

Summary of the Evaluation of the RCMP's Operational Communications Centres

February 2025

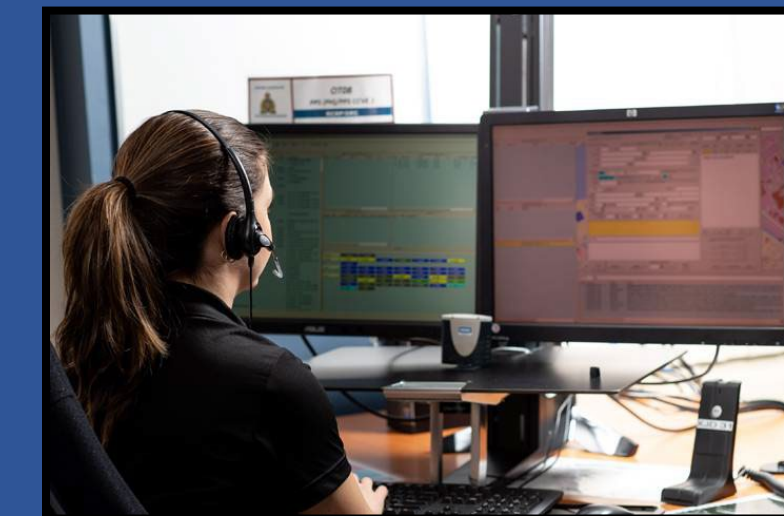
Context

The RCMP is responsible for the administration of the Operational Communications Centre (OCC) program. The OCCs play a vital role in front-line policing by providing critical operational support to RCMP regular members (RM) in the field, and are also the first point of contact for the public requesting police assistance in both emergency and non-urgent matters. OCCs are critical to the safety of police and the public. The RCMP is responsible for 15 provincial and territorial OCCs, two federal OCCs (Ontario and Quebec), and the RCMP Operational Coordination Centre (ROCC) at National Headquarters.

The objective of the evaluation was to examine the performance (effectiveness and efficiency) of the RCMP's OCCs in accordance with the Treasury Board Policy on Results. This evaluation was national in scope and focused on the governance and delivery of the OCC program. RCMP divisions and the OCC National Support Services were engaged through interviews and a survey.

The evaluation focused on four questions:

1. Does the current structure of the OCC program support effective delivery?
2. Does the OCC program have the appropriate human resources to support program delivery?
3. Is the OCC program achieving its objectives?
4. Is the OCC program operating in an efficient manner?



Methodology



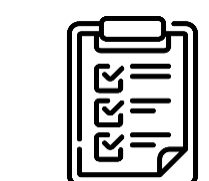
Interviews

43 interviews with RCMP stakeholders



Document Review

Policies, standard operating procedures, annual reports, briefings, reviews, assessments, and media articles



Internal Surveys

Survey of OCC operators and a survey of OCC clients



Performance Data

Human resources data, workload data, and program expenditures



Site Visits

Nine OCCs and the ROCC

What we found

1. While there is a governance structure in place for the OCC program, limited national oversight has impacted program delivery.
2. Many OCCs lack sufficient personnel to maintain program delivery over the long term.
3. OCC training is preparing operators to perform the core duties; however, barriers exist to better preparing employees for the role of an OCC operator.
4. OCC operators are experiencing high levels of work-related stress, resulting in employee burnout and an increased number of vacancies.
5. Current mental health and wellness resources are insufficient for OCC employees and are inconsistent across divisions.
6. The OCC program provides effective support to RCMP RMs; however, staffing shortages limit the overall effectiveness of service delivery.
7. While some OCCs have realized efficiencies in certain areas, there may be opportunities to achieve greater program efficiency overall.

Recommendations

1. Examine the governance of the OCC program with a view to enhancing national oversight of its design and delivery, including establishing and communicating clear roles, responsibilities, and authorities within the OCC program.
2. Establish a national recruitment and retention strategy that incorporates the sharing of lessons learned and best practices, and encourages collaboration across the program.
3. Update training to ensure it better prepares operators, fulfills the needs of all OCCs, and reflects the recommendations of the Mass Casualty Commission and other reviews.
4. Establish an OCC-specific health and wellness strategy to ensure employees are receiving sufficient and consistent support.
5. Strengthen the approach to performance measurement with the objective of enhancing program efficiency, supporting decision-making and monitoring program effectiveness.

