

RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Public Service

Employment Equity Report 2005 - 2006



Royal Canadian Mounted Police
(RCMP)

**EMPLOYMENT EQUITY REPORT
PUBLIC SERVICE EMPLOYEES
ROYAL CANADIAN MOUNTED POLICE
2005 - 2006**

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PART I DEPARTMENT OVERVIEW

AN ORGANIZATION OF EXCELLENCE

Organization of the RCMP

The Royal Canadian Mounted Police is organized under the authority of the *RCMP Act*. In accordance with the Act, it is headed by the Commissioner, who, under the direction of the Minister of Public Safety and Emergency Preparedness has the control and management of the Force and all matters connected therewith.

Our Strategic Priorities

We have a new strategic priority for 2006/07 — Economic Integrity. Our strategy will be to contribute to confidence in Canada's Economic Integrity through crime reduction. This new priority impacts Canada's international relations, its institutions and the health, safety and well-being of Canadians. The concerns of the priority go beyond financial crime, addressing a range of issues from counterfeiting, to frauds and scams, to identity theft.

We will continue to address our other priorities of Youth, Aboriginal Communities, Organized Crime and Terrorism. We will remain a leading-edge organization committed to the safety and security of citizens at home and abroad. Our commitment to international policing has been very successful on a global scale and as such, international cooperation has evolved and become a core part of our operations and a key management strategy for our organization.

The RCMP is federally regulated and serves Canada's diverse populations, therefore, its adherence to the principles of the *Employment Equity Act* is a large part of its day-to-day operations.

The RCMP is substantially different from all other federal government employers, because of the prominent role of municipal, provincial and territorial contract partners as well as the fact that the vast majority of employees are sworn peace officers.



Economic Integrity



Youth



Aboriginal Communities



Organized Crime



Terrorism

PART II PUBLIC SERVICE EMPLOYEE REPRESENTATION

As of March 31, 2006, the overall workforce consists of 26,123 employees: 16,716 regular members (RM's), 4,894 civilian members (CM's) and 4,515 public service employees (PSE's) which are Indeterminate, Seasonal and Greater than 3 months of employment. The Employee Status is either Active, Leave With Pay or Suspended. The PS employees representation is based on the Data Reconciliation exercise done in compliance with the requirements of the Public Service Human Resources Management Agency of Canada (PSHRMAC).

The overall representation of the designated groups in the PSE category are as follows:

DESIGNATED GROUPS	REPRESENTATION
Women	3,615 (80%)
Aboriginal Peoples	222 (5%)
Persons with Disabilities	224 (5%)
Visible Minorities	316 (7%)

Regular and civilian members are engaged and managed under the *RCMP Act* whereas public service employees fall under the *Public Service Employment Act*. The RCMP has a regional management system under the direction of Deputy Commissioners. **The five regions are:**

Atlantic Region

Newfoundland, Nova Scotia, New Brunswick and Prince Edward Island

Central Region

Ontario and Québec

Headquarters Region

National Capital

North West Region

Manitoba, Saskatchewan, Northwest Territories, Nunavut Territory, Alberta, Depot (Training Academy) in Regina, Saskatchewan

Pacific Region

British Columbia and Yukon Territory

Public service employees in the RCMP are generally engaged in administrative functions. The highest concentration of PSEs is at Headquarters in Ottawa, Ontario. The second largest proportion of PSEs is in detachments where they work as clerks in over 700 offices and approximately 600 Aboriginal Communities across the country. These PSEs are integrated into the day-to-day operations of the RCMP and usually report to, and are supervised by, regular or civilian members. Their careers, training opportunities and internal mobility are heavily influenced by their unique reporting relationship. PSEs

have specific and limited functions that support the organization's primary role of community policing and law enforcement. The organization's shift to civilianize many functions has increased the number of PSEs at Headquarters and it is anticipated this will continue.

A distinguishing characteristic of the RCMP is that almost two thirds of its employees are engaged on behalf of provinces/territories and municipalities. As a result, many municipalities have replaced federal PSEs with employees of their own, which are governed by their respective provincial labour and employment legislation. None of these employees deliver federal public services and therefore do not fall under federal legislation.

As a result, their specialized work often occurs in isolated locations, or under very specific circumstances. Federal policies do not apply as these employees are not federal PSEs but rather employees recruited from local labour pools (which often do not have sufficient representation of the designated groups).

INTEGRATED POLICING AT ALL LEVELS

Local/Municipal

- over 200 Municipal Agreements
- 75 First Nations Community Tripartite Agreements
- approximately 600 Aboriginal Communities

Provincial/Territorial

- 8 provinces
- 3 territories

National

- Federal leadership on national priorities

International

- International leadership on policing

PART III EMPLOYMENT EQUITY SECTION

HUMAN RESOURCES

a. Accountability and Monitoring

The *Employment Equity Act* requires federal employers to analyse their workforce and review employment systems in order to develop appropriate employment equity action plans, and to report annually on the representation in their workforce of persons from four designated groups: women, visible minorities, persons with disabilities and Aboriginal persons.

The RCMP Employment Equity Section is pleased to report that the Employment System Review and Employment Equity Plan (Phase III and IV of the Employment Equity Implementation Project) was finalized in June 2006 and was approved by the Deputy Commissioner Human Resources.

The Employment System Review and Employment Equity Plan outline short-term recruitment goals and long-term representation goals to bridge the gaps within a

reasonable period of time. Although the plan is intended to correct the under-representation of designated groups in specific areas, it also contains measures for all designated groups and employees.

b. Corporate Culture

During this fiscal year, Employment Equity Section was the project leader of the Employment Equity Recruitment and Development Program (ERDP) funded by the Public Service Human Resources Management Agency of Canada (PSHRMAC). The funding received under this Program permitted the RCMP in all regions of Canada to develop various outreach recruitment initiatives and provide developmental training for employees of the designated groups.

Among the many initiatives done under this Program was the event “Beyond Bridges” organized by the Employment Equity Section on February 24, 2006, at the Canadian Museum of Civilization in Gatineau, Quebec. The recruiting event was attended by more than 490 guests from various diverse communities. The event was a tremendous success and permitted an exchange between the communities showcasing their various cultures and the RCMP providing a complete showcase of many of our policing services and career possibilities within our organization.

All regions put on a multitude of initiatives such as recruiting events, training and developmental opportunities or provided work experience which will enhance the employee’s career opportunities within the RCMP. The Program is now in its second year and the funding provided will help support the salary of six employees working toward the objectives of the Program which are to seek the recruitment of designated groups or provide work experience to an employee from the designated groups in order to enhance their career within the RCMP.

During this fiscal year, Employment Equity Section continued to financially support the meetings of the RCMP Aboriginal Employee Council (RAEC). Representatives from the 15 divisions of the RCMP and of National Headquarters participate at these meetings which are held semi-annually.

The mandate of this council is to encourage a climate within the RCMP that ensures Aboriginal employees reach their full potential and participate in all levels of decision making, as well as to maximize the potential of all Aboriginal employees to achieve career opportunities, promotions and leadership roles. The RAEC strives to increase awareness of Aboriginal cultures, languages and values. It demonstrates how diversity among Aboriginals (meaning the three constituencies, First Nations, Metis and Inuit) is of value to the organization and its membership.

The RAEC seeks to develop national strategies to address issues that impact Aboriginal employees/applicants. It will also develop a formal network where Aboriginal employees can share their work experience to identify systemic or structural issues affecting their employment. The RAEC strives to effect positive changes in the work environment and draws the attention of the three Aboriginal constituencies and their representative organizations, other police services and federal departments/agencies. This demonstrates the RCMP’s commitment to its Aboriginal employees and service to all its Aboriginal clients.

Similar committees will be established for the other designated groups as per the recommendations of the Employment Equity Plan which was approved in June 2006 by the Deputy Commissioner Human Resources.

c. Consultation

Employment Equity Section participated in the meeting of the Commissioner's Advisory Committee of Visible Minorities and the Commissioner's National Aboriginal Advisory Committee. Various issues of importance were discussed within these two committees.

Several RCMP employees attended the Law Enforcement Aboriginal and Diversity Conference (LEAD) in Toronto in May 2006. This conference permitted the participants to exchange on key principles in providing quality service to Aboriginal and diverse communities. The conference was a tremendous opportunity to seek cooperative understandings and solutions to the challenges facing the public and police as we work to build relationships of trust.

**PART IV PUBLIC SERVICE HUMAN RESOURCES
MANAGEMENT AGENCY OF CANADA (PSHRMAC) -
Template**

a. Accountability and Leadership

1. Do the Performance Agreements for Executives in your organization specifically link pay at risk to performance on the following topics. If yes, specify to what level.

a) Duty to Accommodate

Levels Linked: **All Executives**
Assistant Deputy Ministers
Associates Director generals
Directors

b) Embracing Change

Levels Linked: **All Executives**
Assistant Deputy Ministers
Associates Director generals
Directors

c) Employment Equity

Levels Linked: **All Executives**
Assistant Deputy Ministers
Associates Director generals
Directors

2. How frequently does your department monitor EE results in your department?

With whom are the results shared?

Annually

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Monthly

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Not required to report

Quarterly

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Semi-annually

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

3. How frequently does your department monitor Embracing Change results in your department?

With whom are the results shared?

Annually

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Monthly

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Not required to report

Quarterly

Publicly Reported in Dept.
Publicly Reported in GoC
Senior Management
Within Department

Within Division/Branch

Semi-annually

Publicly Reported in Department
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

4. How frequently does your department monitor DTA results in your department?
With whom are the results shared?

Annually

Publicly Reported in Department
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Monthly

Publicly Reported in Department
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Not required to report

Quarterly

Publicly Reported in Department
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

Semi-annually

Publicly Reported in Department
Publicly Reported in GoC
Senior Management
Within Department
Within Division/Branch

b. Integration of HR Planning

1. How has the DTA been integrated into your organizations HR and business planning processes?

Written

Rewritten

Set targets based on EE objectives & goals

2. How has EE been integrated into your organizations HR and business planning processes?

Written

Rewritten
Set targets based on EE objectives & goals

3. How has Embracing Change been integrated into your organizations HR and business planning processes?

Written
Rewritten
Set targets based on EE objectives & goals

c. Corporate Culture

Please describe what your organization does to:

a) Foster a corporate culture that is respectful of diversity

Require it in work
Disposition of complaints
Corporate culture self-assessment
Tool completed by Department
Lens/Gender Base Analysis
Other:

b) Communicate that the DTA, Embracing Change and EE are corporate goals and objectives

Clear Statement in Departmental Performance Report/Report on Plan and Priorities/Annual Report
Orientation training (inclusion)
Mandatory diversity training for all managers
Goals set & periodically articulated
Mandatory training for staffing
Other:

c) Support employee-based networks

Money
Time
Facilities
FTEs
Contributions in kind (describe)
In kind:

d) Facilitate senior management engagement on the DTA, Embracing Change and EE and diversity

Regular meeting on issues
Inclusion at senior management tables
Direction to managers
Training for managers

Other:

e) Do you engage stakeholders in consultation and decision-making

Frequently
Unfrequently
Rarely
Never

d. Stakeholder Engagement, Consultation, and Commitment

1. Did your organization involve EE designated groups and stakeholders in consultations and decisions? **Yes**

2. Did your department consult with the bargaining agents on EE matters? **Yes**

3. What was the frequency?

Frequently
Unfrequently
Rarely
Never

4. How frequently did senior management meet with EE-related stakeholders?

Not reported
Annually
Quarterly
Monthly
Weekly
Daily

e. Recruitment

1. What efforts and practices has your organization put in place to ensure the participation of designated group members in your recruitment and selection processes?

Outreach

Representative selection boards

Pre-qualified pools/Inventories

Restricted advertisements

Direction to hiring managers

Use of delegation

Other:

2. What results were achieved? (% increase in representation, difference in representation, work force ability increase/decrease, % of advertised positions used selection boards).

f. Retention and Career Development

1. What does your organization do to facilitate the retention and career development of employees, in particular, members of designated groups? What results were achieved?

	Result (Nb):
Assignments/Special Projects	60
Recognition/Awards	461
Training Programs	
Mentoring Programs	
Career Development (Internal)	4
Career Development (External)	
Centrally managed	1
(Management Trainee Program, Accelerated Executive Development Program, Accelerated Economist Training Program)	
Other:	

g. Separation/ Departures

1. Does your organization collect information (e.g. exit interview / exit questionnaire) from employees who leave:

- a) to work in other federal departments
- b) to work elsewhere
- c) to retire
- d) other reasons

2. How is this information used in your organization?

Not collected from a national perspective

h. Learning

1. How are the DTA, Embracing Change and EE integrated in your departmental learning opportunities?

- Orientation course
- In-house Diversity Training
- Outside Training
- Centrally managed training (School of Public Service)
- Other:

2. How many participants annually were from each group?

- Aboriginal
- Disability
- Visible Minority

Woman
 Manager
 Non-designated group
 Total:

Comments:

i. Challenges and Opportunities

1. What opportunities exist in your organization for implementing its DTA, Embracing Change and Employment equity obligations?

Money
Locating people
Time constraints
Outreach
 Size of department
Amount of Hiring
 Senior Management Commitment
 Other:

2. What opportunities does your organization encounter in implementing its DTA, Embracing Change and employment equity obligations?

The RCMP has established a special funding program (150k) for the recruiting and retention of PS employees from the Visible Minority Group. The program aims to provide employees of the VM Group with opportunities to gain experience and access to employment opportunities within the RCMP.

The RCMP is also proud to report that the four phases of the EE Implementation Project has been finalized in June 2006. The RCMP EE Plan will be distributed to all regions in the Fall.

j. Good Practices

Identify any successful practices that your organization has and the results you have achieved through these practices.

Practice	Results
Recruitment	Women 183 (Determinate) 380 (Indeterminate) Aboriginal 5 (Determinate) 18 (Indeterminate) Persons with Disabilities 2 (Determinate) 15 (Indeterminate) Visible Minorities 11 (Determinate) 40 (Indeterminate)
Mentoring	
Retention	
Accountability	
Tracking/Monitoring	

Executive

k. Results-based Activities

Are there any other achievements relating to progress on the DTA Embracing Change and EE that your organization has completed during the reporting period? Please describe.

During the reporting period EE Section managed the Employment Equity Recruitment and Development Program (EERDP). The funding permitted the RCMP to achieve the recruitment/hiring and career assistance goals for the designated groups established by the Program (Aboriginals, VM and Persons with Disabilities for the **three categories of** employees PS, Regular and Civilian Members). This has been a positive experience in reaching designated groups for engagement into the RCMP.

PART V SPECIFIC FOCUS QUESTIONS 2005 - 2006

a. Executive Development and Recruitment

1. What has your organization done to prepare members of the designated groups for entry into the executive category?

Career Development
Acting assignments
Acting in EX
Mentoring
Executive Development Program
Internal/External
Other: **Full Potential Program, Coaching**

b. Duty to Accommodate

Please describe what your organization has done with respect to the Duty to Accommodate on the following:

a) Development of a departmental DTA policy

Completed development

Approved

Implemented

Disseminated

Managers training

Procedures in recourse & Mechanism in place

Under development/Waiting approval

Other: A comprehensive Attendance Management Program has recently started development and will be housed under our Employee/Management Relations Sector. It will include information, tools and support for employees and will

include Return to Work Program.

b) Procedures and recourse mechanisms to ensure requests are dealt with in a timely and effective manner

Completed development

Approved

Implemented

Disseminated

Managers training

Procedures in recourse & Mechanism in place

Under development/Waiting approval

Other: Grievance processes within the RCMP are well defined and accessible and have been for many years.

c) Training all managers on the DTA

Completed development

Approved

Implemented

Disseminated

Managers training

Procedures in recourse & Mechanism in place

Under development/Waiting approval

Other: A comprehensive Attendance Management Program has recently started development and will be housed under our Employee/Management Relations Sector. It will include information, tools and support for all employees and will include Return to Work Program.

d) Funding the DTA

Centrally managed fund

Integrated in Branch/Unit Funding

e) Tracking requests and outcomes

Number granted:

Number rejected/Denied:

Number of requests for DTA:

f) Track complaints and their outcomes

Accommodated:

Accommodation negotiated:

Denied for reason:

Unreasonable/Undue Hardship:
Total: