



An Organization of Excellence

Quick Facts

- For 2003, the RCMP's strategic priorities are: organized crime; terrorism; youth; international police services; and serving Aboriginal communities, under the overarching umbrella of integrated policing.
- The RCMP is one of five key agencies in the Public Safety and Emergency Preparedness portfolio.
- In fiscal year 2001-02, the RCMP's National Police Services managed more than three million criminal record files and screened more than 500,000 fingerprints.

Overview

Building on its 130-year legacy, the RCMP has set its sights on being recognized around the world as an organization of excellence. Strategic focus is a key priority throughout the organization — the RCMP has aligned its operations and management in support of its key priorities to remain on the leading edge of policing. In order to maintain its mandate of safe homes and safe communities for Canadians, it needs to lower the barometer of crime.

Setting the Bar

In 2000, Commissioner Giuliano Zaccardelli set the goal of making the RCMP well managed and well led — an organization of excellence. The ingredients for success are : greater strategic focus; new management strategies; behaviour based on intelligence, values, bridge-building and accountability; and an emphasis on performance management.

In pursuit of this goal, a more strategic approach has been applied to the RCMP's structure and activities on both the operational and management sides of the organization.

Excellence in Operations

From its roots as the North-West Mounted Police, the RCMP has always been on the leading edge of the policing challenges of the day — whether it was the Klondike Gold Rush, the World Wars or peacekeeping. To reflect the dynamic nature of the world in the 21st century, the organization has adopted a highly flexible strategic framework. Strategic priorities provide focus for operational activities across six business lines: federal policing; contract policing; national policing; international peacekeeping; protective policing; and corporate infrastructure.

As a federal police service, the RCMP's scope of operations includes: organized crime, terrorism and specific crimes related to the illicit drug trade; economic crimes; and offences that threaten the integrity of Canada's national borders. The RCMP also protects VIPs, including the Prime Minister and foreign dignitaries, and provides the Government of Canada with a full range of physical and computer-based security services.

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STRATEGIC FRAMEWORK





Integrated policing at all levels

Local/Municipal

- 204 Municipal Agreements
- 65 First Nations CTAs
- 172 Communities

Provincial/Territorial

- 8 provinces
- 3 territories

National

- Federal leadership on national priorities

International

- International leadership on policing

National Police Services (NPS), managed by the RCMP, offers resources to Canada's other law enforcement agencies. These resources include databases – fingerprint, criminal record, forensic image, missing children, firearms – and other specialized services such as those offered by forensic laboratories, the Canadian Bomb Data Centre and the Automated Criminal Intelligence Information System. NPS also provides a wide range of training, using the latest technologies in online education.

Excellence in Management

In response to the Commissioner's vision of excellence, and the process of change, a new emphasis on management excellence was introduced. This new approach provides vital feedback on the RCMP's performance, allowing senior management to measure progress and make adjustments, if necessary.

An annual environmental scan monitors political, economic, technological and social changes to feed information into the integrated planning mechanism. An integrated planning cycle was introduced to align strategic, operational and financial planning cycles, and to align business planning with strategic planning and program delivery. This results in budgets that are more clearly based on what is actually required and planned. The new cycle also ties the RCMP effectively into the federal government's planning and budgeting cycle, enabling the RCMP to connect better to the policy and financial cycles of its provincial and municipal partners.

In organizing for excellence, several management strategies were identified, including improved communications and human resources management, introduction of modern comptrollership principles, and the implementation of an operations model that will ensure a consistent and effective national approach to combatting crime.