Welcome to the RCMP
COMMUNITY, CONTRACT
AND ABORIGINAL
POLICING SERVICES

QUALITY SERVICE THROUGH COMMUNITY POLICING FACILITATOR'S GUIDE TO THE RCMP LEARNING MAPS

INTRODUCTION

This map is a learning tool designed to increase your understanding of the RCMP's transition and commitment to quality service delivery through the application of the philosophy and principles of Community Policing. It is intended to promote discussions among employees, clients and partners of the RCMP by examining the direction the RCMP has chosen for the future. The map also identifies the key accomplishments we have made and our strategy for the future.

GETTING STARTED

The images on this map explain the process the RCMP has made in its transition to quality police services through community policing. This guide is divided into seven

sections to give a comprehensive explanation of the accomplishments and changes made throughout the transition.

INSTRUCTIONS TO FACILITATORS

Have a group member read the narrative represented by the ❖symbol out loud, one section at a time. Referring to the map, encourage as many questions as possible for each section to build the participants knowledge and facilitate understanding of the issues. Each section is equipped with potential questions that may be asked along with answers listed below. Encourage the participants to come up with the answers themselves. Remember to keep participants on track if they stray from the topic or get bogged down.

SECTION ONE

THE NEED FOR CHANGE

❖The bottom of the map illustrates the characteristics of the professional crime control model that the RCMP practised as a method for service delivery. This model became ineffective and was an indication that a new way of doing business was required. With the adoption of the community policing philosophy in 1989, the RCMP made a commitment to provide a more client-centered model of service delivery. Police values such as integrity, honesty and professionalism were preserved from the old model, while the values of community problem-solving, partnership, openness and accountability were added. Community policing is the multi-dimensional philosophy essential to the future of the RCMP. Thus, with community policing at its core, the transition began to reunite the police and the community. ❖

What aspects of the professional crime control model made it ineffective?

- Emphasis on efficiency over effectiveness

- Focus on reactive approaches and strategies to incidents

- Importance placed on quantity rather than quality

- Increased bureaucracy

- Development of bunker mentality structures, (ie. fortress-like buildings, non-transparency)

- Creation of a closed system culture

- Command and control management

- Little attention to victims

- Decreased public trust

Why was the transition to Community Policing necessary?

- Legislative changes (*RCMP Act*, External Review, *Charter of Rights & Freedoms*, Public Complaints Commission)

- Organizational growth (Stove Pipes)

- Increased public fear of crime

- Increased crime rates

- Overwhelming statistics

- Police and community frustration

- Root problems of crime were not being addressed

- Changing values

- Police agenda and community agenda were miles apart

- Mandate challenges (Program Review)

- Global village

- Reliance on the Criminal Justice System and punitive measures (law enforcement)

- Public accountability

How did the police respond?

- Police organizations generally responded to the demand for change in one of three ways:

    i. Reinforcing the status quo and ignoring the need for change

    ii. More emphasis on programs such as crime prevention, police-community relations and advisory committees

    iii. Adoption of the Community Policing philosophy as a method of service delivery

SECTION TWO

THE ELEMENTS OF CHANGE

❖ The shift toward Community Policing was facilitated by the development of a transition plan that would serve as the blueprint for change so as to incorporate all elements of the philosophy. In order to secure lasting change it was characteristic that changes were necessary in the three areas of: Strategy, Structures and Systems, and Culture.

Strategy is the connection between community/client needs and the mission, vision and values of the organization. Structure and systems become the support mechanisms for implementing the strategies. An organization's mission is relatively stable, therefore, as changes in the environment occur, strategy changes. The supporting elements of systems and structures must also change to reflect the change in strategy.

These elements are such that they overlap and support each other. Therefore, changes in one element leads to modifications in the others. As each element undergoes change, it is clear that the good practices of the past will be integrated with new ones to replace the old ineffective and inefficient practices. ❖

What is meant by **structures** and **systems**?

- Structure is the organizational management style of operations, reporting relationships, training, roles, and rewards. The structural design in the support mechanism allow strategies to be carried out.

What changes to structures and systems are necessary?

- A move toward a decentralized structure

- An increase in flexibility, innovation and creativity

- A balance training agenda to include problem solving, leadership, mediation, etc.

- An increase in individual responsibility and discretion

- Enhanced patrol officer role - generalist duties

- Performance based on "quality"

- A focus on longer-term impacts of strategies

- Strategic shared leadership of change

- Improved rewards and awards

- Greater span of control

- Move decision-making to the lowest possible level

- Enhanced employee development

- Strengthen information and communication

What is meant by **strategy**?

- Strategy involves the organization's relationship to its clients. The focus is on the type of services provided and the manner in which they are delivered. Strategies are designed with commitment to community and clients in mind. Internal strategies support the delivery of external services.

What changes to strategies are necessary?

- A broad focus on service to the community

- Addition of proactive approaches

- Increased interaction and communication with the community and employees (Consultation)

- Emphasis on community problem-solving

- Increased effectiveness - "Doing the right things"

- A shift from technology-driven to technology-assisted and needs driven

What is meant by **culture**?

- The organizational culture consists of such things as norms, values and attitudes which grow out of, and find expression in, the behaviour and relationships of all employees. Examples of culture are: the Academy, Lethbridge Subdivision, Burnaby.

What changes to culture are necessary?

- A culture of restraint

- Emphasis on development, creativity and adaptiveness

- Challenging assumptions and questioning procedures

- Openness, effective communication and ownership of outcomes

- An increase in external professionalism

- Empowerment and accountability

- Leadership style must reinforce the true objectives and purpose of the

organization

What are some of the results of the changes to culture?

- Improved morale

- Increased job satisfaction

- Enhanced internal and external relations

SECTION THREE

SHARED LEADERSHIP: DEFINING 'MISSION, VISION, VALUES & COMMITMENT'

❖ As the RCMP moved from the professional crime control model of policing to community policing, it became obvious that our organization must have a sense of purpose and direction about where we were going and how we were going to get there. A key process in defining our future is to create a direction and purpose that is inspiring, motivating and shared by all employees of the organization. The mission, vision, and values stand at the heart of people and organizations. The creation of the RCMP mission statement is a process that helps clarify the mission, vision and values.

The Shared Leadership exercise laid the ground work for the development of the mission, vision and values statements which are used to uphold the principles of Community Policing by defining the organization's commitment to employees, community, and clients. The RCMP has devoted efforts to working together in partnerships through a collective, problem-solving process. This process encourages leadership among all employees through empowerment, shared responsibility and accountability. ❖

What is a **mission**?

- It responds to the question: "Why do we exist?"

- It identifies the client needs that the organization will attempt to fulfil and how to do so.

What is a **vision**?

- It responds to the question: "What does the organization want to become?"

- It defines the direction of the organization.

- It identifies future roles and where we want to be.

What are **values**?

- Guidelines or criteria for treating people and making decisions

- Values are aligned with principles

What was the RCMP Shared Leadership Exercise?

- A series of processes to allow as many employees as possible to participate in the development and articulation of the mission, vision, values and commitments to employees and communities.

What were the results to the shared leadership exercise?

- Took 10 months to complete

- Directly engaged approximately 35% of employees and many more indirectly

- All avenues of communication were encouraged such as memos, telephone, e-mail, focus groups, etc.

- Mission, vision, values and commitments were articulated as well as an extensive catalogue of parking lot issues / concerns to be resolved (Articulated in Pony Express)

- Results presented to senior management and commanding officers in Charlottetown in June 1996 as below:

MISSION

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

VISION

We will:

- Be a progressive, proactive and innovative organization

- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve

- Be accountable and efficient through shared decision-making

- Ensure a healthy work environment that encourages team building, open communication and mutual respect

- Promote safe communities

- Demonstrate leadership in the pursuit of excellence

CORE VALUES OF THE ROYAL CANADIAN MOUNTED POLICE

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by:

- Integrity

- Honesty

- Professionalism

- Compassion

- Respect

- Accountability

COMMITMENT TO OUR COMMUNITIES

The employees of the Royal Canadian Mounted Police are committed to our communities through:

- Unbiased and respectful treatment of all people

- Accountability

- Mutual problem solving

- Cultural sensitivity

- Enhancement of public safety

- Partnerships and consultation

- Open and honest communication

- Effective and efficient use of resources

- Quality and timely service

COMMITMENT TO THE EMPLOYEES OF THE ROYAL CANADIAN MOUNTED POLICE

In the spirit of shared leadership and recognizing all employees as our greatest asset, we commit to:

- Open, honest and bilateral communication

- Demonstrating leadership through accountability and responsibility at all levels

- Treating all employees with equal respect and consideration

- Ensuring the safety of our employees by developing and enforcing minimum resourcing standards

- Training that is timely, specific to the needs and relevant to job requirements

- Effective and efficient management of human resources through consultation, team work and empowerment at all levels

- Ensuring a safe and harassment-free work environment

- Encouraging and recognizing innovation and creativity

- Fair and equitable systems to deal with

  - Recognition for good performers

  - Compensation and entitlements

  - Financial hardship caused by employees' worksite

  - Consistently poor performers

  - Discipline and discharge

- Promoting health, safety and well-being

- Ensuring adequate human, financial and material resources

- Enhancing job security through aggressive marketing of our services

❖ The challenge facing the RCMP is to transform the mission statement from a platitude on the wall to a working document in the hearts and minds of all employees. The mission statement should be used as a barometer upon which all decisions are made and behaviours are modeled.

The mission statement, when shared and followed, acts as a changeless core of shared identity that provides stability and direction in a dynamic environment. ❖

SECTION FOUR

COMMITMENT TO EMPLOYEES

❖ The commitment to employees is predicated on the knowledge that before the

RCMP can ask employees to provide quality services to communities and clients, we must provide quality services to our employees to prepare them to do so. As the transition plan progresses, it is important to note that quality organizations: (1) always treat their employees as they would their best customers, and (2) change themselves before attempting to change those around them.

The RCMP continues to make efforts to aid employees in their own adoption and application of the community policing philosophy and the shared leadership agenda. Changes in operations, procedures and practices as well as the creation of relevant programs and training tools, of which this map is a component, have ensured the internal commitment to employees.

RESTRUCTURING

Reorganization, decentralization and streamlining of operations and administration is underway.

TECHNOLOGY

The RCMP continues to develop new and innovative technology to enhance service delivery. This helps members perform their jobs better by improving the quality of data received and increasing the efficiency and functionality of information systems. A shift from technology-driven to technology-assisted systems has occurred. ❖

In what areas have new and/or improved technological advancements been made?

- Software development

- Integrated Police Information Reporting System (IPIRS)

- SPURS

- Mobile data terminals (In-vehicle)

- CIIDS

SOFTWARE DEVELOPMENT

What is software development?

- Computer programs developed to efficiently capture data to assist the RCMP with investigations and the management of law enforcement programs.

What are some examples of new software?

- The RCMP Management Information System used for federal programs

- The Repository of Stolen Art and Artifacts (ROSA) for Interpol

- Investigate break and enter software, etc.

INTEGRATED POLICE INFORMATION REPORTING SYSTEM (IPIRS)

What is IPIRS?

- A use driven initiative which takes into consideration policing needs, in partnership with the wider policing community.

What is the purpose of IPIRS?

- To replace the Police Information Retrieval System (PIRS) and the Operational Statistics Reporting (OSR) system that have lived out their usefulness

- To realize the benefits of contemporary information technology

- To capture, analyse and cross link information on occurrences, persons, vehicles, property, locations, businesses, crime and organizational units

- To allow for one time data entry and data reuse for agencies/departments which manage occurrences

What are the important aspects of IPIRS?

- Occurrence management system

- Integration of non-communicating systems

- One-time data entry & multi-functional use

- Suite of applications with same data & architectural standards

RISK MANAGEMENT

❖ Increased employee involvement, innovation and creativity bring with them the risk of failure that is, the risk of making errors of judgment, which has traditionally caused management to exercise tight controls.
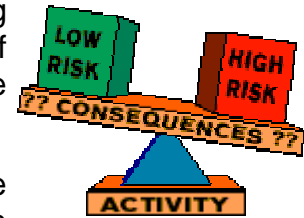
Innovative approaches, by their very nature, will not always be successful. Innovation may occur as a result of trial and error. In the past, when a "wrong" decision was made, or a blind alley entered, the initiative was seen as failure; however, quality service organizations have redefined failure. They understand that failure is part of learning and may occur. More importantly, they believe that a prevailing fear of failure inevitably stifles innovation and creativity. In such an environment, new initiatives simply do not occur with enough speed or power to respond effectively to an environment of constant change.

Review and streamlining of practices is another way the RCMP continues to assist employees with the transition. As a result of an identified need for sound management systems and compliance, the management review process was revised to more closely reflect the principle of empowerment. Divisions have been given more latitude to apply the principles of risk management to their operations. Unit commanders can now identify and control high risk activities (risk factors) through this self-audit system. Risk management also calls for increased accountability of the commander to both the RCMP and the community. ❖

What is risk?

- Risk is the probability that an event will occur.

What is Risk Assessment / Management?

- Assessment of high risk activities measured against pre-determined risk factors.

What are risk factors?

- Risk factors are criteria, activities, or specific functions performed within a region, division, section, branch or unit that have a direct impact on operations and enable the unit to meet its mandate.

What are some examples of risk factors?

- Date and results of last review

- Significance of unit in term of human and physical resources

- Management changes

- Financial concerns

- Major criminal investigations

- Crime analysis trends

- Workload

- Level of client satisfaction

- Employee survey results

Why is risk assessment / management performed?

- To identify activities that require special attention

- To evaluate the risk associated with each activity

- To assess the severity of the risk activities upon operations

- To identify units where there is the highest potential for a management review

- To select activities that will be examined during a review

- To assist commanders in the efficient, effective and economical management of their units

- To provide senior management with accurate information on performance results

What are some of the consequences of risk management?

- Increased employee involvement, innovation and creativity bring with them the risk of failure; that is the risk of making errors of judgement, which has traditionally resulted in tighter management controls. By their very nature, innovative approaches, will not always result in success. In quality service organizations, it is recognized that failure is a part of the learning process.

- Constant fear of failure, perceived or real, stifles innovation and creativity

Who identifies the risk factors?

- The unit commander in consultation with employees

When are risk factors no longer a risk?

- When management controls have reduced/eliminated the associated risk

UNIT OPERATIONAL BUDGET

❖ The creation of the unit operational budget within the RCMP saw the downward delegation of operating budgets directly to the divisions and units from a centrally managed budget. ❖

What are the advantages of the unit operational budget?

- Increased responsibility, authority, accountability and control at divisional levels.

- Greater ability given to managers to manage all financial components of their budgets.

- Empowerment and encouragement of Unit Commanders to be innovative in their improvements to police services.

- Increased efficiency and effectiveness of the organization.

- Flexibility of managers to realign resources within the total operating budget in accordance with their own priorities.

- Ability of managers to reinvest any savings in other priority purchases.

- Maintenance of a high level of police service and client satisfaction.

How did the RCMP, particularly managers, respond?

- A complete willingness of line managers to respond positively to increased delegation and empowerment; key elements of the community policing philosophy.

- Increased knowledge and awareness about budgetary concerns. ie. use of salary dollars

- Managers felt the increase in flexibility and greater control over a larger resource base far outweighed the burden of increased accountability and responsibility.

- Managers commented on the autonomy to "shop around" in order to save money.

- Increase feelings of being effective in daily operations; increase employee satisfaction

ALTERNATIVE DISPUTE RESOLUTION (ADR)

❖ ADR is a system of informal methods used to resolve disputes within the RCMP. ADR emphasizes a "let's talk" philosophy and management style that serves to resolve problems and conflict before they escalate and start a paper trail of formal proceeding. It serves to create a more efficient process, to establish and maintain open lines of communication, and to become a part of the skill sets of every employee. ❖

What are the key elements of ADR?

- Mediation

- Negotiation

- Fact-finding or investigation

- Early neutral evaluation

- Peer review panels

- Non-binding arbitration

- Arbitration

What does ADR do for employees?

- Resolution at the lowest level possible

- Voluntary process - the right to withdraw

- Binding agreements

- Creates time limits on both parties

- Protection of employee's time limits

- Allow management to delegate decision-making power

- Creates incentives to communicate

- Openness to other remedies

- Recognition of the benefit of parties' communication

POLICY REVIEW

❖ Reduction, elimination, simplification and improved functionality of policy has been initiated via a policy review study. The RCMP has made a commitment to review all policy in support of members who are responsible for service delivery. ❖
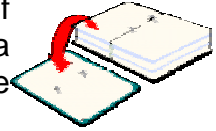
What are the goals of the policy review?

- To improve the structure and format of directives and promote the concepts of empowered employees, risk management, innovation, accountability and consultative decision making.

- To facilitate the implementation of community policing.

- To give increased flexibility to those responsible for service delivery.

How will this effect the RCMP?

- Restructuring the policy to reflect the community policing philosophy and decentralizing the responsibility for authorizing policy gives members more discretion and re-emphasizes the commitment to changing the old model.

EMPLOYEE DEVELOPMENT

❖ In their commitment to aid employees in their own adoption and application of the community policing philosophy, the RCMP created the Employee Continuous Development Program (ECDP). This program addresses the need for employee skills, knowledge, techniques and training to encourage individuals to become continuous learners focusing on progressive improvements . Unlike classroom training, the ECDP gives hands-on, interactive, applicable training that is available to everyone. ❖

What is the Employee Continuous Development Program (ECDP)?

- It is in-service training designed to provide on-the job learning opportunities and, where appropriate, formal training opportunities.

- It is a method of promoting continuous learning and improvement among employees.

- It is an automated learning resource data base (on-line) including descriptions of tasks employees must perform and the competencies require to perform those tasks.

What is the purpose of ECDP?

- To develop competencies and qualities identified as essential to performing day-to-day tasks across all levels of responsibility and for long term development.

- To ensure organizational transformation and continuous enhancement of products and services.

- To increase job satisfaction among employees.

- To allow for greater mobility within and across levels of responsibility.

How does the Employee Continuous Development Program work?

- Based on the principles of the CAPRA Problem-solving Model, each employee is encouraged to conduct a self-assessment of their need for training and competency in areas where they feel they are lacking in order to fill the learning gap.

- Employees are empowered to search out and acquire those missing skills. Information on an extensive number of matters is continuously made available on-line to all individuals who request it.

Why did the RCMP adopt the Employee Continuous Development Program?

- To anticipate and respond to needs of employees, clients and communities and adjust to changing service delivery requirements.

- It applies the competencies of CAPRA to any one particular job.

- Reduction of classroom training and duplication of some skills.

- Increased hands-on training.

- Chance to provide supplemental information to employees on a continuous bases.

- It is easily accessible by everyone.

- A way of continuously updating and providing current and relevant information on employee tasks.

- To cultivate an environment where employees will be continuous learners and strive for continuous improvement.

- To improve working conditions for employees.

- To help the RCMP provide a better quality service to our clients.

SECTION FIVE

COMMITMENT TO COMMUNITY AND CLIENTS

❖ As fundamental changes are made within the RCMP among employees and management, services provided to the community and clients are also intentionally restructured. Under the community policing philosophy, and guided by the shared leadership vision, the commitment to provide quality services to clients and the community meant that these individuals would become more involved in the delivery of their own police services. New initiatives and programs, consultations, and partnerships have been launched to bring clients, the community and the RCMP closer together to work in cooperation toward the same goal; quality service through community policing. ❖

CLIENT CONSULTATION

Under the old "command and control" framework organizations such as the RCMP implied that they knew what's best for their clients/communities and employees. On the other hand, organizations committed to quality service ensure that clients needs and expectations are identified and managed. This can only be accomplished through numerous forms of consultation.

What are some practices of consulting clients?

- Community consultative committees

- Town hall forums

- Regular interviews

- Client feed back surveys

- Comment cards

- Focus groups

- Regular informal contact

By consulting with clients/communities on the appropriate level of services, organizations can deliver top priority services in the most cost effective way, thereby maximizing client satisfaction.

PUBLIC ACCOUNTABILITY

❖ Under the model of community policing, the RCMP has pledged to become more accountable to their communities and citizens by realigning policing services to reflect community concerns and needs. ❖

How will the RCMP be more publicly accountable?

- By setting police priorities in consultation with the community. Annual and short-term operational plans are made in collaboration.

- By redesigning internal audits and reviews to examine the quality of service delivery and by soliciting performance feedback from the community.

- Problem identification and resolution.

- All forms of consultation.

PARTNERSHIP

❖ Partnerships with the community and clients is one of the fundamental principles of community policing. Partnership implies the development of an interactive process between police and the community where crime and social problems are mutually identified and resolved. The RCMP strives to establish and actively promote an operating environment where information, workload, concerns, solutions, resources and responsibility for the quality of life are shared with the community and relevant organizations. ❖

What are some of the benefits of developing partnerships?

- Open lines of communication; information exchange

- Meeting common interests and goals

- Shared police service delivery

- Increased trust between community and police

- Promotion of a inter-agency, multi-disciplinary and cooperative working spirit

- Productive division of labour

- Increased visibility of police

- Greater resources

- Identified groups with special and/or particular needs

- Shared ideas and best practices

- Effective and efficient planning and problem resolution

PROBLEM SOLVING

❖ The CAPRA Problem Solving Model is a method of service delivery that focuses on providing the best quality service by reflecting an understanding of client's needs, demands and expectations, and where possible, using partnership approaches. ❖

Why was this model developed?

- To assist police officers and other members of the work force to anticipate and prevent problems from arising and to resolve problems through multi-disciplinary, inter-agency and consultative processes.

What are the important elements of the CAPRA model?

- Getting to know your **clients** - revealing their points of view

- **Acquire** and **analyse** information - creating profiles

- Developing and maintaining **partnerships** - establishing mutual benefit

- Generate appropriate an **response** - provide options

- **Assessment** of action taking - continually evaluate feedback

DEMONSTRATION PROJECTS
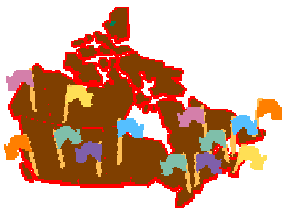
❖ Community policing demonstration projects have been initiated across the country to apply the philosophy of community policing to daily police operations and facilitate its implementation. These projects are examples of the RCMP's commitment to community policing by encouraging community involvement in delivering services to meeting their needs. ❖

What is the purpose of the demonstration projects?

- Application of the community policing philosophy

- Implementation of changes to service delivery, internal structure, strategies and culture of policing

- Provision of more effective and efficient police services to the community

- Identify and share models of service delivery and strategies

RESTORATIVE JUSTICE

❖ Restorative Justice is a philosophy which hold community healing at its cornerstone. Like community policing, it's a way of doing business differently. Unlike the current adversarial system which is based on punishment, restorative justice encourages dialogue and responsibility for past behavior, while focusing on the future problem-solving and offender accountability. Ideally, the victim, the offender and the community should be involved in 'making things right' to enable all parties to be returned to their pre-crime states. Restorative justice views crime as a violation of one person by another not simply as breaking the 'law'. ❖

What are the key features of Restorative Justice?

- Problem-solving

- Victim, offender, and community involvement

- Offender responsibility

- Win / win situation

- Reintegration of the offender back into the community

- Enhanced officer discretion

What are some examples that might be considered restorative justice?

- Community Justice Forums (CJF)

- Victim-offender mediation

- Sentencing circles etc.

SECTION SIX

LEADERSHIP DEVELOPMENT

PRINCIPLED CENTERED LEADERSHIP

❖ Leadership is critical to the success of any quality service organization. Leadership is not synonymous with a employee's title or job function but rather leadership qualities can be developed and displayed at all levels of an organization.

The philosophy of community policing and quality service has significantly changed the role and responsibilities of all employees. The need for leadership at the personal, interpersonal, managerial and organizational levels of the RCMP is recognized in order to re-create a culture of trust where greater emphasis is given to the contribution and effectiveness of people rather than a pre-occupation on the efficiency of things.

To succeed in transforming the culture of the RCMP, leadership at the personal level focuses on the principle of trustworthiness by developing character and competence which assists in the building of trust in all relationships at the interpersonal level. In a high trust culture, leaders cultivate conditions in which empowerment can grow. At the organizational level, empowered and trusted employees align systems, processes and structures to achieve strategic goals and objectives. ❖

SECTION SEVEN

QUALITY POLICE SERVICES

❖ Quality service organizations must measure client satisfaction. To improve continuously, they also need to know where they are, where they want to be and how they are going to get there. Thus, measurement is the key to all aspects of a quality services
initiative. Organizations assess client needs, measure how well the organization is meeting those needs, and they decide how to best close the gap between expectations and deliverables. ❖

Client feedback on the quality of services they receive allows organizations to:

- identify opportunities for service improvement;

- provide feedback to front-line staff and management about program efficiency and effectiveness;

- respond quickly to emerging client demands, reducing crises and stress for employees and clients;

- evaluate how well the organization is achieving its mandate;

- strengthen strategic and annual business planning processes; and

- allocate resources more effectively to meet client priorities by focusing on high service priorities and reducing or eliminating services that clients do not value.

Continuous improvement is a cornerstone of quality services and both will happen with the involvement of all employees. Employees in consultation with clients/communities, look for better ways to improve processes and provide services. Accompanied by the critical leadership, a planned approach focusing on client satisfaction, employee involvement and innovation, the RCMP will build upon our past to provide all Canadians with "Safe Homes and Safe Communities".

RCMP Learning Maps® were produced by community, Contract and Aboriginal Policing Services (CCAPS) of the Royal Canadian Mounted Police

For more information, contact:

Royal Canadian Mounted Police
1200 Vanier Parkway
Ottawa, Ontario (Canada)
K1A 0R2
Attention: CCAPS

Telephone: (613) 993-8443
Fax number: (613) 998-2405
Internet: www.rcmp-ccaps.com