

**RCMP-GRC**



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

# Regular and Civilian Members

Employment Equity Report  
2005 - 2006



Royal Canadian Mounted Police  
(RCMP)

**EMPLOYMENT EQUITY REPORT  
REGULAR AND CIVILIAN MEMBERS  
ROYAL CANADIAN MOUNTED POLICE  
2005 - 2006**

<b>REPORTING TEMPLATE</b> .....	3
<b>PART I DEPARTMENT OVERVIEW</b>	
Organization of the RCMP .....	6
<b>PART II HUMAN RESOURCES AND OTHER SECTORS/REGIONS</b>	
<b>Employment Equity initiatives related to questions in reporting template</b>	
<b>A. Question 1</b>	
a. Accountability and Monitoring .....	8
b. Integration .....	11
c. Corporate Culture .....	13
d. Consultation .....	16
e. Recruitment/Representation .....	18
f. Retention/Promotion/Separation .....	22
g. Learning .....	26
h. Accommodation .....	29
<b>B. Question 2</b> .....	29
<b>C. Question 3</b> .....	32
<b>PART III COMMUNICATIONS</b> .....	34
<b>PART IV CONCLUSION</b> .....	34

## **Regular/Civilian Members**

### **Principles that Guided the Development of the Employment Equity Reporting Template**

#### **The template should:**

- Indicate the Public Service Human Resource Management Agency of Canada's (PSHRMAC) expectations regarding successful departmental programs.
- Not request information the Agency has or can get from other sources (e.g. statistical data and the Canadian Human Rights Commission (CHRC) audit reports).
- Simplify the reporting task by only asking for needed information.
- Encourage results-oriented reporting (things completed rather than plans).
- Facilitate departmental collection of information from their regions by indicating what types of information they will need for reporting purposes.
- Not ask for a level of detail that suggests micro-management.
- Ask consistent questions over three consecutive reporting periods.

#### **The report is designed to:**

- Up-date the Agency on significant and qualitative results achieved in the past fiscal year (omit activities planned or proposed but not yet acted upon).
- Contribute to the assessment of the effectiveness of the EE Program in the federal Public Service by PSHRMAC.
- Provide background/reference for:
  - Monitoring departments' performance after the CHRC audit
  - Departmental visits by Portfolio Officers
  - Strategic interventions by analysts/senior managers
  - Embracing Change reports
  - Briefing Notes
  - Horizontal analysis by PSHRMAC Portfolio Officers
  - Input to the Annual EE Report to Parliament
  - Formal Departmental Management Assessments

**Reporting Template for Departmental Employment Equity  
Progress Report For the Reporting Period  
April 1, 2005 to March 31, 2006**

Your organization's EE plan addresses the specific barriers to employment equity that were identified in your Employment Systems Review. In the interests of keeping the reporting burden to a minimum, this template avoids asking questions about progress made on all the action items included in your plan. Rather, it focuses on areas deemed essential to achieving results and making progress.

**Question 1:**

**Please answer the questions listed under the following headings.**

**Accountability and Monitoring**

- How was accountability for EE reflected in EX Performance Agreements during the reporting period, and was it specifically linked to pay at risk?
- To what extent was responsibility for EE formally delegated to lower level managers in your organization during the reporting period?
- How were EE results monitored in your department during the reporting period?

**Integration**

- How is commitment to EE reflected in your organization's business planning and HR planning processes?

**Corporate Culture**

- What specific EE initiatives were used during the reporting period to make your corporate culture more receptive and attractive to designated group employees?

**Consultation**

- What EE issues or initiatives were consulted upon with the EE designated groups and unions during the reporting period?

**Recruitment/Representation**

- Did your organization use/encourage the use of representative selection boards during the reporting period? To what extent did these initiatives contribute to improving your EE representation?
- What initiatives were undertaken to track the participation of designated group members throughout the recruitment and selection process during the reporting period?

**Retention/Promotion/Separation**

- What retention, promotion and departmental career development initiatives did your

organization have in place during the reporting period? (Do not include any management development programs<sup>1</sup> in your answer.)

### **What results were achieved?**

- How consistently did your organization collect information from departing employees (e.g. exit interview/exit questionnaire) during the reporting period, and what use was made of the information collected?

### **Learning**

- How was EE included in Staffing and other departmental learning opportunities during the reporting period?
- What departmental management development programs (programs other than MTP, CAP and AEXDP<sup>2</sup>) did your organization have in place during the reporting period, and what percentage of program participants were from each of the designated groups?

### **Accommodation**

- What accommodation infrastructure (policy, training, funding provisions, tracking of accommodation requests, etc.) did your organization have in place during the reporting period?

### **Other Achievements/Progress**

- If your organization has achieved important results/progress in implementing its EE plan during the reporting period in areas that have not been captured in answers to the preceding questions, please describe them here. (This question is optional. You might prefer to describe any special achievements under question #3 below. Progress in filling representational gaps does not need to be reported, because that information is already available to PSHRMAC.)

### **Question 2:**

**List your organization's major challenges with respect to EE.**

### **Question 3:**

**Briefly describe any special accomplishments or new initiatives that you would like to see featured in the 2005-2006 Annual Report to Parliament on EE in the Public Service of Canada.**

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<sup>1</sup>

**Note:** Information on departmental management development programs is requested below in one of the questions on Learning.

<sup>2</sup>**Note:** Information on your organization's use of such public-service-wide management developmental programs is not required in your report, because this information is available from other sources.

# 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

As of March 31, 2006, the overall workforce consisted of 26,123 employees: 16,461 regular members (RM's), 4,894 civilian members (CM's) and 4,768 public service employees (PSE's).

The overall representation of the designated groups in the RM/CM category are as follows:

<b>DESIGNATED GROUPS</b>	<b>RM</b>	<b>CM</b>
Women	3,085 (18.7%)	2,437(50%)
Aboriginal Peoples	1,258 (8.0%)	99(2%)
Persons with Disabilities	412(2.5%)	110 (2.2%)
Visible Minorities	1,064(6.5%)	225 (4.6%)

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

**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 II HUMAN RESOURCES AND OTHER SECTORS/REGIONS

### A. Question 1:

#### a. Accountability and Monitoring

##### **Employment Equity Section**

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.

##### **National Development and Resourcing Services (NDRS)**

Accountability for Employment Equity is reflected in each executive's Performance Agreement. However, these form part of ongoing commitments, therefore are not linked to pay at risk.

- The RCMP serves Canada's diverse population. As such, our commitment to employment equity is demonstrated through the day-to-day operations of our regular and civilian members, and our public service employees.
- Significant effort has been placed on mobility and promotion of designated groups to foster a diverse workforce. Specific initiatives include the Full Potential Program, the Officer Candidate Development Program, Beyond Bridges, Embracing Change and our increase in the number of Aboriginal recruiters.
- In fiscal year 2006-2007, each executive identified an Ongoing Commitment relating to the Employment Equity Program and they will again be assessed on this commitment.

For your reference, the following gives all occurrences, between 2005-04-01 and 2006-03-31, of lateral and/or promotional transfers of officers, officer equivalents and senior executives (based the value in Officer Code) who have identified as female, Aboriginal and/or visible minority, and have given permission to be identified. There were 37 female transfers of which 2 were aboriginals and 15 males of which 9 were Aboriginal



and 4 visible minorities. Individuals identified in HRMIS as being an aboriginal or visible minority, but did not grant permission for us to identify them, were not considered in this report.

### **Community, Contract and Aboriginal Policing Services (CCAPS)**

The Performance Agreements within CCAPS at the EX level provide accountability for employment equity. Several key commitments and corresponding performance measurements are tied directly to EE issues. Some of these included:

1. Monitoring the delivery of Aboriginal and Inuit Perceptions Training (IPT) in all Contract Divisions - Personnel within CCAPS were involved with ensuring that regular members were trained in every division across Canada. Total number of employees in receipt of this training is 617. The training was offered to employees within CCAPS at all levels and categories.
2. Provide a culturally sensitive police service - Bias-Free Policing Policy was developed by CCAPS throughout 2005 and published in January 2006.
3. Employment Equity - CCAPS embraces diversity in the workplace by providing employment opportunities to employees from the designated groups.

### **Occupational Health and Safety Branch (OHSB)**

Not formally delegated but as a general rule Employment Equity considerations are given to every staffing assignment in Occupational Health and Safety Branch (OHSB). Hiring managers are expected/directed to have a view to meeting EE representation (pre-qualified pools/inventories are consulted), and a special effort is given to having selection boards representative of diversity.

### **Federal and International Operations (FIO)**

No formal delegation of responsibility on either the Performance Agreements or the Balance Score Card to address this initiative were done.

### **Human Resources Systems & Strategy (HR S&S)**

Unable to comment on instability due to lack of permanent incumbents in the 2 positions.

National Compensation Policy Center (NCPC) under A Base review and staffing actions were put on hold with the exception of highest priority/mission critical. Did hire one EE under the EE Recruiting Development Program.

**Human Resources Officer - Atlantic Region (J Div. - N.B., L Div. - PEI, B Div. - Nfld., H Div. - N.S.)**

The Human Resource Officer (HRO) for the Atlantic Region continues to ensure that management is cognizant of employment equity practices. The HRO has directly communicated with her Program Managers and has assigned direct monitoring of the Employment Equity issues directly to the Aboriginal Policing & Diversity Management Unit. This initiative is included in the HRO's performance agreement and in all her direct reports and performance agreements. In this way the HRO should be able to target and monitor all employment equity initiatives.

**Human Resources Officer - Pacific Region (E Div. - B.C., M Div. - Yukon)**

Employment Equity is reflected in the EX Performance Appraisals & Balanced Score Card but there is no direct link to pay at risk. The following is a list of priorities of the Division on the Balanced Score Card which reflect the Division's commitment to Employment Equity:

- Equitable, effective and relevant delivery of integrated policing services to our communities
- Ensure client, partner and stakeholder priorities are met through the provision of a coordinated cooperative and interactive police service
- Excel in relationships and services with First Nations

As an example, one of the Strategic Objectives is the development of increased knowledge sharing and understanding of First Nations people's needs, ensure objectives generate greater trust and client relations, utilize innovative methods to prevent/resolve conflict, promote First Nations community wellness through crime prevention partnerships, restorative justice and a holistic/culturally sensitive approach to problem solving.

Employment Equity throughout the Division is the responsibility of the Commanding Officer. Managers are responsible for the daily delivery of service and development of specific programs that are sensitive to the needs of the community.

The Human Resource Officer through the OIC Recruiting, Policy and Planning monitor Employment Equity initiatives to ensure compliance under the Employment Equity Act. The primary source to monitor results of Employment Equity initiatives is through the recruitment and hiring process which are monitored on a regular basis.

## **b. Integration**

### **Community, Contract and Aboriginal Policing Services (CCAPS)**

Branch/Section managers within CCAPS are aware of the *Employment Equity Act* and its implications. This is taken into consideration through the succession planning process and the interactions with Human Resources in selecting appropriate individuals to be part of the CCAPS team. There is a commitment to provide employment and developmental opportunities to representatives of the designated groups. Among those hired, many have been placed into positions at various levels and opportunities to optimize development of skills and abilities.

Integration is demonstrated by CCAPS through National Aboriginal Policing Services (NAPS), a branch which provides support and information to Human Resources Sectors, Employment Equity Section, and representation on the RCMP Aboriginal Employee Council (RAEC). RAEC is a forum in which Aboriginal employees can identify and discuss human resource issues affecting them. Consultative discussions with Aboriginal employees help to develop direction and recommendations for action to address human resource issues. Although this initiative is led through Human Resources Directorate, NAPS strongly supports the Council and HR.

In 2005/06, NAPS welcomed new representatives of the three Aboriginal constituencies (First Nations, Inuit and Metis) to its staff. This will be the first time an Inuit member will have worked within NAPS or CCAPS. An A-Based review early in 2006 resulted in a realignment of the organization chart for CCAPS. Changes included the creation of a Director General (DG) NAPS and a more robust section, in addition to the four designated Aboriginal positions already in the section.

### **Strategic Planning and Policy Branch (SPPB)**

The RCMP uses the balanced scorecard methodology to achieve results on strategic objectives. This tool allows all sectors of the RCMP to track initiatives that are critical to the successful attainment of strategic objectives. The Human Resources Sector uses the balanced scorecard to drive out success on specific objectives such as Employment Equity.

One of the RCMP's strategic priorities is "Aboriginal Communities." An objective in this strategy is to "Attract, develop, retain, and support our employees." The attraction and retention of Aboriginal employees is actioned through specific initiatives tracked on the balanced scorecards of National Aboriginal Policing Services, Human Resources and the divisions.

The RCMP also has a robust business planning process, wherein all business lines and divisions articulate their planned undertakings for the upcoming year. Any specific work being done in the area of Employment Equity can be detailed in the business plans and tracked throughout the year via the balance scorecard.

### **Occupational Health and Safety Branch (OHSB)**

Employment Equity considerations are addressed in the performance agreements of EX and EX equivalent positions.

Communication of our corporate goals regarding EE are articulated routinely and the importance that is placed on this is also reflected in OHSB's current development of a Disability Case Management model. This model is being developed in consultation with Workplace Relations Management's development of the graduated return to work policy in which accommodation of employees is being addressed for employees with disabilities, etc.

### **Human Resources Systems & Strategy (HR S&S)**

Funded a position

Staffing plans had preference given to EE candidates.

### **Human Resources Officer - Atlantic Region**

**“H” Division** has developed an aboriginal recruitment plan to aggressively and proactively recruit from all 13 First Nation communities in Nova Scotia.

**“H” Division** is continuing to work with Aboriginal Policing & Diversity to attract EE applicants. An information session was held on November 23rd, 2005 at the Black Cultural Centre in Cherrybrook, Nova Scotia. We are also working with Aboriginal Policing & Diversity in identifying EE applicants who may require some tutoring in order to improve on specific aptitudes so that they may perform better on the RCMP Aptitude Battery test (RPAB). In the new year, more information sessions will be held in aboriginal communities as well as communities that have a high visible minority population. “H” Division is working with Aboriginal Policing & Diversity to translate some of our promotional material to Mi'kmaq.

### **Human Resources Officer - Pacific Region**

Employment Equity is reflected in the Division's Five Year Strategic Plan in recognizing the need to provide the highest quality of service through dynamic leadership, education and technology in partnership with the diverse communities. Managers under the

command of the Human Resources Officer are aware of the *Employment Equity Act* and are committed to removing barriers, promoting employment equity groups through recruitment, development and advancement within the organization. Several of the larger Detachments have a dedicated position mandated to promote Diversity within all the employee groups and classifications. There are presently eight dedicated positions at various Detachments and one full-time coordinator for the Division which belongs to a network of police resources that promotes diversity throughout the Province.

### **c. Corporate Culture**

#### **Employment Equity Section**

During this fiscal year, Employment Equity Section was the project leader of the Employment Equity Recruitment and Development Program 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 invited 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 all our policing services and the career possibilities within our organization.

All regions participated in a multitude of initiatives under this Program, 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 to 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 participated in these meetings 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 also develops 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.

### **Community, Contract and Aboriginal Policing Services (CCAPS)**

CCAPS/NAPS has been involved in several initiatives designed to create an awareness around Aboriginal people, their culture, their traditions and the RCMP role related to service delivery to Aboriginal people.

This has resulted in partnerships with Health Canada and Statistics Canada for hosting events for the National Aboriginal Awareness Week. Another initiative is CCAPS/NAPS's involvement in National Aboriginal Day which is a partnership between several government agencies, Aboriginal organizations and the community. This day of celebration is an opportunity for all Canadians to learn more about the Aboriginal culture and traditions which speaks to our rich Canadian heritage. CCAPS/ NAPS is directly involved in participating in events organized by, or in partnership with Aboriginal communities. These activities are carried out at the National, Divisional and Community levels with participation throughout our Aboriginal Policing Service Line including front-line detachment personnel. This involvement is designed to demonstrate how Aboriginal people have enriched our working environment by sharing their skills, knowledge and abilities while providing services to our Aboriginal communities.

### **Strategic Planning and Policy Branch (SPPB)**

A key initiative of the Aboriginal Communities strategy was to train members in Aboriginal/Inuit perceptions training. In 2005/06 the RCMP exceeded its expectation to train 411 members in Aboriginal/Intuit Perceptions, by training 617 members.

In a 2006 national RCMP survey of Canadians, 84% agreed the RCMP is sensitive to the needs of different cultures and groups, up from 77% in 2003. For the same question, 72% of self-identified Aboriginal respondents agreed, up from 59% in 2003.

### **Occupational Health and Safety Branch (OHSB)**

Anti-harassment training is compulsory in all work units in the RCMP. OHSB has put a mechanism in place to ensure 100% compliance. Also, whenever possible, pre-qualified pools/inventories and make it a practice to use representative selection boards for competitions. These are some of the reasons that the RCMP is an employer of choice.

### **Human Resources Officer - Atlantic Region**

The Atlantic Region continues to consult with aboriginal groups through regular meetings with the CO's Aboriginal Advisory Committees as well as consultation with visible minority groups through the CO's Black Advisory Committee ("H" Division).

### **Human Resources Officer - Pacific Region**

Managers are sensitive to the need to attract resources of all categories of employees, including regular members, civilian members, public service employees, auxiliary constables and volunteers which represent all the Employment Equity designated groups. Managers are responsible to promote a positive corporate culture in the Division which is sensitive to the needs and importance of all designated groups of employees.

Career Development and Resource Services (CDRS) are sensitive to the need for Employment Equity and Diversity. This section has members of several categories established throughout the Division in an effort to promote equity and fairness. Career Development and Resource Services has a designated Career Development Aboriginal Advisor who is mandated to promote and assist in the development of our First Nations Police Officers in providing a quality service to our First Nations people.

As an example, "E" Division's Aboriginal Policing Services hosts an annual training opportunity with an invitation to all Aboriginal Policing Service members to attend. During the scheduled sessions, the Aboriginal Human Resource Advisor provides the participants with an update on the progress of Career Development and other related topics of interest.

Career Development and Resource Services has a good representation of female members as Human Resource Advisors both within regular member and civilian member staffing. These members are responsible to ensure fairness and that all members have an equal opportunity for career development and advancement.

The “E” Division Recruiting Section is highly representative of all Employment Equity groups. The displays and recruiting material all emphasize diversity in an effort to recruit employees from all Employment Equity designated groups. The Recruiting Section takes full advantage of a full time Aboriginal recruiter who has the mandate of recruiting resources from our First Nations communities. The Recruiting Section also has a number of members who represent the diverse cultures that are reflected in the communities.

#### **d. Consultation**

##### **Employment Equity Section**

Employment Equity Section participated in the bi-annual meetings of the Commissioner’s Advisory Committee on Visible Minorities and the Commissioner’s National Aboriginal Advisory Committee. Various issues of importance are discussed within these two committees and are great consultation opportunities to voice designated groups’ concerns.

Over 150 RCMP employees attended the Law Enforcement Aboriginal and Diversity (LEAD) Conference 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.

##### **Occupational Health and Safety Branch (OHSB)**

Consultations with Operations and Regional representatives occur several times per year where issues are identified for review on policy changes, etc. These consultations are conducted for many reasons, one of which is to ensure inclusiveness (eg: use of spiritual leaders or aboriginal elders in the Chaplaincy program). An OHSB policy checklist has been put in place and it includes an area for review of EE issues.

##### **Criminal Intelligence Directorate (CID)**

The RCMP National Security Program (NSP) is actively attempting to recruit visible minorities, including members of the Arab and Muslim communities into the RCMP and ultimately into its national security activities.

This has been accomplished in part by speaking to students and educating them in bias free policing policies and nondiscriminatory procedures. Also students from local universities have been placed in internships within the NSP for educational and employment opportunity purposes; the majority of these students have fit within visible



minority groups.

This past year the RCMP has held community outreach sessions with Egyptian and Sudanese communities in the Central Region which included recruiting presentations. Also in the Central Region, recruiting officers spoke to the National Security Community Advisory Committee about involvement from people within their communities.

The RCMP NSP actively participated in the “Beyond Bridges” recruiting event held by Employment Equity in February of 2006 and this year it will be holding a community outreach event at Jami Omar Mosque in Ottawa; as well there has been cultural awareness training sessions held with community members.

### **Community, Contract and Aboriginal Policing Services (CCAPS)**

CCAPS is responsible for overseeing the Commissioner’s National Aboriginal Advisory Committee and the Commissioner’s Advisory Committee on Visible Minorities. Each of these committees is composed of divisional/provincial representatives from the designated groups and are reflective of the communities they serve. Both committees meet twice yearly and provide information to the Commissioner and senior management on a number of issues, including human resourcing (recruitment, staffing, retention) and service delivery. The committee members attend events and meetings of the National Security Outreach Committee of CID.

### **Human Resources Officer - Atlantic Region**

“**H**” **Division** Aboriginal Policing Services is a member of the RCMP Aboriginal Employee Council in an effort to assess and meet the needs of aboriginal members of the RCMP.

The CO of “**B**” **Division** meets annually with aboriginal members within “B” Division to discuss concerns and issues.

### **Human Resources Officer - Pacific Region**

The Commanding Officer and the OIC Recruiting, Policy & Planning for Career Development Resource Services (CDRS) are members of the Provincial Committee on Diversity and Policing. This committee is chaired by the Provincial Governments’s Police Service’s Director and has representatives of the various Employment Equity groups who together promote sensitivity and development strategies to assist in promoting better relationships with the various communities. Issues are brought to the table by representatives of the various ethnic groups to be discussed. They are always interested in the number of police officers being hired which represent the various ethnic

groups in each community.

Managers are in constant dialogue with Mayors and community consultative groups with reference to diversity. These issues are shared with Career Development and Resource Services to ensure that recruiting and development of our employees meets the needs of our communities.

Aboriginal Policing Advisors meet regularly with our First Nations Community Leaders to listen to their needs of our First Nations communities.

Representatives from Career Development & Resource Services meet annually to discuss the need to promote and develop women in the organization. This is done through Leadership Conferences sponsored by the Federal Government in cooperation with Police Forces throughout Canada.

#### **e. Recruitment/Representation**

##### **Community, Contract and Aboriginal Policing Services (CCAPS)**

Throughout the CCAPS Directorate, there are members of the designated groups at all levels, including management roles. Within the CCAPS directorate, there are four Aboriginal designated positions held by Aboriginal employees. Although there are no designated positions for disabled employees, CCAPS has honored its commitment related to the duty to accommodate and provides full employment for various minority groups.

##### **Human Resources Officer - Atlantic Region**

The Atlantic Region Career Development & Resourcing Office, when managing promotional opportunities involving visible minorities, ensures a community representative or Regular Member from the community sits on the Selection Committee. There were four such opportunities in the reporting year and three of them resulted in Visible Minority members receiving the promotion.

**“J” Division** has placed an Aboriginal Member, Sgt. rank, as a Career Development & Resourcing Advisor (CDRA), specializing in Aboriginal Human Resource issues.

**“H” Division** Recruiting and Aboriginal & Diversity Policing Services (ADPS) partnered with the Black Cultural Centre to provide recruiting sessions.

ADPS provided an in-service to the Valley African Nova Scotian Development

Association career counselling staff who deal directly with African Nova Scotians on the process for joining the Force. ADPS partnered with Recruitment Section to put on information sessions at the following Aboriginal Communities: Indian Brook, Eskasoni, Chapel Island, Membertou and Waycobah.

Initiatives undertaken to track the participation of designated group members throughout the recruitment and selection process during the reporting period:

**“B” Division** developed a “mentoring” initiative through Employment Equity in collaboration with the Divisional Fitness and Lifestyle Advisor (DFLA) Coordinator to assist Female/Aboriginal/Visible Minority applicants at the Physical Abilities and Requirements Evaluation (PARE) stage. This program is intended to curb the higher failure rate of females at PARE. The funding was granted through the *Embracing Change Program*. The initiative ran from January 3<sup>rd</sup>, 2006 to April 24<sup>th</sup>, 2006. A candidate from the Memorial University Department of Human Kinetics Program administered the program involving 19 applicants. The goals of this program were to enhance the overall long-term conditioning of our female applicants, while also offering an opportunity to our aboriginal applicants to develop programs to assist them with the PARE and increase their fitness level early in the application process. The program was successful with all 19 applicants passing their PARE test. The Project Coordinator also developed a training program that will be offered to every fitness facility in Newfoundland & Labrador to be utilized by fitness instructors to specifically aid in PARE development.

**“B” Division** - Recruiting Section participated in the First Annual Mi’kmaq Pow Wow in Flat Bay, Bay St. George, NL July 15<sup>th</sup> & 16<sup>th</sup>, 2006. This was a weekend event, where many youth displayed an interest in pursuing a career with the RCMP. The member attending felt that at least six applications would be received as a result of this event.

**“B” Division** has developed under Employment Equity an initiative, started in January 2006, involving hosting information sessions in every detachment jurisdiction throughout Labrador, and in our First Nation Indian (FNI) communities. The focus of this initiative was to increase our recruitment of Aboriginal applicants. This program consisted of arranging information sessions led by one or two Aboriginal members currently performing Recruiting duties. Accompanied by the Recruiting member was another aboriginal regular member working in Newfoundland who originated from the community. After the Information Session was held, the floor was open to questions and informal dialogue with “one of the community’s own”.

**“B” Division** - Currently working on the details of a poster that will advertise Aboriginal recruiting in the province. We will request funding through the *Embracing Change Project* and are seeking assistance from the Atlantic Region Communication Strategist.

**“B” Division** - Recruiting participated in the CBC Radio show “On the Go”, a program

that reaches the entire province of Newfoundland and Labrador. This event was part of a remote broadcast the show did from the RCMP Division HQ on Monday, December 12, 2006. The NCO I/C Recruiting did a live broadcast providing an overview of the recruiting process, and also hosted a booth open to the public during the airing of the show.

**“J” Division** - Beyond the Physical Abilities and Requirements Evaluation (PARE) Training Camp initiative, a Regular Member Structured Interview Guide (RMSIG) Interviewer’s Workshop was held at “J” Division HQ on 2005-12-01 followed by a Recruiting meeting with “J” Division Pre-Employment examiners. These workshops brought both groups up to date on changes to the Recruiting process as a result of Pre-employment Polygraph test ( PEP), as well as the new personal conduct policy AM.II.1.M, NSP’s Privacy Act video and the present state of recruiting in the Division.

**“J” Division** - Due to the submission of only two names of Aboriginal/Visible Minority members by District Commanders, the VM/Aboriginal Recruiting Workshop scheduled for 2006-01-12/13 was cancelled. Requests to District Commanders to submit names of Aboriginals/Visible Minority members for Regular Member Selection Interview Guide (RMSIG) Training in Halifax from 2006-01-16/19 has resulted in the submission of two members from District #2, Oromocto.

**“H” Division**, as an Employment Equity Initiative, set up a Push-Pull Machine as well as a three foot vault jump. This will be utilized to “familiarize” the applicants that have been selected from the initial ranked list and are in the recruiting process. The applicants will be allowed to attempt the Push-Pull and the vault jump one week prior to running their first PARE. This is open to all applicants selected from the Initial Rank List (IRL); however, it is set up to assist female applicants who find the Push-Pull and vault jump the most difficult.

**“H” Division** is continuing to target women in the areas of varsity sports, professions, groups and organizations. Plans are being made to hold information sessions for females at universities in the province in the new year.

**“H” Division** Recruiting through the *Embracing Change Program* worked with Aboriginal & Diversity Policing as well as the Communications Strategist in “H” Division to develop a poster incorporating females in the Force and will include white, aboriginal and visible minority females. Posters were also developed for women in the RCMP, diversity in the Force, First Nations and Black History.

**“L” Division** has an initiative underway to attract female, visible minority, and Aboriginal applicants. The initiative consists of additional specific Information Sessions that are held between the regularly scheduled dates. The first session was held on October 18, 2005, at the Rodds Inn in Charlestown, PEI. This session was for females.

41 individuals pre-registered, however, 83 was the number of the actual turn out. The next Information Session held on 2005-12-13 was directed towards Aboriginal applicants. "L" Recruiting is currently working with a representative of the Abegweit First Nations Group on this second Information Session. A Session is also being planned for the Visible Minority group.

### **Human Resources Officer - Pacific Region**

The current Non-Commissioned Officer (NCO) promotion process is designed to provide fair and equal opportunity to all employees. Selection boards are often comprised of individuals who represent Women, First Nations and Visible Minorities. As an example, a First Nations Career Development & Resource Advisor is usually on the selection committee during the process of selection for promotion when a First Nations position is being decided. The process ensures fair and equitable treatment for all those employees being considered for advancement so that there is no discrimination of the Employment Equity groups.

The Recruiting Section regularly tracks the numbers of applicants that represent the various Employment Equity groups who are enrolled as cadets. This tracking is completed through self identification during the time of application. These statistics are made available to ensure compliance with the Employment Equity Act. Employees of the Recruiting Section are highly representative of all designated groups under Employment Equity.

Through funding from "Embracing Change", the Division hired a visible minority in the Recruiting Section. One of the key initiatives was the development of a number of articles in a popular Indo-Canadian Magazine highlighting the career successes of our Indo-Canadian RCMP members and to encourage recruitment.

The Division has an Aboriginal Recruiter who travels to remote communities in an attempt to promote recruitment of Aboriginal applicants. Aboriginal Policing has also developed a Youth Training Program to further encourage and develop applicants.

The Community Constable Program was adopted in an attempt to recruit more First Nations members. Eight Community Constable positions were created and are supported by the First Nations Program.

In cooperation with the Nicola Valley Institute, Aboriginal Policing continues to develop it's preparatory program to assist First Nations people in meeting the application requirements for a career in the RCMP. This year another class of students will graduate from the eight month program and will be tracked through the recruitment process by the Aboriginal recruiter.

## **f. Retention/Promotion/Separation**

### **National Staffing and Recruiting Services (NSRS)**

The following is a list of the programs/initiatives which may impact employment equity objectives:

#### **1. Promotional increment for constables**

Treasury Board has approved an additional promotional pay increment. Pay increments now occur at six months of service with the successful completion of the Field Coaching Program, at 12, 24 and 36 months of service with the recommendation of their supervisor and unit commander.

#### **2. Part time employment for members**

The changes in the Part-time Employment policy are currently before Treasury Board for approval. These changes are expected to enhance organizational flexibility to meet the personal and professional needs of the members and the operational needs of the organization.

#### **3. Attendance Management**

The goal of the Attendance Management project is to initiate a national policy center responsible for providing managers and employees with program development, support and information relative to policies and procedures associated with attendance management.

The objectives are to:

1. develop policy and initiate a policy center in support of a nationally driven Return to Work Program.
2. integrate supporting programs/policy, including, but not limited to Human Rights Management, Conflict Resolution Management, Disability Case Management and Return to Work Program into a comprehensive Attendance Management program.
3. document all new business processes relative to Attendance Management.

4. publish detailed information via website for easy access by the membership.

The project initiation has been approved and the project planning phase is progressing.

#### **4. PE-PN Attraction/Retention working group**

The HR Council has approved the establishment of a working group to make recommendations on improving the RCMP's ability to attract and retain PE-PN personnel to meet future resourcing needs. The working group is lead by Organization and Classification but includes personnel from the CM Staffing Policy Section and the PS Staffing Policy Section.

The working group believes that a more comprehensive response to attracting and retaining PE-PN employees will help ensure that the RCMP continues to be an employer of choice and an organization of excellence.

The objectives of the working group are to:

1. evaluate the ability to attract and retain PE-PN employees.
2. forecast shortages/ retirements.
3. identify a broad range of factors that influence the ability of RCMP to attract and retain PE-PN employees, including supply and demand, the fiscal and economic environments, quality of life issues, institutional characteristics, supporting infrastructure, and personal and professional needs.

#### **5. Initiative for the Development of PE-PN employees**

This new initiative that will focus on the development of employees at the PE-PN level.

#### **6. Review of Operational Communications Center (OCC)**

The project will complete a review of the current OCC recruitment/retention practices with the goal to create a complete HR strategy encompassing the recruitment to retirement of OCC personnel.

#### **7. Temporary Civilian Employee (TCE) monitoring and delegated authority to review ex-members hired as a TCE.**

This project was initiated to review the current state of TCE employment nationally and to monitor the hiring of TCE's. The ability to retain corporate knowledge and provide other resource options is important for the organization.

## **8. 2006 NCO Promotion Process**

The revised NCO promotion policy was implemented on July 1, 2006. The policy changes are expected to have a positive impact on initiatives/objectives relative to employment equity issues. These include:

1. The validation of functional (and organizational, where applicable) competencies by subject matter experts supports promotional selection based on merit. Promotional candidates are validated equally, based on their demonstrated knowledge, skills and abilities in a functional competency.
2. Modifications to the Human Resources Management Information System (HRMIS) will help to monitor the progress of designated groups providing data to better assess the success of the EE objectives.
3. Feedback and identification of developmental opportunities for members who are not successful in the promotional attempt will assist members to better prepare for participation in the process and the duties at the next level.
4. The allowance of a constable with five years of service to enter the promotion process is a positive measure to identify members who possess desirable knowledge, skills and abilities, and support them in entering the promotion process earlier. This may provide an opportunity for earlier advancement of employment equity groups to meet the needs of the organization.
5. The introduction of the context specific functional competency "Knowledge of Community and Cultural Issues" focuses on the need to provide a policing service that compliments the community demographics. The recognition of cultural issues highlights employment equity commitments.
6. The support and guidance of the HR Research and Intelligence directorate to identify potentially discriminatory practices and help eliminate bias to designated groups was utilized in the development of the process and this policy.

## **9. Exit Interviews**

Exit interviews in the RCMP are completed on a voluntary basis. In an effort to



improve the participation rate of departing members, an electronic format for feedback was developed. As part of the exit process the departing member is requested to complete the document and submit it to NSRS. A national program to track this information has not been formalized.

### **Community, Contract and Aboriginal Policing Services (CCAPS)**

In terms of development and promotions, each manager within CCAPS is responsible for providing learning and development opportunities for their employees. Several employees that have self-identified as being a representative from one of the designated groups were involved in initiatives such as acting appointments, project management or provided other courses and workshops. These were provided to help prepare these employees for future promotional opportunities. There has been a direct impact on these employees involved in this process and it has provided them with additional skill sets and abilities.

### **Human Resources Officer - Atlantic Region**

The Atlantic Region, through use of funding from the Employment Equity Recruitment and Development Program has assisted an Aboriginal member to continue with his education. This member has completed a law degree on his own time and is now articling before taking his bar exam to be admitted to the Nova Scotia Law Society.

### **Human Resources Officer - Pacific Region**

Aboriginal Policing has developed programs and up-graded positions in the First Nations Policing program in an effort to retain and develop members with Aboriginal Ancestry. Six constable positions were upgraded so that First Nations members have an opportunity to develop supervisory skills which will enhance their ability to advance to managerial levels within the organization. They are also working on a learning development plan for every First Nations member so that they have the opportunity to develop more successful careers.

The Division's Aboriginal Human Resources Advisor has partnered with the RCMP Aboriginal Employee Council and volunteered to coordinate the progress and development of a National Aboriginal job code that will assist members who are interested in applying for First Nations Policing positions.

The Division has mentored several females in the Officer Development Program to assist them in developing skills that will further enhance their ability to be successful in obtaining their commissions. Several of the women that were part of the program have now been commissioned. Others continue to be mentored so that they have a greater

opportunity of advancement. Of the five positions on the Full Potential Program for Officer development, three were offered to members who represent designated groups.

Upon separation from the Force, there is an exit interview program which is voluntary. The results of these questionnaires are held by Headquarters in Ottawa. This Division is not aware of any complaints of discrimination or unfair employment equity practices as a result of the interview process. Issues identified during the exit interview process are forwarded to line managers for corrective action.

## **g. Learning**

### **National Development and Resourcing Services (NDRS)**

#### **1. Mentoring**

Mentoring is a common thread through all of our executive development programs. Mentoring provides Officers/Officer equivalent with the opportunity to gain insights from throughout the organization and to transfer their learning and leadership to others. Mentoring is a supportive learning relationship between an individual - the mentor - who shares his or her knowledge, experience and insights with another less-experienced person - the associate- who is willing and ready to benefit from this exchange. The nature of the relationship varies with the personal styles of the partners. The partnership is based on mutual commitment, trust and mutual respect. Mentoring benefits not only the individuals participating in the mentoring role but also promotes the challenges of transfer of knowledge and retention of expertise. Successful organizations are reported to have sound mentoring programs.

#### **2. Full Potential Program (FPP)**

The main objective of the FPP is to develop employees who have demonstrated leadership potential and the ability to assume future senior management roles. The two year program offers developmental opportunities targeted to grow the participant to the Senior Managers' Competency Profile level.

The FPP is one of the organization's strategies in support of the government-wide initiative to foster a corporate culture that is more reflective of Canada's diverse workforce, as well as be reflective of the RCMP's strategic priorities. By advancing this strategic priority, Executive Officer Development and Resourcing (EODR) is making evident a proud commitment to the aboriginal and visible minority candidates who have demonstrated and documented the above noted criteria. Our goal is to strengthen and support the organization's corporate diversity management.

Statistics show that the last four FPP cycles have developed 31% females, 4% visible minorities and 6% aboriginals. If you correlate this information with research, it shows that aboriginal people make up 4.1% and visible minorities make up 10.4% of the Federal Public Service workforce, further highlighting the value of the FPP - and the stats continue to improve.

### **3. Leadership Development for Aboriginals**

Currently Executive/Officer Development & Resourcing (EODR) is tracking potential aboriginal members, “people to watch for”. EODR is also assisting aboriginal members close their development gaps through the use of development plans, development contracts and mentoring, that are all custom fit to each individual's needs.

The Full Potential Program has always had an objective to increase equity/diversity within the officer ranks. In fact a new ramp up phase is being introduced to ready visible minorities and aboriginal candidates for entrance into the FPP.

### **4. Officer Candidate Development Program (OCDP)**

The Officer Candidate Development Program (OCDP) is a developmental program that evaluates and pre-qualifies regular and civilian members interested in a commission to the rank of Inspector or an appointment to the EX-01 group and level, ultimately contributing towards succession planning.

During the reporting period in question, the OCDP was undergoing needed structural changes to better align this program to the organization’s succession planning model. Formerly based on a generalist model, the program failed to produce the resources needed to meet the strategic and functional needs of the RCMP. In addition there was a lack of meaningful consideration of candidates’ core value behaviours.

The launch of the new program provides for increased managerial input from all levels. Further a pro-active approach to the identification of candidates is taken to ensure that the candidates entering the program meet the organization’s present and future needs. Greater emphasis has been put on acceptable core-value behaviour, and identified developmental gaps. This re-alignment also provides greater fluidity and flexibility to allow for adjustment due to current reality of high attrition rates.

Enrollment statistics for the 2005 cycle had a participation rate of 370 employees. Of these employees, 4% were aboriginal, 2% were disabled, 1% were visible minorities and 12% were female.

Development contracts are also put in place as a developmental strategy to close the

competency gaps for candidates who are 1 or 2 competencies off the benchmark.

Developmental contracts are entertained on an exceptional basis only. Candidates enter into a contract through discussion with their Line Officer, Deputy, Commanding Officer and Executive/Officer Development & Resourcing to design activities to address the identified gaps within a prescribed period of time.

## **5. Senior Executive Development Program (SEDP)**

The Senior Executive Development Program (SEDP) functions as the primary input into the Executive Succession Planning Program (ESPP). It is the purpose and organizational needs of the ESPP that drives the design and function of the SEDP.

The purpose of the ESPP is to provide a mechanism for ensuring that a sufficient number of officers acquire the necessary executive level knowledge and skills to fill senior officer positions as the current incumbents of these positions are promoted or leave the RCMP. This means that we must forecast our requirements, identify suitable candidates and evaluate their readiness. Candidates who are not ready but display a high potential will participate in developmental activities to upgrade identified functional competencies and/or core competencies in a timely fashion.

The enrollment statistics for this program continue to improve. In the fall of 05/06 four women went through the process. Whereas in previous years there were none.

## **Community, Contract and Aboriginal Policing Services (CCAPS)**

In the spirit of ensuring a safe work environment free of harassment, CCAPS employees received on-line harassment training. One of the components of the training session relates to issues affecting members of the designated groups. This supports the creation of a work environment that accepts and understands members of the designated groups.

The RCMP's Full Potential Program is a two-year developmental program which seeks to provide employees with diverse experiential and learning opportunities geared towards improving their skills and eventual promotion. Each year, CCAPS sponsors at least one employee into the program and this has included regular and civilian members.

The RCMP's Officer Candidate Development Program (OCDP) is another program that seeks to develop employees who aspire to the Officer (or equivalent) rank. CCAPS involvement is two fold, there are members from the designated groups who are receiving this development while others (who are also representatives from the designated groups) provide mentoring to participants within the program.

## **Learning and Development (L&D)**

Currently, the RCMP HRMIS (people soft) system is not structured to report training completed for individuals self-identified as EE/VM. This gap has been identified and to effectively address it, a working group under the lead of EE is anticipated for the near future.

A new Supervisory Development Program (SDP) is currently being developed and piloted. At this preliminary stage, the curriculum is still being defined. Therefore, it is premature to report on the relevant material being delivered on the course or the percentages of those within the designated groups who have attended the course.

## **Human Resources Officer - Pacific Region**

Employment Equity is discussed during the training of new members to the Career Development & Resource Services Section. As Employment Equity is part of the recruitment process, the topic is discussed with all employees on a regular basis in an effort to establish strategies and to educate on the need for initiatives. All of the Employment Equity groups are represented in the Career Development & Resource Services Section which emphasizes management's commitment to the program.

The Pacific Region Training Centre has developed an Aboriginal Perception Training Program which sensitizes members to Aboriginal issues and the need to have diversity in our organization.

Some of the larger detachments such as Surrey Detachment have their own in service training program to sensitize newly engaged cadets on local ethnic issues.

## **h. Accommodation**

## **Human Resources Officer - Pacific Region**

"E" Division has an accommodation facilitator who coordinates accommodation initiatives which involve Occupational Health Services and Career Development and Resource Services. This service ensures that all employees are treated fairly and are accommodated when there is a need. Policies, funding and training have not been barriers in any attempts to accommodate our employees as it relates to Employment Equity issues.

## **B. QUESTION 2: List your organization's major challenges with respect to EE.**

## **Learning and Development (L&D)**

Currently, the RCMP HRMIS (people soft) system is not structured to report training completed for individuals self-identified as EE/VM. This gap has been identified and to effectively address it, a working group under the lead of EE is anticipated for the near future.

For L&D, the challenge remains with the tracking and reporting of EE/VM statistics which are completely dependent upon individual self-identification. This will continue to hinder accuracy and completeness of information.

## **Occupational Health and Safety Branch (OHSB)**

Our main challenge in OHSB is with recruiting and retaining health professionals (MD's and Psychs, etc.). Our primary focus in this regard must be in line with the specialization required to meet our Occupational Health mandate to ensure the health, fitness and safety of our membership.

## **Criminal Intelligence Directorate (CID)**

The RCMP needs to reach out to the diverse communities who believe that they have been adversely affected by Canada's *Anti-Terrorism Act (ATA)* and the National Security Program (NSP) of the RCMP, to gain trust, cooperation, and assistance in protecting Canada from terrorist activity.

Hesitation from some visible minorities to join the RCMP also arises from the "no home province rule", where they may feel that moving to a different community is accompanied by a loss of their culture and faith.

Another concern is the significantly limited pool of candidates for certain positions within the RCMP. While the ability to speak a variety of languages and/or an understanding of different cultures and religions are skills that are considered when staffing available investigative positions. It is important to be aware that NSIS/INSET and the NSP only recruit members from within the RCMP that have extensive experience in criminal investigations.

## **Federal and International Operations (FIO)**

Several issues related to knowledge of the program scope and parameters, contacts to further develop and understand initiative are not known, knowledge of potential candidates, knowledge of available funding to provide further training, development and

mentoring. Opportunities for development are limited given the capacity issues the organization is faced with.

Drug Awareness program , Aboriginal Shield, identified a challenge of ensuring the first nations / aboriginal population were represented in several working groups.

### **Human Resources Systems & Strategy (HR S&S)**

Lack of understanding and use of accommodation & special measures.

Access to pools of qualified EE candidates.

### **Human Resources Officer - Atlantic Region**

The population of visible minorities within the Atlantic Region is proportionally lower than other Regions, which gives us a lower pool of applicants from which to draw. This creates a challenge to recruit persons within this designated group.

One issue that continues to challenge the RCMP (as well as other agencies) with respect to employment equity is the fact that designated employees have the right not to identify themselves as aboriginal, visible minority or a person with a disability. This affects the accuracy of our statistics with recruiting as well as our current employee strength.

### **Human Resources Officer - Pacific Region**

The Region's challenges for the future will continue to be the recruitment and development of visible minorities and aboriginal females in the RCMP. Strategies are being developed through the Committee on Diversity and Policing and through recruitment practices to ensure that the Region is capable of recruiting sufficient numbers into the organization. The Recruiting Section has been working on a campaign to reduce the misconceptions and ethnic barriers that seem to temper the flow of visible minority and aboriginal female applicants into the RCMP. The Mentorship and Full Potential programs will continue to assist women of all backgrounds to ensure that they have an opportunity to reach their full potential as senior managers.

The other challenge for the Region is that many aboriginal applicants do not have the education and licencing required for successful application. These issues are being examined and with the cooperation of the Nicola Valley Institute and many of our Provincial partners, we hope to be able to assist many of these applicants to ensure better success in the application process.

**C. QUESTION 3: Briefly describe any special accomplishments or new initiatives that you would like to see featured in the 2005-2006 Annual Report to parliament on EE in the Public Service of Canada.**

**Criminal Intelligence Directorate (CID)**

In keeping with the Government of Canada's goal of Safe Homes and Safe Communities, Canada's Action Plan Against Racism and the RCMP National Priorities of Terrorism and Youth, the RCMP National Security Program (NSP) has established a Community Outreach Program. The program, which is also a component of the RCMP's Bias-free Policing policy, engages all communities including the diverse ethnic, cultural and religious communities across Canada in the protection of Canada's national security. This will be accomplished in part by increasing the understanding of mutual goals and concerns and ensuring appropriate and informed communications should a crisis arise.

The goals of the National Security Community Outreach Program are:

- To build and maintain positive relations with all communities in Canada.
- To increase the understanding and trust between members of all communities in Canada and the RCMP's NSP.
- To ensure all persons are treated equally and with respect in National Security investigations.
- To identify and remove those barriers that prevent the community and the RCMP's National Security investigators from working together.
- To ensure all Canadian communities are effectively protected by National Security policing services and that our National Security investigators have access to all the communities in Canada in order to do their work.

A prototype National Security Community Advisory Committee has been set up initially in the National Capital Region (Ottawa) to assist both the National Headquarters Policy Centre for National Security and the "A" Division Integrated National Security Enforcement Team (A INSET). This Committee will serve as the model for the other INSETs/NSIS units.

The NCR National Security Community Advisory Committee has begun several initiatives to assist the RCMP in its work. These include:

A review of National Security training to include Community Outreach and Cultural Competency components designed and delivered with the help of the Ethnic Minority communities; and community outreach and education opportunities in which committee members will organize events for RCMP National Security investigators to speak to the communities on the National Security role, policies and practices of the RCMP;



The National Security Youth Outreach Program (NSYOP) has been implemented by the RCMP NSP and strives to inform and educate youth on national security, particularly the RCMP's role in ensuring NS for Canadians, as well as to listen to youth perspectives and concerns, learn about the impact of NS on young Canadians, increase trust and understanding between youth and police, and encourage youth to express themselves on NS issues. The NSYOP also works towards preventing the involvement of youth in political violence and/or extremist activity.

Some of the initiatives undertaken by NSYOP in 2006 include:

- classroom presentations for university students; and
- workshops and focus group discussions with high school students from across Canada, presentations at youth conferences; and
- outreach to local community groups;

### **Federal and International Operations (FIO)**

Participation in the “RCMP ‘s Diversity in Recruiting Reception”, Museum of War November 21 ,2006, which saw close to 200 potential recruits.

Participation in the organization of the “Beyond Bridges” Multi Cultural Recruiting Event at the Museum of Civilization February 24, 2006. The event was hosted by Employment Equity Section to showcase the RCMP, visible minorities and Aboriginal communities.

### **Learning and Development (L&D)**

L&D has established and filled a position to create a program to provide developmental opportunities to Aboriginal members. This initiative is in its infancy stage and gaps are currently being identified. The results of the analysis will determine direction of the initiative/program and the staff required to sustain it.

### **Human Resources Systems & Strategy (HR S&S)**

Participation in the “RCMP ‘s Diversity Recruiting Reception”, Museum of War in Ottawa, November 21 ,2006, which saw close to 200 potential recruits.

Participation in the organization of the event “Beyond Bridges” a Multi Cultural Recruiting Event at the Museum of Civilization, February 24, 2006. This event was hosted by Employment Equity Section to showcase the RCMP, visible minorities and Aboriginal communities.

### **PART III COMMUNICATIONS**

RCMP employees have online access to all policies, bulletins, updates on major RCMP projects, communiques, etc. on Infoweb. The Employment Equity Section also has a Website which informs employees on employment equity activities across the RCMP, Employee Self-Identification On-Line, Publications, Events, Frequently Asked Questions, links to other pertinent Websites and a list of contact names for the EE Section.

There are several RCMP publications which welcome and support ideas and submissions on diversity management, employment equity and human rights issues. These publications include the "Pony Express", "The Gazette", and on-line "E-News", among others.

### **PART IV CONCLUSION**

The year 2005/06 was a very productive year for all Sectors/Regions of the RCMP for advancing many Programs and Projects regarding Employment Equity. The funding received for the Employment Equity Recruitment and Development Program (EERDP) from the Public Service Human Resources Management Agency of Canada (PSHRMAC) was distributed equally to all Sectors/Regions. The funding permitted the RCMP to create developmental opportunities which enhanced the careers of designated group employees and increased their representation. At the end of fiscal year 2005/06, the RCMP reported to PSHRMAC that the EERDP fund contributed to the hiring of 376 employees from the designated groups (RM, CM and PS), of which 199 were visible minorities, 145 were Aboriginals and 32 were persons with disabilities.

In June 2006, the Employment Equity Section was pleased to present to the Employment Equity Senior Management Advisory Committee the reports on Phase III and IV of the Employment Equity Implementation Project (Employment System Review and Employment Equity Plan). The EE Plan provides short & long term goals as required by the *Employment Equity Act*.