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RCMP Update

Implementation of the MacNeil Recommendations

February 2016

Royal Canadian Mounted Police   Gendarmerie royale du Canada

Canada

INTRODUCTION:

The events that transpired in Moncton, New Brunswick on June 4th, 2014, resulted in the tragic deaths of Constables Douglas Larche, Dave Ross and Fabrice Gevaudan and injuries to Constables Eric Dubois and Darlene Goguen. RCMP members were the specific target of the shooter and an entire community's sense of safety and security was undermined. The nature of this tragedy and deaths of our members demanded that we understand the facts of the event and our response in order to learn from them and enhance the safety of our officers and our communities.

On June 30th, 2014, Commissioner Paulson appointed Assistant Commissioner Alphonse MacNeil (retired) to conduct an independent review to better understand all facets surrounding the Moncton shooting and make recommendations that could assist our members in the future when responding to these types of incidents. Mr. MacNeil conducted a comprehensive and critical assessment of what took place and submitted his final review (the Report) on December 1st, 2014, which included 64 recommendations for consideration by the RCMP. The Report concluded that the initial RCMP officer response was robust, appropriate, and displayed correct risk assessment and decision-making. As well, the Report reiterated the key role the community of Moncton played during the incident including the subsequent operational success given the shooter's arrest and no further casualties.

> "It is our obligation - our duty - to make sure that we can be as prepared as possible to meet these threats."
>
> *Commissioner Bob Paulson*

All recommendations were accepted and led to the development of the RCMP's action plan, (the RCMP Response), which focused on improving policies and creating new operational procedures to ensure the health, safety, and well-being of our members, employees and the communities we serve.

On January 16th, 2015, Deputy Commissioner Armstrong publicly released the Report and the RCMP Response. At that time, a commitment was made to update the members of the RCMP and the public in one year on the progress of implementing each recommendation.

This update outlines the determined approach the RCMP has taken to address the 64 recommendations outlined in the Report:
- **42 recommendations have already been implemented;**
- **52 recommendations, in total, will be implemented by April 2016; and**
- **12 remaining recommendations have advanced significantly, with many planned to be implemented by the end of March 2017.**

In the RCMP Response to the MacNeil Report, the recommendations were divided under five broad themes: supervision; training; technology and equipment; communications; and aftercare. This update document outlines the key actions the RCMP has undertaken in the past year to address each of the five themes. A summary chart of each recommendation's status is available on the RCMP website.

> Public and officer safety remains the
> RCMP's top priority.

SUPERVISION:

The RCMP recognizes the extraordinary challenges that the officers and their supervisors faced during the Moncton shooting. The Report identified opportunities for the RCMP to provide frontline supervisors with additional training and support for critical incidents. The RCMP has taken a number of steps to address this important area:

- **A quick reference card has been developed for all frontline supervisors to aid them in leading a response to an unfolding critical incident.**
- **Numerous table top scenarios were developed and sent to all detachments across the country. Supervisors and their teams were required to work through the scenarios to determine how they would respond to the various situations presented in each scenario.**
- **A mandatory online course titled "Initial Critical Incident Response" has been developed and is available to all members of the RCMP.**
- **A classroom course focusing on leadership during critical incidents will be completed by the end of 2016.**
- **All Divisions have enhanced or created a new process to ensure experienced non-commissioned officers are available to assist the Operational Communications Centres in providing timely situational awareness and guidance to frontline supervisors managing critical events.**

TRAINING:

The Report identified a number of training gaps that related to how officers respond to high-risk critical threats. Several recommendations aimed to enhance components of use of force training that the RCMP was already delivering to its members, including the expedited rollout of patrol carbine training and Immediate Action Rapid Deployment (IARD) training for responding to active shooters. The following are some of the training products and courses that have been developed:

> Over 3,300
> RCMP members
> are now trained
> in the use of the
> patrol carbine.

- All Divisions procured additional patrol carbines and delivered a robust training schedule in 2015 that continues in 2016 and beyond. A training target of 25% of all frontline personnel was achieved in 2015. A new target of 50% has been set for 2016.
- The IARD course that focuses on indoor active shooters has been enhanced with the addition of more scenarios and the creation of an online pre-course. This will be a mandatory two-day course for all members to complete within three years.
- A one-day IARD course that focuses on an outdoor active shooter is being developed and will also be a mandatory course. Both IARD courses will be ready for delivery in April 2016.
- All cadets at Depot now receive both carbine and IARD training immediately after they graduate.
- The Annual Firearms Qualification (AFQ) training for both the pistol and the carbine underwent substantive changes that include more dynamic/advanced shooting drills. The traditional course of fire where targets are scored has been replaced with a "round accountability" format where all bullets must hit the target. Both revised AFQs will be launched on April 1st, 2016.
- A number of training videos have been developed to further educate members on specific officer safety related topics. The videos produced include IARD responses to both indoor and outdoor active shooters, cover and concealment, and the ballistic capabilities of various calibers of ammunition.
- All members are now entitled to a free annual allotment of practice ammunition in order to remain proficient with their firearms skills. All Divisions will also have to ensure that practice sessions with instructors are held each year.

EQUIPMENT and TECHNOLOGY:

The Report included a number of recommendations relating to new equipment and improving the deployment/procurement of the current equipment. The following are some of the initiatives that are being completed:

- The procurement and rollout of patrol carbines has been expedited across the country.
- A significant amount of research has been completed with a goal of obtaining a Common Operating Picture (COP) technology platform. This includes a pilot project conducted in New Brunswick in the summer of 2015 to establish the RCMP's needs for a COP product. The benefit of a COP includes better communication and coordination between all members, and partner agencies, when responding to a critical incident. A project team has been assembled that will progress this recommendation to rollout to our Critical Incident Commanders and Emergency Response Teams in early 2017.

The RCMP has acquired over 4,000 patrol carbines.

- As the Report recommended, the RCMP analyzed the process of procuring/deploying priority officer safety equipment keeping in mind the strict government guidelines that must be followed. The RCMP created an Officer Safety Equipment Oversight Committee that is composed of key senior managers. Priority officer safety equipment has been identified and the entire lifecycle of each item will be monitored by the committee to ensure timely advancement of the procurement, training and health and safety components for each piece of equipment.
- The RCMP has created a Unit Level Quality Assurance review that focuses on firearm maintenance, tracking annual firearms qualifications and ensuring adequate levels of ammunition are stored in each detachment. This review is mandatory with a completion date of March 31st, 2016.
- A video that demonstrates the proper use of both our Hard and Soft Body Armour has been produced and is available to all RCMP members.
- A number of recommendations focused on technology/equipment as it relates to officer safety issues. These recommendations are all being advanced but due to the sensitivity surrounding certain policing techniques and officer safety, there will not be a public update.

Technology and equipment are vital to improve the safety of RCMP members. The RCMP is committed to working with our provincial, territorial, and municipal government partners to address the gaps and challenges in the use, deployment, and procurement of technology and equipment.

COMMUNICATION:

The Report discussed a number of communication challenges, both internally and externally, during the June 4th incident. The RCMP has updated equipment and procedures to strengthen communications during critical incidents, including:

- A five-year National Radio Program Strategic Plan that will have all Divisions using a digital encrypted radio system is being rolled out. The new digital radio system will enhance radio coverage, operational effectiveness and officer safety.
- A policy change was made to allow members to use plain language during critical events instead of the traditional "10 code."
- The actions to enhance our ability to monitor social media to further both our investigations and communications with the public are continuing with work underway to identify a suitable product.
- A new RCMP National Crisis Communication Guide was developed and includes a number of communication products, check lists and standard operating procedures to assist communications and media relations personnel during a critical incident.

AFTERCARE:

The RCMP understands that individuals involved in critical incidents need a significant support network to help address the emotions and stress associated with these difficult circumstances. A number of initiatives that address aftercare for both our members and their families have been advanced:
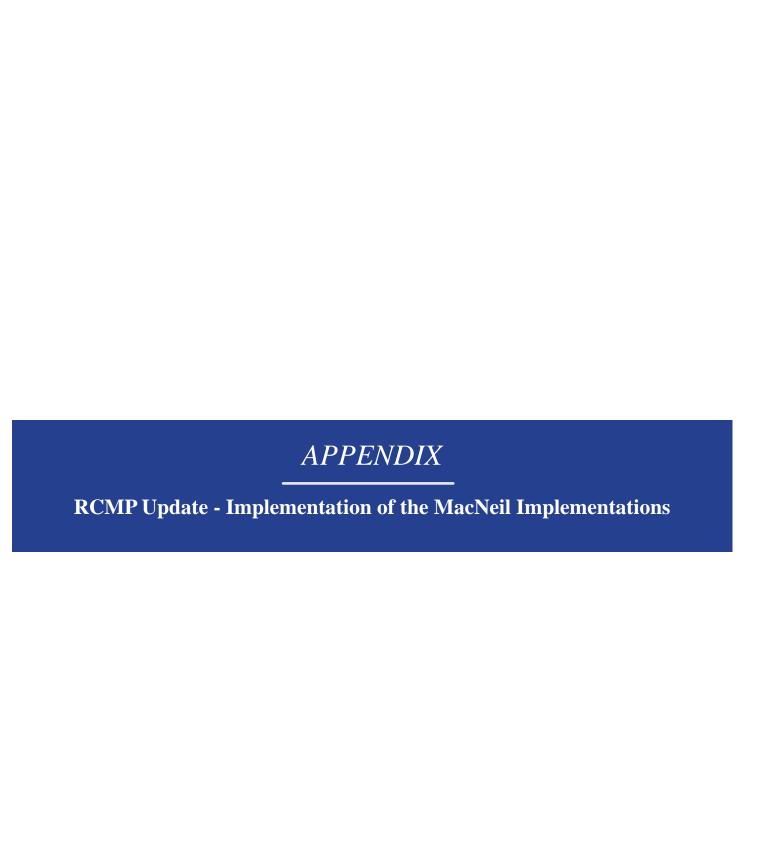
- **A Critical Incident Stress Management – Care and Support Guide is being developed to ensure employees, families, and volunteers are directed to the appropriate aftercare services. This will be published in April 2016.**
- **An agreement with Veterans Affairs Canada is being finalized that will ensure that the members and families affected by a critical incident receive ongoing counseling as needed.**
- **The Fallen Members Guide is being revised to address a number of the Report's recommendations as they relate to regimental funerals, family liaison duties and survivor benefits. This will be published in February 2016.**

CONCLUSION:

Public and officer safety remains the RCMP's top priority. The RCMP has responded to the MacNeil Report by leading significant improvements in supervision, training, equipment, communications and aftercare to assist with future RCMP responses to this type of incident. With these actions, the RCMP has:

- **provided additional tools and training to frontline supervisors to manage critical incidents;**
- **improved training activities to provide its members with additional skills and tools to assist in responding to critical incidents;**
- **enhanced the deployment of specialized technology and equipment required to respond to critical incidents.**
- **provided significant improvements for effective communications among officers, and with the public, when responding to critical incidents; and**
- **improved aftercare support for families, officers, employees, volunteers and the public following such tragic incidents.**

There has always been and there will continue to be deadly threats to police officers in this country. However, as Commissioner Paulson has previously noted, "It is our obligation - our duty - to make sure that we can be as prepared as possible to meet these threats".

APPENDIX

RCMP Update - Implementation of the MacNeil Implementations

MacNeil Recommendation	RCMP Response January 2015	Current Status
1.1 Additional training on lethal force over-watch be provided to members	Additional training will be incorporated into existing courses that impact officer safety.	Implemented
3.1 Members be in possession of a cellular phone or satellite phone (where available) and police radio while on duty, as a required part of Service order #1.	The Operational Manual will be updated to include a police radio as mandatory equipment when in uniform. The RCMP will determine the feasibility of equipping members with a cellular or smart phone.	Completed Decision on which platform to proceed with is expected in by March 31st.
3.2 The RCMP examine how it trains frontline supervisors to exercise command and control during critical incidents.	To ensure that frontline supervisors utilize the basic principles of command and control during critical incidents tools will be developed. • Table-top scenarios and a reference guide. • Classroom training and online courses.	Table-top scenarios, reference guide and on-line course completed Classroom course available in June 2016.
3.3 The RCMP provide training to better prepare supervisors to manage and supervise throughout a critical incident until a Critical Incident Commander (CIC) assumes command.	To ensure that frontline supervisors utilize the basic principles of command and control during critical incidents tools will be developed. • Table-top scenarios and a reference guide. • Classroom training and online courses.	See Recommendation 3.2.
3.4 The RCMP explore options that would allow for a common operating picture (COP) to be available for simultaneous monitoring by frontline supervisors, Critical Incident Command (CIC), Division Emergency Operations Centre (DEOC) and the National Operations Centre (NOC).	The RCMP is examining options that will allow for a COP to be developed during critical incidents.	A preliminary timeline has been developed that anticipates a contract being awarded in November 2016 with a rollout to ERT in early 2017.
3.5 That Event Management System and the web-mapping service from the National Operations Centre (NOC)' be considered for each Division and policy, training, and supervision be established requiring their use in Critical Incidents, Major Events and disasters, by Division Emergency Operations Centre (DEOC) and the Critical Incident Command (CIC).	Development of a common operating picture (COP), as addressed in the response to Recommendation 3.4, will address this recommendation.	In addition to the COP, the use of Event Management System will continue. Training in 2016.

MacNeil Recommendation	RCMP Response January 2015	Current Status
3.6 Where it does not already exist, each Division establish a policy and protocol through an Emergency Operational Plan to identify entry/exit points and major transportation routes that should be alerted and monitored in the event of a relevant crisis.	Detachment Emergency Operational Plans will be amended to ensure entry/exit points and major transportation routes are included.	Implemented
4.1 When transporting Tactical Armoured Vehicles (TAVs) long distances it should be done by rail or flatbed truck.	Divisions will explore a commercial transportation alternative for the TAVs if transporting them a long distance.	Implemented
4.2 Redacted: Relates to officer safety equipment		
4.3 Redacted: Relates to officer safety equipment		
4.4 Annual night training exercises with Air Services be developed and undertaken to maintain proficiency for Emergency Response Team (ERT) members.	The policy will be amended to include night training exercises and absorb this training into the ERT and Air Services training calendars.	Implemented
4.5 Infrared (IR) strobes be attached to each Tactical Armoured Vehicle (TAV) to enable them to be identified by specific call-sign during operations with air surveillance.	Support the identification of TAVs using IR strobes from existing Emergency Response Team stock.	Implemented
4.6 Non- Emergency Response Team (ERT) personnel be selected and trained as drivers for Tactical Armoured Vehicles (TAVs) to free up ERT members for primary duties.	ERT teams will be supported to assess this recommendation given their human resource situation in deciding course of action and implementation strategy.	Implemented
4.7 A standard list of equipment be developed for Emergency Response Team (ERT) duties and that this equipment be acquired and distributed across the program.	The existing list of standard equipment will be made compulsory for all ERT teams.	Implemented
4.8 In large scale events where Air Services is utilized, Air Services personnel with the appropriate training should be assigned to the Command Post as a liaison for air service support.	Policy will be amended to consider Air Services personnel being deployed to Command Posts as necessary to enhance communication between pilots and Critical Incident Commanders during large scale events.	Implemented
4.9 Redacted: Relates to officer safety equipment		

MacNeil Recommendation	RCMP Response January 2015	Current Status
5.1 Policy should be amended to state that where a general duty member is qualified in the use of a long barrelled weapon and where one is available; the member must ensure the weapon is in the police vehicle while on duty.	The policy regarding the use of long barrelled weapons will be amended as recommended.	Implemented
5.2 Firearms must be stored with sufficient ammunition.	The ammunition stock will be reviewed for each detachment. A multi-year carbine strategy is being developed, which will ensure that ammunition stock is retained.	Implemented
5.3 All RCMP members receive a briefing and demonstration on the appropriate deployment of Hard Body Armour (HBA).	A demonstration video on HBA will be developed and distributed to each detachment/unit commander for mandatory member viewing.	Implemented
5.4 Shotguns should be fitted with slings to enhance their deployment and safety.	Shotguns will be fitted with slings.	Implemented. A standing offer for shotgun slings has been secured. RCMP divisions can now purchase slings for shotguns.
5.5 Maintenance and storage procedures of all detachment firearms and ammunition must be the subject of a mandatory Unit Level Quality Assurance (ULQA).	A Unit Level Quality Assurance (ULQA) will be developed, which will standardize storage requirements and maintenance of firearms and ammunition.	Implemented
5.6 During high stress/high risk incidents a supervisor must clearly provide direction regarding equipment use.	This recommendation may not be feasible in all instances due to evolving circumstances or opportunities. Operational policies will be amended to require supervisors and Operational Communications Centre personnel to communicate risks and provide continuous updates to support members' risk assessments.	Implemented
6.1 Trainers and supervisors take into account how cognitive biases undermine training and consider how to mitigate the effect of these natural and universal	Awareness of cognitive biases undermining training will be incorporated into use of force courses, such as Incident Management Intervention Model (IMIM) and Immediate	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
thought processes.	Action Rapid Deployment (IARD).	
6.2 Any testing component of RCMP firearms use include a physical exertion component as well as tactical repositioning and communication. This should be supplemented with practice, scenario based, dynamic training and evolving risk assessment. They should include reminders of the firearms capability, even beyond qualification distances.	This is being addressed through the ongoing firearms review project and the development of a new course of fire that will incorporate the suggestions within this recommendation.	Scheduled for implementation in April 2016.
6.3 Training material be made available concerning the difference between cover and concealment, including examples of the penetrative capabilities of bullets from various firearms.	Additional learning material on cover and concealment, including the penetrative capabilities of bullets from various firearms, will be incorporated into the applicable use of force courses such as Incident Management Intervention Model (IMIM), Immediate Action Rapid Deployment (IARD), and during annual pistol qualifications.	Implemented
6.4 Immediate Action Rapid Deployment (IARD) training be adapted to include various environments as well as decision making, planning, communication, asset management, and supervision components to ensure members work through constant risk assessments and that Operational Communications Centre training in coordination/ response to high risk incidents should be conducted at the same time as IARD training to emphasize the realism of the scenario.	The IARD course training standard and learning material will be modified to reflect this recommendation. Decisions will be made to determine whether the course is designated as mandatory for all members, and if it will be added to the Cadet Training Program.	IARD indoor training has been modified and an outdoor IARD course is being developed. Scheduled for implementation in April 2016. IARD training is now mandatory for all members to complete by March 2019.
7.1 Codiac Operational Communications Centre (OCC) consider the implementation of an automatic numeric identification (ANI) system to support officer safety.	Training will be provided to ensure ANI is being used effectively in Codiac as well as in OCCs across the country.	Implemented. ANI will be incorporated into the new radio system.
7.2 Codiac detachment radio coverage be examined outside of Moncton center to rectify areas that have gaps in coverage.	A signal strength survey of identified dead zones in the Codiac area will be completed.	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
	A proposal will be completed for the Division management's consideration, presenting options for resolving the issue of radio signal dead zones. Tactical standard operating procedures will be developed to ensure that Codiac members dispatched are aware of radio dead zones until the issue is resolved.	
7.3 The RCMP examine the implementation of encrypted radio systems for operational effectiveness, officer safety and protection of privacy.	The RCMP has initiated a five-year National Radio Program Strategic Plan that will replace all analog radio systems with encrypted radios.	Implemented
7.4 The two Moncton radio repeater sites be permanently patched to ensure members have optimum radio coverage while maintaining communication with the Operational Communications Centre (OCC).	This issue could be resolved if the planned project to upgrade to encrypted radios proceeds. There are some short-term solutions but they may be cost prohibitive.	Implemented. In June 2015, the Division linked both repeaters together. Now operational for members in Moncton.
7.5 Primary and secondary channels be examined in greater detail, to allow dispatchers better control of network airtime.	This issue could be resolved if the planned project to upgrade to encrypted radios proceeds. There are some short-term solutions but they may be cost prohibitive.	Implemented. The patching of the radio repeaters in June of 2015, (Recommendation 7.4) eliminated the option to manage traffic between the two channels.
7.6 Policy be developed that mandates the creation of a radio user guide which will be available to all members. This should incorporate a map of the province showing repeater sites/detachments and a list of the radio channels.	The Mobile Communications Policy will be updated to add a section for repeater/radio site lists and map.	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
7.7 A system be developed, both radio and data, that would allow for communication between RCMP members from the Maritime Divisions, when required to work outside of their home jurisdicton.	A radio system upgrade and replacement providing complete radio interoperability in "H", "J" and "L" Divisions (Nova Scotia, New Brunswick and Prince Edward Island) is to be completed. In the interim, the Maritimes Divisions will collaborate to develop mutual aid standard operating procedures to meet communication requirements in a timely manner in emergency situations.	The long-term solution to upgrade radios is expected to be complete in 2017. Short-term solutions have been completed
7.8 A high resolution mapping system, such as the web-mapping service from the National Operations Centre (NOC), be integrated within Computerized Integrated Information and Dispatch System (CIIDS), having the ability to share vital information as perimeters and location data.	The technology exists to upgrade CIIDS maps within the Divisions. Divisions will ensure that they have access to the most recent mapping capabilities within the CIIDS program.	The plan to address this recommendation is approved. Completion date not yet available due to technical issues encountered.
7.9 Redacted: Relates to officer safety equipment		
7.10 Operational Communications Centres (OCCs) should have an experienced non-commissioned officer (NCO) available to coordinate operations in critical incidents and to offer direct operational advice to call takers and dispatchers.	Divisions will review their procedures to ensure access to a senior NCO to offer timely guidance during a critical incident.	Implemented
7.11 The reporting structure of Codiac Operational Communications Centre (OCC) is refined to ensure the Support Services Officer is engaged in the provision of training, equipment and policy considerations.	Communication between the Codiac OCC and "J" Division Criminal Operations Officer (CROPS) will be improved. For example, a monthly briefing note outlining issues impacting OCC operations, administration and service delivery will be sent to the CROPS.	Implemented
7.12 Emergency Response Teams (ERT) develop a quick reference guide for non-ERT trained members who may be called upon to offer assistance (e.g. aerial spotters and other observation posts). These reference guides could be provided by the	A quick reference guide will be developed and distributed, along with training procedures.	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
ERT telecommunications technician who would be in a position to instruct members on ERT radio protocols.		
7.13 The RCMP create policy that allows for the use of plain language as an alternative to 10-codes in urgent situations.	The Informatics Manual II.2 Mobile Communications – Ten Code Signals will be amended to include the use of common plain language during critical incidents.	Implemented
8.1 National Communication Services (NCS) create a plan that can be referenced to allow relief for Division communications staff in the event of a prolonged incident. The plan should be developed to take into consideration the requirements of each Division.	A crisis communications guideline and standard operating procedures will be developed in consultation with Divisions to address this recommendation.	Scheduled for implementation in February 2016.
8.2 Standard operating procedures be developed to ensure communications personnel are part of the initial operational callout procedure for serious events.	Standard operating procedures for telecom operators and Divisional Emergency Operations Centre will be developed to ensure strategic communications resources are part of the initial operational callout for serious events.	Implemented
8.3 News conferences in these types of incidents should have a spokesperson presenting the operational perspective of the investigation to reassure the community that police are taking action.	Standard operating procedures will be established to recommend when feasible, a subject matter expert be available during press conferences to provide an operational perspective.	Implemented
8.4 Software solutions be sought by National Communication Services (NCS) in order to properly monitor social media.	A pilot project using commercially established software will be implemented.

The Government of Canada is proposing a dashboard of social media tools. If approved, it will be adopted by the RCMP. | Completed.

Business requirements are being determined which will require a procurement process for an enterprise solution. Estimate of spring 2017, for implementation. |

MacNeil Recommendation	RCMP Response January 2015	Current Status
8.5 Up to date, functional, portable devices be provided to Communications personnel to enable them to effectively use social media and permit them to effectively do their job.	A pilot is already underway with the purchase of tablets for media relations units.	Implemented
8.6 National Communication Services (NCS) provide a point of contact with the essential skills for regimental funerals (internal or external to the RCMP) who is paired with the Strategic Communications Unit.	A list of subject matter experts will be developed and maintained and the Fallen Member Guide will be reviewed and updated to reflect this recommendation.	Implemented. A "Regimental Funeral Orientation Package" has been produced, in which strategies for internal/external communications is explained.
8.7 All regimental funerals have a professional photographer to ensure they are properly recorded.	The RCMP will update the Fallen Member Guide to ensure that the photography services from National Headquarters are available to Divisions for the proper recording of all regimental funerals.	Implemented
8.8 Families of fallen members be made aware that communications assistance is available to act as a buffer between the families and the media. In addition this will provide families access to the RCMP website to post messages/photos.	The Fallen Member Guide will be reviewed and updated to ensure that the most appropriate and effective support is provided to families.	Implemented
8.9 Divisions have access to real-time social media monitoring which could help identify operational risks and inform a communications strategy.	A pilot project using commercially established software will be implemented. The Government of Canada is proposing a dashboard of social media tools. If approved, it will be adopted by the RCMP.	Completed Business requirements are being determined that will require a procurement process for an enterprise solution. Estimate of spring 2017, for implementation.
9.1 The RCMP develop an improved system to enable members to obtain	Firearms policy will be streamlined to ensure that the steps required for members to receive	Implemented. Members now

MacNeil Recommendation	RCMP Response January 2015	Current Status
ammunition for practice.	ammunition for training are simplified and clearly outlined.	receive a free, annual, allotment of ammunition.
9.2 The relevant policies and practices should be reviewed to ensure there are appropriate controls and no constraints that would interfere with members improving their firearms proficiency.	Regions will schedule a minimum of two practice sessions per year for members with a Basic Firearms Instructor on site to assist members in improving their firearms skills	Implemented
11.1 The RCMP consider broadening its support for initiatives that support young people with mental illness.	The RCMP will continue to support numerous initiatives that focus on mental health. For New Brunswick, a mental health screener will be implemented under their youth intervention model in order to identify mental health issues and ensure appropriate support.	Implemented
12.1 Development of a national guide to establish roles and responsibilities and advice for managers and persons tasked with implementing an after care strategy. This could include a plan for rapid and scalable deployment plus consideration for long term maintenance to prepare for notable events such as the first year anniversary of the tragedy.	This recommendation will be addressed in the existing RCMP Mental Health Strategy. Establishing a national standard for aftercare will be a priority.	A Critical Incident Stress Management guide is under development. Scheduled for implementation in April 2016.
12.2 Updating of the existing Fallen Member guide with considerations for the following: operational briefings of families, possible tour of the fallen members' work space with the family, consideration for the management of flowers, cards and gifts, provision of information on the Depot Memorial and the Peace and Police Officer Memorial in Ottawa.	The Fallen Member Guide will be reviewed and updated by the Warrant Officer Group, subject matter experts and stakeholders to address this recommendation. The guide will be made more accessible by posting on the RCMP's Intranet site.	Implemented
12.3 The Critical Incident Stress Management (CISM) team should consist of experienced psychologists who understand policing; experienced RCMP employee peer support personnel, RCMP chaplains and nurses trained in CISM.	The delivery of the Critical Incident Stress Management (CISM) course will be reviewed with the goal of training the appropriate number of qualified candidates, as determined by the Health Services Officer.	Implemented
12.4 Development of a plan for ongoing	Members involved in the Moncton incident	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
follow-up at specified periods during the first year and also during periodic health assessments (PHSs) for those members directly involved. Consideration should be given to the utilization of the questionnaire as noted in this section of the review.	have been identified for ongoing follow-up and care.	
12.5 A review of the processes related to the provision of aftercare services to those involved such as families, municipal employees, auxiliary constables and volunteers should be undertaken.	The RCMP's Health Policy will be reviewed as part of the Mental Health Strategy. Any proposed increase in benefits will require extensive consultations with the RCMP's provincial, territorial and municipal partners.	A Critical Incident Stress Management guide is under development. Scheduled for implementation by April 2016.
12.6 Consideration should be given to ensuring that members who are unable to return to work are kept informed of information that could affect them.	Members, who have been identified by the Health Services Officer as unable to work, will be provided with key information that affects them by their supervisor or their delegate (as indicated in section 19.3 of the Administration Manual).

The RCMP will also consider this recommendation in the development of the Disability Management and Accommodation Framework and the Mental Health Strategy Action Plan for 2015-16. | Several resources (tools, processes and guidelines) have been developed in support of the RCMP Disability Management and Accommodation Framework. To be implemented in April 2016.

On-line training for supervisors will be implemented in 2016. |
| 12.7 An interview with a psychologist should be conducted with employees prior to their return to duty to prepare them for changes in their work environment that have taken place as a result of a traumatic incident. | This recommendation will be addressed as part of the ongoing development of the Mental Health Strategy. The RCMP supports its employees' ability to have timely access to mental health professionals. | Scheduled to be implemented in April 2016. |
| 12.8 A Critical Incident Stress Management CISM) team, which was not involved with the operation, should provide a Post Action Staff Support (PASS) debriefing for those who conducted debriefings. This should occur | The relevant RCMP policy will be reviewed with the various Health Services Officers to increase awareness around the need for a PASS for those who conducted the debriefings of critical events. | A Critical Incident Stress Management guide is under development. Scheduled for implementation by |

MacNeil Recommendation	RCMP Response January 2015	Current Status
once the operation is completed and preferably prior to their return to their home units.		April 2016.
12.9 When an employee is killed on duty certain pay and compensation mechanisms are triggered that generate automated messages and mail to families relating to the cancelation of certain benefits. These automated processes lack sensitivity and cause undue stress. It is recommended a review of these systems be conducted to prevent this from occurring.	RCMP management along with the Staff Relations Representatives and the Corps Sergeant Major will review these procedures to ensure that communication with families of fallen members is appropriate and considerate of their tragic circumstances. An updated approach will be established and incorporated into the Fallen Member Guide.	Implemented
12.10 Following the death of a member of the RCMP, there is a substantial amount of required paper work and procedural processes expected of family members. It is recommended that a liaison be identified to assist family members on behalf of the deceased with the completion of all necessary paperwork.	In Moncton, liaisons were appointed to assist family members in a variety of areas. It is supported that this best practice be adopted in the upcoming review of the Fallen Member Guide.	Implemented. A process has been developed that will have employee(s) from National Compensation – Insurance Group fly to the location and meet with family members directly to explain the process/paper work required.
12.11 When a member is physically/psychologically injured or deceased and thus unable to join appointments with their family, the spouses and children of the member cannot access the member's insurance and must rely on private insurance coverage. This coverage can only reimburse the cost of 5 to 7 hours of psychological services per year. It is recommended that steps be taken to rectify this to remove the burden this insufficient funding places on families of the members.	The RCMP is exploring opportunities for Veterans Affairs Canada (VAC) to offer its psychological support services to the families of members killed in the line of duty. VAC programming offers confidential counseling and referrals by mental health professionals across the country on a 24-hour basis every day of the week.	Scheduled for implementation in March 2016.
13.1 The RCMP take immediate action to expedite deployment of patrol carbines	The candidate to instructor ratio of the patrol carbine training course will be changed to 3:1	Implemented

MacNeil Recommendation	RCMP Response January 2015	Current Status
across the Force. This action must include significant and permanent augmentation of the Force's training capacity.	from 2:1. A review of the feasibility of adding patrol carbine training to the Cadet Training Program is underway. A minimum number of members to be trained will be established.	
13.2 The RCMP conduct a thorough analysis of the approval and procurement processes (including the research and development phase) relating to equipment that impacts officer safety. This analysis should include identifying an appropriate senior authority to take responsibility for such projects, establishing appropriately resourced project teams and setting deadlines for delivery.	For priority officer safety initiatives, milestones will be set to ensure a specific percentage of members in each Division are equipped within a certain period of time (as decided by Senior Executive Committee). These priority initiatives will be led by a Senior Officer from Contract and Aboriginal Policing.	Implemented. An Officer Safety Equipment Committee has been created to oversee priority officer safety initiatives.

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