



Summary of the Evaluation of the RCMP's Air Services

Context

The Royal Canadian Mounted Police (RCMP) Air Services Program (ASP) is a specialized law enforcement service that provides a core service to front line operations and supports all RCMP divisions and programs. The fleet includes a total of 30 operational aircraft, both rotary and fixed wing, located across the country between 19 air bases in 11 provinces and territories. The program employs over 180 people nation-wide and are a mix of Regular members (RM), Special Constables (S/Cst), Civilian Members (CM), and Public Service Employees(PSE).

The objective of the evaluation was to examine the relevance and performance (effectiveness and efficiency) of the ASP in accordance with the Treasury Board Policy on Results. It was conducted by RCMP's National Program Evaluation Services (NPES). This evaluation was national in scope covering the period between 2017-18 to 2022-23 and included a forward-looking component.

The evaluation focused on three questions:

- 1. What is the ongoing and anticipated need for the ASP?
- 2. Is the ASP effectively meeting stakeholder needs and expectations?
- 3. To what extent is the current design of the ASP sustainable?



Findings

- 1. Although the ASP fulfills a crucial, ongoing need to support operational and policing activities across Canada, the provision of air services differs across the country due to the broad mandate. The current service delivery model does not meet the overall needs or expectations for RCMP Air Services.
- 2. Despite its highly skilled and dedicated staff, limitations in resources, aircraft and equipment put the sustainability and effectiveness of the ASP at risk.
- 3. Limited contingency planning and relief modelling threaten the program's ability to meet client and stakeholder needs and expectations.
- 4. Levels of client / stakeholder satisfaction with RCMP air services varies with the type of service requested and received. Those requesting services for emergency/critical incidents are the least satisfied.
- 5. The diversity and range of roles and responsibilities, inconsistencies in job classifications, and a lack of HR planning (including GBA Plus considerations) can lead to discrepancies in program management, staff burnout and lowered morale for program staff.
- 6. The ASP requires extensive and specialized knowledge and skill sets for all types of employee. Inconsistent accessibility and availability of training can threaten program success.
- 7. Although strategic planning efforts have recently increased, gaps related to overall governance and reporting remain, impacting overall program efficiency and administration.

Recommendations

- 1. Re-assess the ASP mandate and service delivery model to ensure they are aligned with, and responsive to, management, stakeholder and client needs.
- 2. Develop a comprehensive strategy to address current and future resourcing needs and seek to secure adequate funding to ensure the long-term sustainability of the program. and its capacity to support modern policing
- 3. Review and strengthen ASP governance and reporting structures to improve accountability and accessibility of evidence to inform decision-making.

	Interviews - 50 50 in-person and video interviews were conducted with RCMP employees and external stakeholders.
	Surveys - 3 3 online surveys were conducted; RCMP Executives, ASP staff, ASP clients/stakeholders.
	Site Visits - 4 Site visits to 4 air sections were conducted; NHQ (ON), J Division (NB), K Division (AB) V Division (NU).
	Risk Assessment - 29 A total of 29 Risks were identified during the risk assessment.
	Performance and Financial Data Internal performance data from the Performance Flight Management (PFM) system was reviewed. Financial data received from the program was also analyzed
	Document Review - 180 More than 180 RCMP internal and external documents were reviewed. Including policies and guidance documents (previous and current), strategic plan, annual reports, reviews and assessments.
	Comparative Analysis - 5 A comparative analysis was completed with other organizations offering air services. Ontario Provincial Police (OPP), Department of Fisheries and Oceans (DFO), Department of National Defence (DND), Sûreté du Québec (SQ), and Ornge.