bring us a safe and light-equipped modern police handgun.

Secondly and more important is the travesty that has become the RCMP hiring process. Specifically, the removal of the structured interview and the allowance for permanent residents with 10 years of residence in Canada being accepted for recruits is unacceptable. The reason for the interview is simple but the citizenship requirement is more complicated; if one has been a permanent resident for 10 years and has loyalty to Canada, why wouldn't one obtain or apply for Canadian citizenship? While the answers may vary significantly one thing is clear; a person in that situation (one who has resided in Canada for a long time, had opportunity to apply for citizenship and has chosen not to do so) is not who we want in our national police force, potentially responsible for national security investigations for a country to whom their loyalty is clearly not primary. That is unacceptable. A plausible solution would be if a permanent resident has applied for citizenship their application could be considered, but a person who has specifically chosen to live here for a long time but not obtain citizenship should not be selected.

Thanks for reading and passing on my suggestions,

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I, along with many other members in the RCMP that I have spoken to over the years have come to view the performance assessment process as essentially useless. Year after year I have had my supervisors complete this annual "chore" with little thought or effort, changing the dates, or worse yet, asking me to write my own. This method is stale and is strictly a "top-down" exercise. I, AND I expect many others, have been disillusioned by watching the process as many incompetent individuals Have been promoted to positions for which they are ill-suited and in too many cases unqualified to hold. I am sure we have all seen lazy members who are skilled at looking busy and productive when the boss is around get the opportunity they didn't

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really deserve - be it a promotion, developmental opportunity or a "hard to get course. I believe that it is time to scrap the old supervisor only assessment model and go to a 360-degree review. Your peers and co-workers including your supervisor would all have an opportunity to have input into your assessment. I think this would remove a great deal of the grandstanding and glad-handing that the current system seems to perpetuate. I have been through this type of assessment only once in my career and that was at Depot as a fresh-faced Constable. My troopmates, the 30 or so guys I lived and sweated with for 6 months, who had seen how I behaved in all the stress, through good times and bad laid it all on the line. To be frank it was a humbling and brutally honest process, but one I never forgot. I remember it better than any other assessment that I ever got, regardless of where I have worked. It was a composite sketch of what I was like as a person, co-worker and roommate and not the skewed perception of a single individual that needed to be appeased by an underling. It was, a brutal lesson in some ways but was a meaningful tool and motivator that I think shaped the way that I behaved as a member, co-worker and person for many years to follow.

I don't know if this is still done at Depot anymore, but I suspect not. I don't know how many managers could stand up to the scrutiny of such a process, but that is kind of the point. I also believe that such a process would also go along way in stopping some of the harassing and bullying behaviours that have become entrenched in our current organizational culture that stubbornly defies all attempts to remove it.

It is one simple thing that I think might address several things that have plagued the RCMP for decades.

The following is a list of improvements that I believe would make the RCMP a more efficient organization.

- embrace new tech to assist operational investigations
 - provide front line members with tools to combat high risk community members
 - change the uniform to make it more tactically sound and less based on history of the organization
 - select a new pistol and roll it out in a reasonable timeline
 - embrace the reality that the new bargaining unit will be a partner in the decision making process once certification occurs. This includes input on all admin and ops issues that affect the collective bargaining process
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1) Salary - Our salary is well below other average Canadian police forces. Consider that we work in more remote areas, transfer every 2-5 years, have to buy/sell houses continuously and

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if anything, these are reasons why we should be closer to the top tier instead of lagging significantly behind.

2) Resources - I do not believe that members should ever be working alone. I understand that we can stage or wait to attend a dangerous call, however we could simply perform a traffic stop or be waived down by the public, a situation like this could turn very dangerous very quickly and it's not safe when our back up is home sleeping and possibly 50-100km away from where we are.

3) Uniforms - Our uniforms are consistently on back order for several items. Some of the kit issued is good quality while some of the kit is terrible. Take the duty pants which consistently rip while performing basic duties such as bending over. Why are we still issued only one set of handcuffs and two terrible flashlights that I would never ever rely on even as a backup flashlight. This forces members to pay for the necessary equipment to do their job properly just to ensure their own safety.

4) Postings - We should not be forced to be moved from our post if we choose not to, however we should still be able to move from the post if we choose to. Why is it that members should have to leave a post after 2-5 years if they are enjoying it and have a life set up in that community? Their needs to be incentives for working in isolated posts. Making more money via over time is not an incentive, that's just basically working more to get paid more. Northern allowance is also not an incentive, that is strictly to off set the costs of living up north. We have zero incentives to work in isolated posts. Returning to home provinces should also be made fair to all current members and not just new members. We should not have to work a certain number of years in a division and do an isolated post to get back home.

5) Shaving - We need to modernize and allow members to grow beards. Some members have been told that they can't have beards due to gas masks not fitting properly so they have been put on administrative duties. Does that mean that members who choose to have a beard for religious purposes will remain on administrative duties for their whole career? We have double standards that do not rely on basic logic. I feel as if this policy on shaving is a 1950's type rule as it has nothing to do with RCMP tradition. Other police forces allow beards and their members look professional while sporting them.

6) Phoning in Reports - This is only available to certain Detachments. This needs to be made available to every Detachment so that members are not being bogged down with non-stop paperwork in the office.

7) Public Complaints - I have seen many fellow members receive public complaint's, basically anyone can call in a complaint and the members are immediately investigated. If it is discovered that the member of the public who made the complaint lied, we never lay a charge for public mischief. Why are we not telling people that they must provide a KGB statement if they wish to pursue a public complaint. Will this deter people? It will deter false allegations. People who have legitimate complaints will come in and provide statements. I fully believe that public complaints should be investigated, however we need to do our due diligence to ensure that we are not

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investigating false claims and holding people who make false claims accountable. This caused severe stress to members and these complaints can take months to resolve.

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Since the RCMP changed our health plan, to the provincial one, it has been costing more money and reduced the unit's manpower.

The reasons are members are now on a waiting list to get proper medical help as of before with the Blue Cross Plan members could get appointments and surgery done in a reasonable time frame. Now members are put on a waiting list that can sometime take years before having the prescribed surgery.

This procedure alienates our service and the moral of the members. It would be better if the member could be operational quicker thus improving the moral and safety of our members.

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1. One thing severely lacking is facial-recognition technology. The amount of cross-boundary BOLO's that could be solved using facial-recognition technology is astronomical. The technology exists, so why aren't we using/exploring the possibility of introducing facial-recognition technology at the detachment level?

2. Niche software for mobile devices exists for municipal police forces already. Minor tweaks in the existing software would allow PROS users to access PROS on an issued cell phone. Immediate CPIC and PROS queries, access to PROS photos, addresses, etc. While on the street could change the way, we do business.

3. The uniform is the wrong colour. Light grey stands out like a bright white silhouette during the night... Give us blue shirts.

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My input on how to modernize the RCMP:

1. Our pay needs to improve. To retain good quality members and to recruit quality cadets.
2. Cost of living allowance for members living in outrageously expensive areas of the country like Toronto and British Columbia.
3. Training: There should be additional training, so all members have the necessary skill sets to perform their jobs properly and efficiently.
4. The promotional system: It is broken, the JSE is redundant and not relevant for a promotion to the next rank. Basing a member's career on a multiple-choice exam is insulting to hard working members who obtain a low or failing mark on the exam. The



competencies required for some jobs are not indicative of the work performed in the unit which results in members being promoted into a unit where they do not have the experience or expertise to perform the duties of a supervisor. The selection process for promotions is biased as it's the Officer in Charge of the unit selecting, and everyone usually knows who the selected candidate is going to be.

5. Again, the promotional system, in a different context: Members compete for a job and the OIC selects from a pool of (usually) 7 candidates. The selected candidate should take the position they were promoted into. Instead, the trend seems to be for certain employees to be kept in the position where they were working prior to being promoted. They call it a "business case" due to the knowledge/expertise of the member, however in many of these cases the employees have not been in the positions for extended periods and like many of our job functions, anyone can learn a role quickly. This practice is seen by the membership as favouritism by senior managers selecting specific people they want to have in their units.
6. Members with good leadership quality are not being sought out for senior management positions. Instead the selection process is completed again by favouritism at the executive level. Many employees who display strong leadership abilities are not being developed to rise to the senior management level.
7. Team work is not encouraged within project style policing. There are now only tiered projects with no interest by senior management in having members work on smaller investigations where they can investigate a file from start to finish. By having these types of investigations, the member will develop additional skill sets. Many members only having experience in surveillance and exhibits. The senior and experienced members routinely hold positions of MCM. This leaves little opportunity for junior members to grow and develop.
8. With the reorganization of SOC teams, investigators are now considered generalists instead of specialists. The SOC units are federal enforcement teams; available for secondments, VIP, extra duties. There are big projects to work on but only sporadically. It seems the RCMP has spread us too thin and there are not enough bodies to cover all the commitments taken on by senior management. Also, all the specialized units, such as: Special "O", IT and Special I, are only available to INSET as there are not enough resources available to assist other units.
9. Senior management should be required to have higher education, specific leadership skills garnered throughout the years, not only obtained within 6 months of opportunities being given to certain individuals by senior management to ensure specific people have what is required in order to apply to the OCP.

I'm the first to admit that I don't have all the answers. I also know that the RCMP is a very big machine, and that change doesn't happen overnight.

I could get into a long-winded diatribe about what I like and don't like, however I'd hazard to guess that most of the membership has already complained about pay/on-call/benefits/ pension,

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Officer safety and mental health etc but I think the senior management is acutely aware of the systemic issues we currently are faced with.

A lot of our internal struggles seem to be based around our manpower issues. Every member knows that the lack of resources is extremely taxing on everyone. The caliber of the members we seem to be hiring appears to be hit and miss. I think a lot of it has to do with who applies and who we are taking. I believe a lot of applicants for policing don't want to apply to us due to our brand. As corny as that sounds. We don't seem marketable as a competitor. EPS/VPD/CPS for example look flashy, exciting, progressive and an agency that good candidates want to apply for. Nice fitted uniforms, new decals for their police vehicles, new slogans, and equipment. I know we pride ourselves in tradition, but to market our force to be a strong contender we need a new image and brand. We already must contend with the following stigmas that work against us:

- moving around
- the "be willing to serve anywhere in Canada" challenge
- the back up issue
- the law suits
- the mental health issues
- the harassment allegations
- the indigenous women's files.

If we could look at a few brief things that could improve moral in other areas it might show us as being progressive

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From my first day outside of Depot, I have noticed communication issues, tension amongst teams, delays in delivering results, and lack of momentum and accountability within the organization. Most importantly, I have experienced several situations where proper planning would have greatly improved our results and officer safety.

The RCMP is an organization that is striving for excellence but is struggling to bring everyone on the same page because of its size and the diversity of its mandates. As a part of the solution to the challenges stated above, I would like to propose mandatory leadership courses.

Some of my supervisors and officers are extraordinary leaders. Their leadership skills are however the direct result of their own personal abilities and personalities, and not something the organization purposely taught them. There is no clear ideal of what an excellent leader should be in our organization. I am not referring here to a list of values that would be written on a wall, but to practical skills such as clearly communicating expectations and intents, leading efficient meetings, and structured planning processes.

Being an ex-military officer, I believe leadership training is key to promote excellence and support organizational changes. In the military, aspiring leaders must attend an in-depth

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leadership course before being promoted. Nearly every rank in the military is associated with one or several leadership courses². At each rank, members are trained for their future position through practical scenarios and associated theory about leadership. They learn about leading operations, efficient administration, and healthy leadership. Junior leaders practice how to assign tasks (give orders) in a way that sets subordinates for success (SMESC procedure), and how to take ownership of the responsibilities assigned by their supervisor (Mission Command). Senior leaders learn how to design, communicate and execute strategic plans. Best case practices, organizational structures, and vision are also studied to ensure leaders of all ranks are aligned with the organizational vision and priorities.

When I attended Depot, I was impressed with the pedagogical coherence and structure behind the training we received. The direct integration of theory into practical exercises and scenarios provided a clear example of what the RCMP expects of its members. After Depot, I had a clear idea of what my role was, and what excellence in that role would look like. I believe our organization would benefit greatly from using the Depot teaching philosophy to train our leaders of all ranks, each time there is a promotion.

I acknowledge the RCMP does not have the luxury to send each member aspiring to a promotion to a 13 weeks leadership course, as they do in the military. However, I strongly believe some form of mandatory leadership training at each rank, especially the junior ones, would encourage us to aim for excellence, strengthen our organization, remind us of our common purpose, and facilitate the type of organizational changes you already promote.

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Here are my suggestions:

- #1. The RCMP needs to push the Federal Government – and use the media - to change the reporting model for the Commissioner back to the way it was at the time Pierre Trudeau was Prime Minister. At that time the RCMP, and the Commissioner were an independent police service, that fought against any political meddling. I have written to both the Prime Minister and Minister Ralph Goodale to consider going back to that model and received nothing but platitudes in response. The book by Paul Palango, “Above the Law” documented what happened when then Prime Minister Brian Mulroney changed the office of the Commissioner to be a deputy minister, reporting to the Solicitor General (at that time). The federal government influence in what should be an independent body began and has gotten worse over time. If you have not had the opportunity to read that book, I strongly recommend it for all Senior Management officers (see: <https://www.amazon.ca/Above-Law-Paul-Palango/dp/0771069057>)
- #2. Failing that, push for the government – and use the media - to fully implement the management model described in the Brown Report, to give us transparency and proper oversight: <https://www.publicsafety.gc.ca/cnt/cntrng-crm/tsk-frc-rcmp-grc/fl/archive-tsk-frc-rpt-eng.pdf>

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- #3. The culture at the lower levels of the RCMP is primarily goal-oriented – to uphold the law, with compassion. It is not always done right. It is not always done perfectly. There are some bad actors in any police service. But the majority want to do good police work. Therefore, the RCMP appears to succeed despite itself, the members on the front lines get the job done. This culture changes, however, as the rank increases. The impression held by many at the lower levels, including myself, is that one aspect of the culture at the Senior Management level is to “protect the RCMP’s image” over any operational goals. This makes for a risk-adverse police force, which is counter-intuitive. As many Constable has said, sometimes having “complaints against a member” shows how effective he/she is in doing police work. Trouble makers will make complaints, and occasionally one must bear with them and still get the job done. Sometimes the bad guys just don’t like what we’re doing and will whine and make a stink about it to see if anyone will listen. At the higher levels of the RCMP, the perception is that any criticism must result in changes in what/how we do things. Why is this? Does anyone examine this criticism to see if it has any validity? I’m not saying that all criticism is bad – it should just be looked at closely to see if it has value. Sometimes complaints against members are very justified, but sometimes they are just avenues to get us to change our minds/approaches for the benefit of wrongdoers, and not necessarily good for the RCMP and Canada as a whole. **Forget about the RCMP’s image** – if we do good work, the image will come and be strengthened. Focus on operational policing.
- #4. Simplify our mission statement to basically what is on our original crest – Maintiens le Droit, with a small addition: Uphold the law, with compassion.
- #5. Another perception the lower ranks have of the culture of the Officer ranks is that these members have sometimes chosen to have another primary focus, besides protecting the image of the RCMP, and that is to look after their own personal advancement. To that end, it is felt that this leads to some bad, unintended consequences:
- a. They may not be willing to speak “truth to power” – they don’t want to step on toes, in case it affects their career, so they typically agree with the officers above them, rather than presenting strong arguments against poor decisions; and
 - b. They can be risk adverse and prone to slow decision-making. Decisions have consequences. Some consequences can be unexpected and may make headlines for the wrong reasons and get the media screaming. No officer wants to be the person held responsible for that, so at times they may either take the “safer” route – the less risky, less successful option, or they make no decision at all, and see how things play out – usually not for the better.
- #6. The RCMP is not a money-making outfit. We are an expense to the Government, and always will be. Policing, security and protection all come with costs. Therefore, it is unreasonable to grant bonuses to senior management based on how well they met financial targets/budgets. In the private sector, many corporations give out bonuses because the

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corporation performed well (operationally), and some employees may get better bonuses than others because of their exceptional (operational) performance. Perhaps it should be considered to set operational and/or administrative goals for a senior officer at the start of the year (depending on their role), and then judge how well he/she met those goals at the end of the year, which will decide the bonus – if any - that should reflect that performance. Do not base it simply on how much that Branch or Department came “under budget”. We are not a collection of accountants. We are police officers. How well did we do?

- #7. Give strong consideration of divesting provincial policing responsibility to each province and make the RCMP a strictly Federal police service. Do hiring like the FBI purports it does – find the best, already trained, state (Provincial) and local police officers you can find, regardless of race, gender, etc. and offer them a job doing Federal policing. Why pick the first breathing Canadian or non-Canadian that comes through the door that fits all the specialized boxes?
- #8. Finally, be fair and frank with the Federal Government and with Canadians. They have asked too much of the RCMP and given us too little resources. We can no longer do it all. Push back, demand the adequate resources we need and do so publicly. In this way the members of the RCMP can see that there is a Commissioner of the RCMP that speaks for them, rather than the impression we have had for some time that the past Commissioners of the RCMP spoke for the Government, not for us.

Decide for yourself and be clear as to who you work for – the good of the Minister of Public Safety, OR the good of the members, the RCMP, and for Canada?

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-Regional hiring of recruits.

By giving the option to a recruit to return to his/her region (Atlantic, Central, etc) on their first posting, may increase the number of qualified people applying into the RCMP. At the same time, we can continue to offer recruits to be hired and posted anywhere in Canada which would give them the benefit of being hired on quicker than the regional recruits. The current generation of new cadets tend to be less "mobile". Giving them this option may increase their willingness to join up "locally". This method of hiring is already being used by CBSA and DFO.

-Promotion process. Dropping the validation process, adding a supervisor course.

The way the current promotion process is established, gives an advantage to candidates that have a facility with the written word. Allowing someone who may be a very good supervisor, with great leadership skills, not to validate or be selected because his/her cover letter is sub par. Writing skills is not the best indicator of a good supervisor/leader.

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Also, if rumors can be believed, there seems to be a black market of examples that are being traded in the RCMP. Examples that have already been validated are given, possibly sold to others where they are modified with names / locations to match the submitting member's "experience". If this indeed exists, not only are we no longer testing writing skills, but we are promoting plagiarism and possibly fraud.

In lieu of this, creating a supervisor course, where qualified candidates would attend a week to 2-week course aimed at training team leaders could be beneficial. The course would include classroom and scenario/table top training, as well as practical and written exams. The successful candidate would then receive a certificate indicating that they are promotable to the next level. With the certificate in hand, they can then apply to open jobs. It is my understanding that this method is already used by our Canadian Forces to rank up their personnel.

Then a face to face interview could be added with the line officer to better understand the candidate's suitability for the position. The human, face to face element is what is currently missing from our promotion process. To facilitate long distance travel to interviews, video conference calling could be used.

-Ranks to follow the specialty not necessarily the member.

Often, we spent thousands of dollars on training a member in a specialty (K9, Ident, special I, VIP) to then lose them to promotion or laterally in a totally different specialty. A good example of this would be a K9 Cpl. leaving the K9 specialty to lateral over to general duty to become a team leader. His or her specialty is with the police dog and does not necessarily have the skills or experience required to lead a team in GD. This could cause the loss of thousands in Training dollars, and the possibility of a mismatch or conflicts as a team leader.

I suggest keeping your earned ranks with the specialties. Example, if you earned the rank of Cpl. while working Ident section then if you were to transfer to GD, you would return to the last rank earned in that specialty. In this case the member would return to the rank of Cst. The member could eventually return to the rank of Cpl. in GD with more experience gained in that speciality. Also, if the member wished to return to an Ident section, he/she could apply for an available Cpl. job on a lateral because they already attained the rank in that specialty.

A new pay structure would need to be created to support this new ranking system. I believe this system of ranking would encourage retention of expensive skills and ensure the person in the rank is the correct person and not just a lateral placed there to fill a void.

-The creation of an Officer recruiting program like the armed forces.

An officer program like the armed forces could be created to ensure qualified candidates in management roles. Candidates could be enrolled into the program directly from University or the private sector. Hiring in this way, we could "head hunt" for the candidates that we require, filling roles in financial, human resource management, etc. Ensuring that the candidates already

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have the skills required to fill these roles. The candidates selected could then train at Depot, gain field experience in some way, then fill their management roles.

