



Government  
of Canada  
RCMP Reform  
Implementation  
Council

Gouvernement  
du Canada  
Conseil de mise  
en œuvre de la  
réforme à la GRC

# RCMP

## Reform Implementation Council

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### Third Report

September 2009

Canada 

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September 30, 2009

The Honourable Peter Van Loan  
Minister of Public Safety  
Ottawa

Dear Minister Van Loan:

We are pleased to submit the third report of the RCMP Reform Implementation Council, as required by the March 17, 2009, Order in Council under which we were reappointed.

In pursuing our mandate of guiding and assisting the RCMP reform process and at the same time monitoring and reporting on its progress, we have worked closely with the Commissioner and the RCMP Change Management Team and have received their entire cooperation.

In this interim report, we have chosen to focus on three themes we consider to be, in their separate ways, critical to the success of RCMP reform. The first is the recruitment and management of human resources, on which depends the capacity of the RCMP to deliver effective police services. The second is the development of a new kind of leadership deeply committed to openness, accountability and continuing change. The third concerns how the RCMP can become more transparent in its dealings with Canadians and communicate better what it is accomplishing and where it is headed. We have witnessed the RCMP's commitment to progress on all these matters but we are also aware of the challenges it faces in moving forward.

We look forward to providing you with a further progress report in March 2010.

Respectfully submitted,

David McAusland

Jean-Claude Bouchard

Beverly A. Busson

Jocelyne Côté-O'Hara

Kevin McAlpine

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# Introduction

## Context of the Report

This is the third report of the RCMP Reform Implementation Council. Its purpose is to offer to the Minister of Public Safety, the Commissioner and employees of the RCMP, and Canadians generally, the Council's assessment and advice regarding the current progress of RCMP reform.

The impetus for reform of the RCMP came in part from the December 2007 report of the *Task Force on Governance and Cultural Change in the RCMP*. This report concluded that major changes were "essential for restoring the Force to the position of confidence and respect it had enjoyed since its inception."

The findings of the Task Force remain an important reference point for reform, and for the work of the Reform Implementation Council, but they are by no means the exclusive focus of RCMP change management efforts, or of this Council's interests. For a number of years the Force has been pursuing a wide range of initiatives designed to improve its effectiveness in serving its federal mandate as Canada's national police force, as well as its responsibilities for delivering policing services to many of Canada's provinces, territories and municipalities.

The RCMP Change Management Team was created by Commissioner William Elliott in early 2008 to coordinate the many initiatives associated with reform. The team, headed by Assistant Commissioner Keith Clark, was given a mandate to develop, coordinate, and execute a plan for RCMP Transformation.

To drive the Transformation, the RCMP senior management team, with input from the Reform Implementation Council, articulated a *Vision for Change* that would see the RCMP become:

*"an adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership and providing world-class police services."*

In this interim report, we have chosen to focus on three themes that are critical to the long term success of RCMP reform in achieving this vision: human resources, leadership, and communication.

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## The Reform Implementation Council

Our Council was established by the government in March 2008 in response to a recommendation of the *Task Force on Governance and Cultural Change in the RCMP*. The Council's mandate is:

- to provide advice to the Minister of Public Safety on implementation of reforms approved by the Government;
- to provide advice and assistance to the Commissioner of the RCMP respecting the RCMP implementation plan;
- to monitor the progress of reforms approved by Government and undertaken by the RCMP; and,
- to submit regular progress reports to the Minister of Public Safety.

The Council is chaired by David McAusland, a lawyer and corporate director from Montreal. The other members are:

- Jean-Claude Bouchard, a former federal deputy minister and career public servant.
- Beverley A. Busson, former Commissioner of the RCMP.
- Jocelyne Côté-O'Hara, a corporate director and former government executive.
- Kevin McAlpine, a professor and former Chief of the Durham Regional Police Service.

In March 2009, the Minister of Public Safety, the Honourable Peter Van Loan, announced the extension of the Council's term to March 18, 2010.

The Council has met regularly with the Commissioner and members of the RCMP Change Management Team, as well as with other RCMP senior managers. Support for our work has been capably provided by the RCMP Change Management Team.

We have visited RCMP operations across Canada and met a wide range of employees, both uniformed and civilian. We have met representatives of the provincial, territorial and municipal jurisdictions for which the RCMP supplies policing services. We have also been briefed by officials of Public Safety Canada regarding their work on a new complaints and review mechanism for the RCMP.

As a Council we see our first role as offering the Minister of Public Safety an independent, informed view of the challenges facing the RCMP and the effectiveness of the steps being taken to address them, and suggesting how the government can best ensure the success of this vital enterprise.

We also see our responsibility as overseeing the process of reform, as well as advising and challenging the Commissioner, the RCMP Change Management Team and members of the Senior Executive Committee involved in the reform process. This requires us to understand the larger context and goals of reform, including the perspectives of employees, contract partners, and other stakeholders, in addition to those of Canadians generally. Council members bring an external perspective that can help to sharpen the focus and to assess the success of RCMP reform.

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## This Report

Over the past 18 months the Council has closely observed the progress of RCMP reform and participated actively in some of the most important and far-reaching developments. Our previous reports, while giving special attention to those areas of reform we considered to be most critical, sought to cover the whole range of the Transformation process. This time, we have chosen to concentrate on three areas in which the RCMP is currently engaged:

1. **Strengthening the management of human resources.** This is an area where modernization is proceeding rapidly and there have already been major accomplishments.
2. **Renewing RCMP leadership.** Critical steps to be taken in coming months will redefine leadership and determine how the process of renewal will proceed.
3. **Communicating more transparently and effectively.** Progress is being made in reaching out to the public and to RCMP employees but further change is still needed.

First, however, we offer some comments on the overall progress of reform since our last report. And we conclude our report with some observations on next steps and the challenges to be faced in the short-to-medium term if the RCMP is to achieve its *Vision for Change*.

### Current Progress on Reform

The first point to make about the progress of RCMP reform is one we have made before: transforming the RCMP to fulfil the *Vision for Change* is not a short-or even medium-term effort. There will never be a point at which victory can be declared and the Force can move on to other things. Rather, reform must result in a Force that is continually striving to improve its performance and is not satisfied with being anything less than a world leader. Such a commitment to continuous improvement must be accompanied by enhanced accountability within the RCMP.

The next few months will mark an important transition, as the Change Management Team (CMT) shifts its focus to creating an environment in which continuous improvement is a day-to-day reality. The principal measure of the Team's success will be whether purposeful change becomes a normal part of the management process throughout the RCMP. The current approach, where the CMT provides overall leadership to a series of distinct reform projects and initiatives must give way to a broader process of continuing reform and renewal, in which all parts of the RCMP are committed to change based on consultation, self-examination, measurement of results and accountability.

This is not just a goal for RCMP Headquarters or senior management. The Council has been favourably impressed by progress made across Canada at the detachment level in establishing Annual Performance Plans that are based on consultation with the community and stakeholders. The key to success here is that leaders in RCMP detachments have become fully accountable for achieving results in relation to agreed targets.

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At the level of the whole organization, we have noted the work done by the RCMP over the past several years to develop a sophisticated system for measuring progress and reporting results to management. The Balanced Scorecard system, as it is called, has recently received a very positive assessment by the Conference Board of Canada.<sup>1</sup> The Scorecard is an excellent tool for performance measurement; the challenge now is exploiting it to the full in moving the organization forward.

Another important area of reform is what in our previous reports we referred to as the status, governance and oversight of the RCMP. Work is continuing on the development of proposals for a new relationship between the RCMP and the government, one that would establish the right balance between the authority needed by the RCMP to carry out its unique mandate and the increased accountability for achieving results and using public resources that is expected by the government and Canadians. We remain of the view that a new organizational status reflecting this more appropriate balance between authority and accountability should ultimately be reflected in legislation.

With respect to governance, we are convinced that a Board of Management would enable the government to enhance the effectiveness of the RCMP by strengthening management and improving accountability, thereby opening the way to increased delegation of authority. Work is under way, in consultation with central agencies, to develop concrete proposals for such a Board. We are closely watching this effort and hope to see proposals presented for consideration by the government in the near term.

Oversight of the RCMP through external review is being addressed separately by Public Safety Canada, while the RCMP is currently revising the rules under which internal investigations are conducted. We look forward to seeing the results of this work and helping to harmonize it with other aspects of RCMP reform.

The current period is also an important one with respect to the development of new agreements with the provincial, territorial and municipal jurisdictions for which the RCMP provides policing services, a role that involves nearly two-thirds of all RCMP officers. The Force is working closely with Public Safety Canada to develop new agreements and at the same time to engage the contract partners in a new relationship that reflects the spirit of reform. The Council is not directly involved in this process but has nevertheless participated in meetings of the Contract Advisory Committee that coordinates work among the partners.

Progress on RCMP Transformation is being measured using the Balanced Scorecard mentioned above. This should provide a clear sense in coming months of how well the various initiatives are moving forward. We would also hope to see an independent evaluation of the reform process take place within the next year or so. We want to emphasize, however, that important as the many specific projects may be, reform must be fundamentally about changing the whole outlook and approach of the RCMP, preserving what is best in its culture while adopting the new behaviours and ways of operating that are inherent in the *Vision for Change*. This includes communicating more openly and effectively with the public and with employees.

<sup>1</sup> Measuring Progress at the RCMP, A Case Study by the Centre for Public Sector Service Delivery, The Conference Board of Canada, Ottawa, April 2009.

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# 1. Strengthening Human Resources Management

Over half of the reform projects undertaken as part of the RCMP Transformation, whether in response to a recommendation of the *Task Force on Governance and Cultural Change in the RCMP* or as an internal initiative, relate to the management of the Force's human resources. Problems addressed have included attracting sufficient numbers of suitably qualified recruits for uniformed positions and retaining experienced employees, both regular members and civilians. Other issues have included a promotion system that was not sufficiently reliable and transparent, and a discipline system that was slow, ineffective and inconsistent. The administration of human resources needed overhaul in areas such as the payment of supplementary health benefits, while not enough attention was being paid to the wellness of employees and their families. Staffing delays were blocking needed reform. And best use was not always being made of scarce human resources, particularly the front-line officers who deliver police services directly to Canadians.

The Council is pleased to observe that since our last report on this area progress has continued on many fronts, and further results have become apparent. Success is particularly striking in the area of recruitment, but there is ample evidence that other initiatives are continuing to move ahead. As we said previously, there are difficult challenges yet to be met and momentum could be lost if a major effort is not sustained. But the signs are very encouraging.

## ***Recruiting New Members***

Recruiting to fill vacancies in the ranks of regular members is one of the notable success stories of RCMP reform to date. In 2006-07, only 1417 cadets were enrolled at Depot, falling short of requirements by 145. By 2008-09, the situation had changed so much that there were 1783 cadets, the highest annual total on record, and for 2009-10 recruiting numbers are on a similar track.

The Force's capacity to recruit and train has now reached the point where, for the first time in recent years, it expects to be able to meet all requests from its contract partners for additional officers. This increased capacity to fill vacancies has a positive impact on the wellness of employees while significantly improving service to the public. At the same time, it increases the pressure on the financial resources of both the RCMP and its contract partners.

This turnaround in recruiting has been brought about in large part by an effective advertising campaign and by cutting the waiting time for applicants substantially. Another major factor was the introduction in June 2008 of a \$12,000 Cadet Recruitment Allowance, one of the first actions taken under the heading of RCMP reform.

With a critical shortage of recruits averted, the Force can turn its attention to other priorities in this area, including continuing the improvement of the recruiting system with, for example, the introduction of an electronic testing system for applicants.

The Council considers the RCMP's success in meeting its recruiting goals to be a very positive sign that real change is under way.

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### ***Performance Evaluation and Promotion***

The RCMP is in the midst of changing its system of employee performance evaluation to simplify the process and link it much more closely to learning and career development. A single standard performance evaluation form, much shorter than the previous one, will be used for all employees. The focus will be on the development of core competencies, with the evaluation starting from the results of the previous year's learning plan and looking ahead to the coming year and beyond.

Annual evaluations, with a mid-year review, will be required for all employees, while supervisors will be held accountable for completing the evaluations on time. For commissioned officers there will be an annual performance contract.

The promotion system for non-commissioned members is also being overhauled to reduce delays, improve consistency, and make sure potential candidates are identified and encouraged to apply. Increased opportunities for advancement will be opened up for those who meet the requirements.

### ***Managing Human Resources***

Work on the reform of the RCMP grievance and discipline systems has been under way for several years and appears to be now making a significant difference to these critical aspects of human resource management. In both cases, emphasis is being put on reducing unnecessary delays, ensuring greater consistency in approaches and decisions across Canada, and getting to the root causes of the issue.

The discipline system had grown excessively legalistic in recent years. Cases were being submitted for formal discipline that should have been dealt with simply by providing good guidance. This is now being corrected, in part through management training. Where formal discipline is needed, the whole process is being simplified and centralized to reduce delays and improve consistency.

The grievance situation has also been improved by dealing wherever possible with the underlying problem. A review of cases identified a substantial number where the grievance was justified and the issue was resolved by a change in policy. In other cases, a third party can help resolve the dispute or managers can be trained to deal more effectively with potential problems. Programs to promote a respectful workplace and to assist in informal conflict management, among others, are being mounted.

A different area of human resource management where significant progress is being made is that of staffing. Filling positions in any government organization can be a slow process and the RCMP is tackling this problem at several stages. One is to reduce the time taken to classify positions by using generic job descriptions wherever possible. In this way, one classification action can serve for many individual positions. The RCMP has moved recently to a generic approach to many of its civilian positions, thus drastically reducing delays.

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### ***Treating People Right***

The work of the Task Force and other reports showed that the RCMP was not paying enough attention to the well-being of its own employees. This was compounded by weak administration that created unnecessary problems in delivering services and benefits. Major efforts have since been made that could be described as “treating people right” and “doing things right.” By focusing on employee needs and simplified procedures it has been possible to overcome a number of the problems that were both lowering morale and costing money through administrative inefficiency.

For example, longstanding problems in the payment of supplementary health and dental benefits have been resolved by updating payment schedules, including a wider range of services, and eliminating the need for RCMP review of payments in most cases. Direct billing to the insurance company is also being introduced, helping both employees and RCMP administration.

Another sense in which the RCMP is moving to treat people right is the inclusion of family members in wellness programs and helping them with issues such as moving. Counselling services following work-related incidents are also being extended to civilian employees where necessary.

### ***Using People More Effectively***

From the outset, Council members have been interested in RCMP efforts to use human resources more efficiently by reducing the administrative burden on front-line officers. The RCMP has made a major effort to encourage initiatives that can contribute to this objective, with the intention of then disseminating the best of these practices for wider application.

One particularly promising initiative is aimed at reducing the workload of data entry for officers in the field. Eliminating the entry of unnecessary data, while still feeding essential information into the modern information-based tools that are vital to policing, will enable officers to maximize the time they spend on core police functions.

### ***Conclusion***

The Council sees accomplishments to date in human resource management as encouraging signs of progress in a critical area of RCMP reform. The Force has made important strides in transforming what was a rigid and outdated system of people management into a modern, flexible regime that will serve emerging needs and respond to new challenges. Notwithstanding these successes, there is much more to be done. To maintain the momentum of change, it will be essential to push current initiatives to successful completion and set new goals for further strengthening the human resource system. The obvious key to doing this is strong leadership.

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## 2. Renewing and Redefining Leadership

### *A New Kind of Leadership*

It goes almost without saying that fundamental reform requires a new kind of leadership. This has been, from the beginning, the Council's view with respect to RCMP Transformation. The recent infusion of new leaders into the Force, from the Commissioner on down, demonstrates that this need has been understood. The new generation of leaders is already playing a key role in driving the Transformation process at headquarters and across the country. But we believe, with the RCMP, that if reform is to achieve sustained success the Force's concept of leadership must itself be redefined, and ways must be found to embed the new approach into the Force's management culture and systems.

The new leadership must not only be open and accountable, it must be passionate in its commitment to making the RCMP the kind of world-class organization that Canadians expect and that is described in the *Vision for Change*. Leaders, including managers at all levels, must enthusiastically promote change as a permanent feature of RCMP management and operations, and they must inspire others to do likewise. Leadership must be based on the idea of enhanced accountability — managers and employees must accept full responsibility for their actions and their impact on other people.

Lasting reform of the RCMP requires that leadership come from the top. The Commissioner and his senior managers must exemplify and communicate the ethos and culture of the organization, both by their actions and by explicitly requiring a similar approach from those who report to them.

The new RCMP approach also recognizes that leadership matters at **all** levels of the organization. While senior management determines the overall direction of the Force, other managers and staff must, through effective leadership at their respective levels, turn strategic directions into the delivery of high-quality police services. On the front line, well-trained and accountable operational leaders are essential for efficient police work and are critical in time of emergency. We note that RCMP training is placing ever-more emphasis on all these kinds of leadership; the next challenge is to situate these efforts more firmly within a clearly articulated leadership strategy.

This fall, RCMP senior managers and others from inside and outside the organization will come together to define the new philosophy of leadership, identify essential leadership behaviours and values, and begin designing ways to impart these throughout the management cadre. The Council fully supports this approach, though we caution is that it will be equally important to define unacceptable behaviours on the part of leaders and to design strategies to deal with them.

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The work planned for the next six months will be critical to redefining RCMP leadership. It will provide the basis for launching a strategy to identify and develop new leaders while reinforcing the strengths of those already in leadership roles. This effort will require its own strong leadership and we are therefore pleased to see that the RCMP has appointed a senior executive dedicated to this task. We look forward to working with the leadership development team in the months ahead, as its success is essential to the long-term future of the RCMP.

### ***Developing New Leaders***

With respect to the identification, training and development of new leaders, the Council notes that increased efforts are being made to enhance opportunities for the promotion of qualified non-commissioned officers and that several new modules of leadership training, executive development and change management skills are being offered at Depot and elsewhere. These are welcome developments. The next task will be to combine these elements into a unified system closely integrated with the new leadership strategy.

### ***Managing Executive Talent***

Maintaining corporate continuity and building capacity is a key part of continuous improvement. We understand that the RCMP is currently developing a new Talent Management approach to succession planning, to be in place in 2010. This could be very helpful in addressing the need to replace retiring managers over the next several years.

Over the same period, the RCMP faces a special challenge in retaining its best senior managers. This will be a time when their knowledge and experience will be particularly needed to contribute to the success of reform. Many members of the current senior management cadre will soon be eligible for retirement, while others could be attracted away to opportunities elsewhere. Delaying the departure of some who can contribute the most could prove invaluable for the transition.

Likewise, we believe the Force must also be prepared to bring in additional talent from outside, whether from the federal Public Service or elsewhere, to assist with specific aspects of the reform process and to strengthen capabilities wherever required. We are pleased to see that the RCMP has recently received approval for such flexible hiring at the most senior levels and we encourage it to take full advantage of this possibility.

### ***Conclusion***

The period to March 2010 should see major developments in the RCMP's approach to leadership. Getting this dimension right will be one of the tests for the future of reform. The Council is committed to assisting in this essential undertaking.

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### 3. Communications and Transparency

Respect for the RCMP as an institution remains high, and opinion of the Force at the community level is generally positive. Yet in recent years the public's overall level of confidence in the Force appears to have declined. The vision, challenges and accomplishments of the RCMP have not been well understood, and its reputation has been tarnished by negative incidents. An important part of the answer to these problems lies in strengthening communication with the public.

In addition, the results of staff surveys show that while a strong majority of employees are committed to change in the RCMP, only a minority claim to understand the current reform process or to see how it will improve their lives or their ability to serve the public effectively. More effective internal communication is clearly needed.

The Council has stressed the importance of reinforcing the communications capacity of the RCMP and of developing an effective strategy for explaining the Force both to the public and to its own staff. We acknowledge the steps that have been taken in this direction, and we consider the plans we have heard to be promising. But they are only a start. A great deal needs to be done in this area over the next few months, a period which is likely to pose considerable communications challenges for the RCMP.

It is our strong view that communication is not a function separate from the rest of the organization or something to be done as an afterthought. It is an integral requirement of most RCMP operations, and certainly of all those that affect individual Canadians and society at large.

Effective and open communication is the essential requirement in dealing with problems. Even with the most able leadership, any organization that is as large, complex and involved in people's lives as the RCMP will, inevitably, make mistakes and attract controversy. Such organizations build strong relationships with the people they serve not by ignoring problems but by dealing with them quickly and transparently.

The RCMP is in the process of implementing a new approach based on these ideas. To make this cultural shift, it must welcome ideas and feedback from both outside and inside the organization. It must be prepared to tell Canadians as much as possible about the events in which it is involved, consistent with legal constraints and legitimate operational needs. Managers at all levels must learn to operate on this basis, taking a more direct role in communications where appropriate. And they must impart these values to their staff.

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What needs to be done over coming months and years, we believe, is the following:

- The RCMP Communications division should receive the funding necessary to acquire additional top -notch professional resources and to provide an effective external and internal communications function, both at the national level and throughout Canada.
- High priority should be given to developing a comprehensive communications strategy that clearly identifies objectives, challenges and stakeholders, as well as target audiences to be reached, messages to be conveyed and the means of doing so.
- The RCMP must develop the capacity to anticipate communications opportunities and issues wherever possible and to react quickly and effectively to unforeseen events.
- The RCMP should be prepared to obtain additional professional advice from the best outside communicators.
- Efforts to reach the public through the media should continue and be strengthened.
- Divisional annual reports and other regional and local communications materials should be more widely distributed.
- The idea of producing a national RCMP Annual Report should be examined as a way to inform both the public and RCMP employees about what the RCMP is doing and how it is evolving through reform.
- Difficult issues, such as policy on the use of conducted energy weapons and incidents of death or injury, should be dealt with as openly and explicitly as possible on the basis of close cooperation among policy people, senior management and communications staff.

The Council believes that strengthening the RCMP's approach to communicating with the public and its own employees is critical to the success of reform and to rebuilding the image of Canada's national police organization.

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## Conclusion

The Council considers that RCMP reform has already achieved significant successes in some areas and is making good headway in a number of others. In the human resources field, important steps have been taken that will ensure the future supply of new blood into the RCMP, while helping to train, develop and promote existing employees to meet new challenges and do traditional jobs better. The main need here is to sustain the momentum of change and avoid complacency: there is much still to be done on the current agenda, and new tasks will soon emerge.

The effort to introduce a new leadership ethos into the RCMP appears to be on the right track, but we will know better when the results of this fall's round of discussions and planning are put into practice. The RCMP needs leaders who are more than just highly competent. Its leadership cadre must be passionate about the future of the Force and dedicated to realizing the *Vision for Change*. They must be capable of inspiring a similar enthusiasm in those they lead.

Turning concepts like "continuous improvement" and "enhanced accountability" into accepted ways of working, and embedding new values and behaviours into the RCMP culture, will require a sustained effort and strong leadership. In the longer term, this must be seen as a key legacy of Transformation. Managers at all levels must show not only that they accept the need for change and accountability but that they fully support it and are themselves committed to making it happen. And they in turn must enlist the support and active participation of all employees.

Rebuilding the image of the RCMP with the public and with its own employees is an effort that has just begun. Some useful initiatives have been launched, including the very effective recruiting campaign that has brought in thousands of applications and reached a broader audience of Canadians. But there is a long way to go in changing perceptions. This is partly a challenge of better communication – explaining what the RCMP stands for and how it is changing. The RCMP must at every level become more open and transparent to the public and to its own employees. Effective communication, however, can only be built on a firm base in reality.

It should be no surprise that much remains to be done. The RCMP is a large organization with a complex mandate and huge territory to police. Typically, in both the public and private sectors, the major results of the kind of reform to which the RCMP is committed would take several years. The important questions today, therefore, are whether significant progress is being made and whether there is a real commitment to continuing change in the directions defined by the *Vision for Change*. We believe that the answer to both these questions is positive.

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## Challenges

The next six months will be a critical period of transition for RCMP reform. Key challenges will include:

- ***Moving forward with proposals on governance for consideration by the government.*** We believe that granting the RCMP additional management authority while creating a Board of Management to strengthen guidance and accountability will be important not only for the planning and day-to-day administration of the RCMP, but also as a way to ensure the continuity of reform.
- ***Taking the next steps in defining and implementing a new approach to leadership,*** including identifying and fostering the values and behaviours that are to be part of a new RCMP culture. Nothing could be more important to the long-term success of reform than passionate and effective leadership at all levels of the organization.
- ***Implementing a more open and transparent approach to dealing with both the public and employees.*** This must include fundamental changes in the way the RCMP manages difficult issues such as those emerging in connection with the tragedy that gave rise to the Braidwood Inquiry.
- ***Addressing the financial dimension of long-term reform.*** Up to now, the RCMP has been able to fund the various reform initiatives from within its existing budget, largely by using money made available by persistently vacant positions. However, the success of recent recruitment efforts and better retention of experienced employees mean that these annual surpluses have disappeared. Since reform cannot be achieved simply by doing things more efficiently, the RCMP will need to look to the government for financial support to sustain the reform process over time.

In reflecting on the way ahead, it is evident that many of these challenges fall squarely on the RCMP. The Force has shown its commitment to reform and must now demonstrate the passion and enthusiasm for change that will sustain this process into the future.

But for reform to achieve sustainable success the government too must be actively engaged. Not only is it the source of the financial resources essential to sustaining the reform process, it must also address issues such as governance and external review, where ultimately a legislative solution will be required. Only in this way can the RCMP acquire the authority and flexibility needed to deliver services more effectively and efficiently.

The RCMP is thus at a critical point in the process of reform – well-launched in almost every area, able to see definite results on some issues that are central to its needs, yet still needing to cement its cultural commitment to change and renewal. We look forward to working closely with the Force and to reporting back on what has been achieved. The next six months will be a crucial window for progress on reform.