

RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA



Review of RCMP Management of Major Initiatives

October 2023

Final Report



Aussi disponible en français sous le titre : Examen de la gestion par la GRC des initiatives majeures

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Table of Contents

<i>Acronyms and Abbreviations.....</i>	<i>3</i>
<i>Executive Summary.....</i>	<i>4</i>
<i>Management Response.....</i>	<i>6</i>
<i>1. Background.....</i>	<i>7</i>
1.1 REVIEW CONTEXT.....	7
1.2 REVIEW OBJECTIVE AND SCOPE	8
1.3 REVIEW METHODOLOGY	8
1.4 STATEMENT OF CONFORMANCE.....	9
<i>2. Organizational Context.....</i>	<i>10</i>
2.1 TRANSFORMATION AT THE RCMP	10
2.2 GOVERNANCE AT THE RCMP.....	11
<i>3. Observations.....</i>	<i>13</i>
3.1 GOVERNANCE.....	13
3.2 STRATEGIC PLANNING.....	17
3.3 INITIATIVE MANAGEMENT	23
<i>4. Case Studies</i>	<i>28</i>
<i>5. Recommendations</i>	<i>31</i>
<i>Appendix A – Review Objective and Criteria</i>	<i>33</i>
<i>Appendix B – Roles and Responsibilities of Key Tiered National Committees</i>	<i>34</i>
<i>Appendix C – Potential Root Causes</i>	<i>36</i>
<i>Appendix D – Management Action Plan</i>	<i>39</i>



Acronyms and Abbreviations

AIM	Action, Innovation and Modernization
CAAF	Canadian Audit and Accountability Foundation
CM&C	Corporate Management and Comptrollership
CMC	Contract Management Committee
CO	Commanding Officer
DRR	Departmental Results Report
EALM	Equipment and Asset Lifecycle Management
EDI	Equity, Diversity and Inclusion
GBA	Gender Based Analysis
HR	Human Resources
IM/IT	Information Management/Information Technology
IOPC	Investment Oversight and Prioritization Committee
MAB	Management Advisory Board
NCS	National Communication Services
NC3	National Cybercrime Coordination Centre
NIOC	National Integrated Operations Council
OGD	Other Government Department
RCMP	Royal Canadian Mounted Police
SEC	Senior Executive Committee
SMT	Senior Management Table
SPER	Strategic Policy and External Relations
SPS	Specialized Policing Services
TB	Treasury Board



Executive Summary

BACKGROUND

In 2018, the Royal Canadian Mounted Police (RCMP) launched Vision 150 – a new framework for advancing the RCMP’s modernization agenda. Vision 150 presented four pillars of modernization that remain the ultimate guidepost for the RCMP’s modernization efforts. Since the launch of Vision 150, the RCMP has undertaken a number of initiatives to transform and modernize the organization. Accordingly, in 2021, the RCMP released its Strategic Plan that expanded on Vision 150 and presented a set of priorities that are intended to guide the RCMP to its 150th anniversary in 2023 and beyond.

WHY IS THIS IMPORTANT

The RCMP is currently undergoing significant transformation in the areas of culture, workforce, policing services and governance.¹ Accordingly, the 2021 RCMP Corporate Risk Profile identified one of the RCMP’s key corporate risks as “**transformation resistance**” – the risk that the RCMP will encounter resistance and obstacles in the realization of transformation efforts. To address this risk, the RCMP needs to ensure that all employees are incorporated into the transformation mandate, and strong leadership is required to mitigate transformation resistance. It is important that the RCMP have sound governance and management practices in place, including, change and culture management, to ensure major initiatives are on track to meet their objectives, and progress can be effectively communicated across the RCMP and externally. In order to achieve sound governance, the RCMP needs to address the foundational gaps in resourcing and information management and information technology (IM/IT) that have historically hindered the organization.

REVIEW OBJECTIVE AND SCOPE

The review objective was to assess if the RCMP has sufficient management and oversight practices in place to support the implementation of major initiatives.

The scope of the review examined major transformation and modernization initiatives, including those undertaken as part of Vision 150. The review assessed practices in place up to September 30th, 2022, for selected major initiatives.

REVIEW FINDINGS

The following aspects of the management and oversight practices in place for major initiatives require management’s considerations. The detailed observations and recommendations are discussed in the report that follows this executive summary.

¹ As evidenced through the Vision 150 and Beyond: RCMP Strategic Plan, and the RCMP Vision 150 Results Tracker.



Observation 1: A governance framework for major initiatives exists in the current organizational governance structures to some extent. However, there are opportunities to clarify accountabilities, roles and responsibilities associated with the governance of major initiatives to effectively apply senior management's attention and oversight to the highest priority initiatives.

Observation 2: Although various major initiatives are considered in the RCMP's Strategic Plan, there are opportunities to improve how major initiatives are integrated into the strategic planning process. Clear identification of the highest priority initiatives, as well as integrating these initiatives into the organizational and business line strategic plans and monitoring results could enhance the organization's ability to dedicate resources and oversight towards highest priority initiatives, increasing the organization's ability to achieve the intended outcomes and advance priorities.

Observation 3: Limited project management and change management support is in place for major initiatives. While reliance on externally contracted (i.e. consultants) support has helped to address this gap, this potentially limits the organization's ability to build internal capacity and may affect the RCMP's ability to advance these initiatives if the external support is no longer available.

OVERALL REVIEW OPINION

The RCMP, at the organizational level, has elements of management and oversight practices in place for major initiatives. The case studies have demonstrated that despite organizational challenges, business lines are moving major initiatives forward and incorporating best practices. However, addressing gaps and foundational issues affecting the organization's ability to manage these initiatives would enhance the likelihood of major initiatives achieving their intended outcomes in the expected timeframes.

NEXT STEPS

The management response and action plan developed in response to this report demonstrate the commitment from senior management to address the review findings and recommendations. RCMP Internal Audit will monitor the implementation of the management action plan and undertake a follow-up audit if warranted.



Management Response

The Chief Strategic Policy and External Relations Officer and the Senior Assistant Deputy Minister, Reform and Accountability Sector agree in principle with the findings and recommendations of the Review of RCMP Management of Major Initiatives, which has identified opportunities to strengthen the governance framework and clarify accountabilities, and roles and responsibilities. Strategic Policy and External Relations will work collaboratively with internal stakeholders to address the opportunities identified in this report as necessary.

Rouben Khatchadourian
Chief Strategic Policy and External Relations Officer

Alison Whelan
Senior Assistant Deputy Minister, Reform and Accountability Sector



1. Background

1.1 REVIEW CONTEXT

The Commissioner approved the Review of RCMP Management of Major Initiatives as part of the 2021-2026 RCMP Risk-Based Audit and Evaluation Plan.

In May 2022, Internal Audit, Evaluation and Review completed an advisory engagement to assist the Action, Innovation and Modernization (AIM) Office with developing a tool to enhance the tracking and monitoring of select modernization initiatives. As a result of the advisory engagement, a variety of risks relating to the monitoring and reporting of modernization initiatives were highlighted such as:

- Delays or challenges in delivering on some modernization initiatives;
- Oversight challenges resulting from decentralized business lines;
- Difficulty attaining key information on initiative status and initiative risks; and
- Limited organizational oversight over the implementation of modernization initiatives, including those stemming from the Modernization Contract with an external consulting firm.

The Review's Definition of a Major Initiative

Given there is no single definition of what constitutes a major initiative, the review team, for the purposes of the review, defined a major initiative as:

A strategic or fundamental initiative at the national level that affects the RCMP as a whole and aligns with strategic priorities and/or desired outcomes of Vision 150. The initiative does not specifically have to be time bound (i.e. start and end date) or "formally" funded (i.e. assigned budget funds).

Guidance Available for Major Initiatives

To assist in performing the review, the review team sought to find a definition or parameters to describe a "major initiative." However, it was determined that there is **no single definition of what constitutes a major initiative**.² Specifically, direct guidance or definition for major initiatives as well as for "transformation" and "modernization" within the Government of Canada is limited. The most direct guidance to major initiatives can be found in the Treasury Board's (TB) *Policy on the Planning and Management of Investments* and its related *Directive on the Management of Projects and Programmes*. The Policy defines a "project" as an activity or series of activities that has a beginning and an end; produces defined outputs and realizes specific outcomes, within a clear schedule and resource plan; and is undertaken within specific parameters for time, cost and

² CAAF, Practice Guide to Auditing Oversight, 2013, Retrieved from: [Introduction - Canadian Audit and Accountability Foundation \(caaf-fcar.ca\)](https://www.caaf-fcar.ca/en/introduction-canadian-audit-and-accountability-foundation)



performance. Further, the *Policy on Results* describes the requirements for federal departments pertaining to performance management and public reporting.

1.2 REVIEW OBJECTIVE AND SCOPE

The objective of the review was to determine if the RCMP has sufficient management and oversight practices in place to support the implementation of major initiatives.

The scope of the review assessed management and oversight practices in place for major transformation and modernization initiatives, including those undertaken as part of Vision 150. The period in scope was up to September 30th, 2022, for selected major initiatives.

1.3 REVIEW METHODOLOGY

The review was conducted between March 2022 and December 2022. The review team employed various techniques including interviews, documentation review and data analysis.

Specifically, the review team:

- Conducted interviews with senior management and key personnel in Strategic Policy and External Relations (SPER); Corporate Management and Comptrollership (CM&C); Human Resources (HR); Contract and Indigenous Policing; Federal Policing; and Specialized Policing Services (SPS) including the acting Chief Information Officer to gain an understanding of the governance structures currently in place to support major initiatives.
- Reviewed documentation and supporting evidence to validate information provided in interviews.
- Held two focus groups with the RCMP Holistic Culture Change working group³ and the RCMP Task Authorization Lead working group,⁴ to gain an organization-wide perspective on the risks and challenges associated with major initiatives.
- Conducted a benchmarking exercise with three federal government departments⁵ to identify the structures they have in place from a governance and oversight perspective for major transformation initiatives, and to provide insight into similar processes and challenges they may be facing regarding the management and oversight of major initiatives.
- Selected a sample of four major initiatives to gain a better understanding of the current processes in place to support major initiatives:

³ The Holistic Culture Change working group is a forum that brings together modernization and culture change initiatives to discuss and align work underway. The working group is led by AIM.

⁴ The Task Authorization Lead working group is a forum that brings together initiative leads currently using the Modernization Contract with an external consultant to share information, ensure alignment across task authorizations, and discuss best practices and lessons learned. The working group is led by AIM.

⁵ The benchmarking federal departments requested to remain anonymous in the reporting of the benchmarking results. As such, the review reported the aggregated benchmarking results throughout this report.



1. **People Strategy** – modernizing the human resource function;
2. **Digital Policing Strategy** – ensuring the RCMP has the right technology to deal with the digital impact on policing;
3. **National Cybercrime Coordination Centre (NC3)** – reduce the threat, impact and victimization of cybercrime in Canada; and
4. **Modernization of Police and Public Safety Intervention Equipment / Equipment and Asset Lifecycle Management (EALM)** – ensuring that safety and intervention equipment optimizes members' ability to deal safely and effectively, with the situations they face.

The review team did not conduct an in-depth assessment of the four selected initiatives; rather, this case-study approach assisted in identifying good practices, opportunities, and challenges resulting from existing organizational governance over major initiatives.

1.4 STATEMENT OF CONFORMANCE

The review engagement conforms to applicable standards in the Institute of Internal Auditor's International Professional Practices Framework and the Treasury Board of Canada Directive on Internal Audit, as supported by the results of the quality assurance and improvement program.



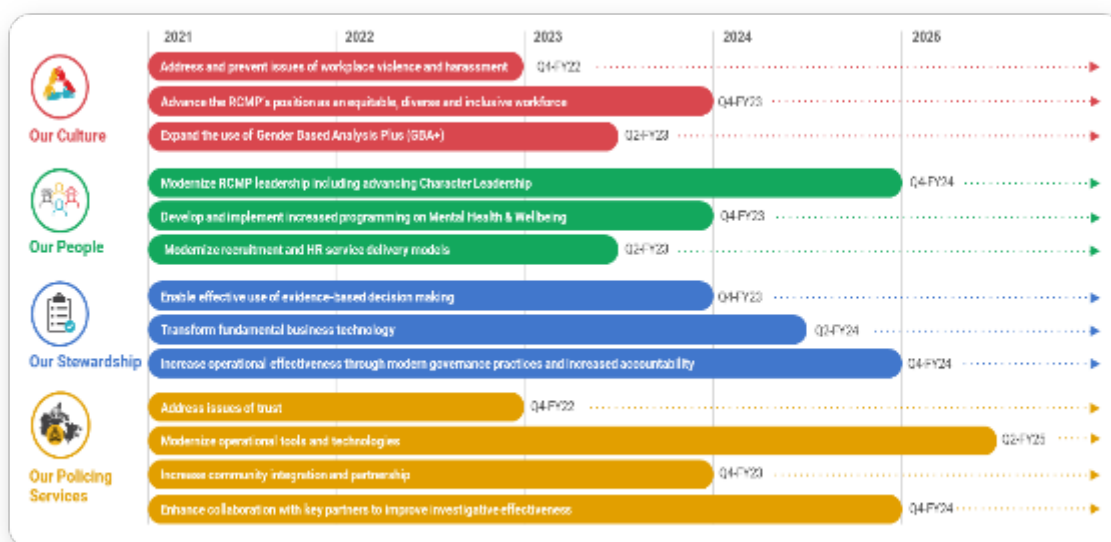
2. Organizational Context

2.1 TRANSFORMATION AT THE RCMP

In 2018, the RCMP launched Vision 150 as a new framework for advancing the RCMP's modernization mandate. Vision 150 has been widely communicated across the organization to spread awareness of the RCMP's modernization and transformation efforts, including through the Vision 150 results tracker, which is available on the RCMP's external website, to report on the progress of a variety of initiatives across the organization. In addition, Vision 150 established four pillars of modernization, which are considered the guideposts for all the RCMP's modernization efforts.

In 2021, the RCMP released "Vision 150 and Beyond" – the first Strategic Plan in a decade. The Strategic Plan expands on Vision 150 by presenting a set of priorities that are intended to guide the RCMP to its 150th anniversary in 2023 and beyond. The plan identifies various priority statements for each pillar, along with a high-level timeline for advancing each of the statements identified in the Strategic Plan, as per Figure 1.

Figure 1: RCMP's Vision 150 and Beyond Implementation Plan⁶



The RCMP's Project Delivery Offices and Related Support

At the national level, the RCMP has three **project delivery offices** within CM&C and SPS. They provide project management guidance and tools for initiatives relating to IM/IT, real property and

⁶ RCMP, Vision 150 and Beyond: RCMP Strategic Plan, 2021, Retrieved from: [Vision150 and beyond: RCMP strategic plan \(rcmp-grc.gc.ca\)](https://www.rcmp-grc.gc.ca/vision150-and-beyond-rcmp-strategic-plan)



corporate systems. In addition, the RCMP has policies and procedures in place for initiatives that are categorized as “projects” or “investments”. These policies provide guidance and direction to project teams by clearly defining requirements.

The RCMP also has in place a **Modernization Contract** with an external consulting firm (hereinafter will be referred to as the Modernization Contract) that was established to provide a mechanism for business lines and divisions to access specialized skills (e.g. project management, change management and business analysis) and services to support their modernization efforts.

In addition, National Communication Services (NCS) provide communication and outreach services to major initiatives through the development of communication strategies that outline the recommended activities to communicate the objectives of the initiatives both internally and externally. These activities may include news releases, social media campaigns and the creation of websites amongst others.

2.2 GOVERNANCE AT THE RCMP

Recent Governance Changes

The RCMP Audit on Policy Management – Phase One (2018) recommended that the RCMP consider strengthening the policy governance process to ensure accountable structures are in place to support the Senior Executive Committee (SEC) with evidence-based information for decision-making. In response, SPER (previously Strategic Policy and Planning Directorate) consulted with business lines and divisions to assess the policy and planning governance process with the view of formalizing an effective and efficient policy committee structure within the organization.



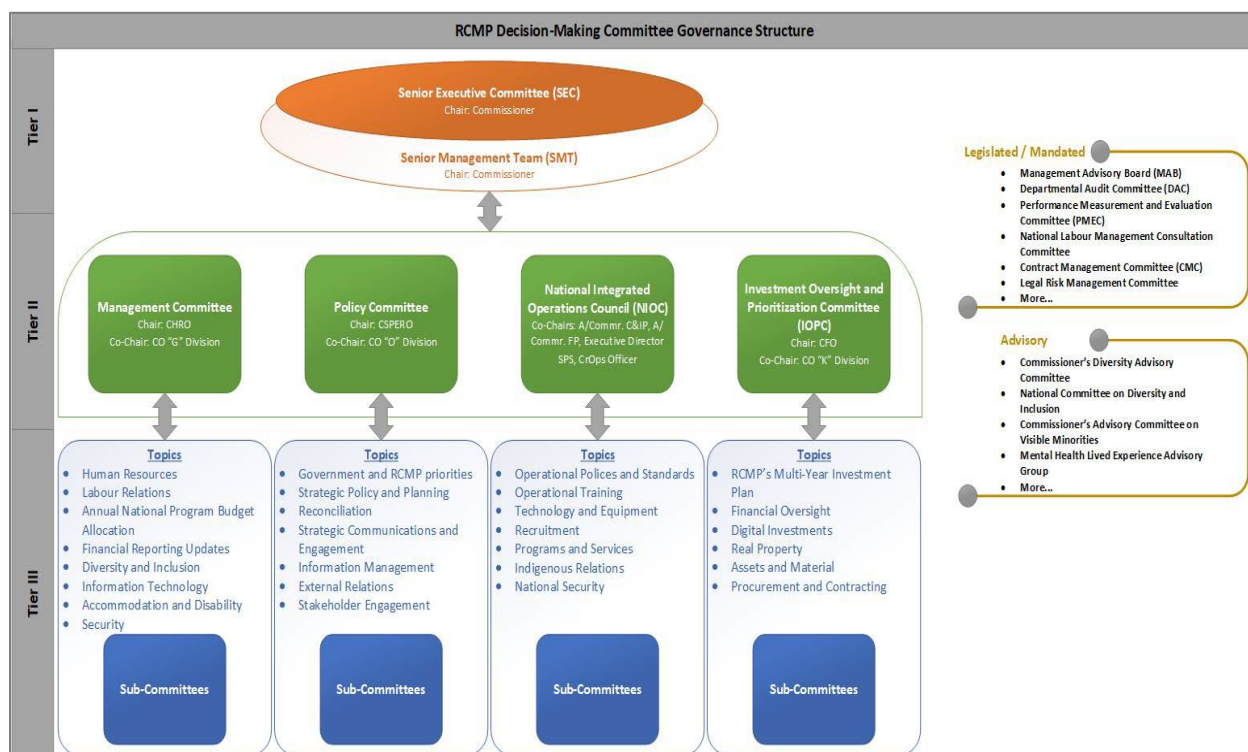
In addition, the RCMP's Audit of National Committee Governance (2020) highlighted areas of improvement pertaining to committee governance including providing greater clarity for the sequencing of business items through the committee process, and ensuring that items have been reviewed, challenged, and/or approved by the appropriate committees. In response, SPER consulted with business lines and divisions to develop a Governance Framework for the RCMP, including new committees reporting to SEC, and reviewed other senior level committees across the organization to strengthen the integration of governance committees and enhance decision-making.



Current Governance Structure

As per Figure 2, the RCMP's current governance structure consists of three tiers of committees to support the Commissioner in managing the strategic decision-making of the organization. Governance principles are bound within the mandates of senior management committees, which are responsible for the overall administration of the organization. These committees work to establish the RCMP's direction and culture, while being governed by the authorities set out in the *RCMP Act*. Lower tier RCMP committees have their mandate and priorities set forth by senior committees and work with other committees to avoid the duplication of effort and coordinate usage of resources. Detailed roles and responsibilities of the key-tiered committees are contained in Appendix B of this report.

Figure 2: RCMP's Committee Governance Structure⁷



⁷ RCMP, RCMP Governance Committee Framework, 2020



3. Observations

3.1 GOVERNANCE

What was expected:

Governance is the combination of processes and structures implemented by the board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives.⁸ The review team expected to find a governance framework for major initiatives in place at the national level including a clearly defined transformation vision and scope, governance and monitoring mechanisms to oversee the successes, risks and challenges of major initiatives at a national level.

What was found:

***Observation 1:** A governance framework for major initiatives exists in the current organizational governance structures to some extent. However, there are opportunities to clarify accountabilities, roles and responsibilities associated with the governance of major initiatives to effectively apply senior management's attention and oversight to the highest priority initiatives.*

Evolving governance has affected the management of major initiatives

Vision 150 established four pillars of modernization that are considered as guideposts for all RCMP modernization efforts, however, clear expectations to guide the outcomes of each pillar of modernization have not been established. In recent years, the RCMP has enacted a number of changes to its national governance structures including a re-structuring of the tiered senior management committees. However, neither transformation nor modernization **has been assigned to a policy centre and major initiatives are not formally required** to report to tiered committees. Although, in some cases, a requirement to report major initiatives to external bodies [e.g. Management Advisory Board (MAB)] was noted by initiative leads, it was not clear which tiered committees they should go to for endorsement and/or guidance. In some cases, initiative leads were able to choose which committees to attend at their own discretion. The focus groups found that **31% of participants were either “dissatisfied” or “very dissatisfied” with the support provided by senior management.** This may indicate that some initiatives have challenges obtaining senior management guidance and support, which could result in slower progress or a lack of alignment with RCMP priorities.

⁸ Institute of Internal Auditors, International Professional Practices Framework, 2009.



The review found that the inherent lack of governance around major initiatives has caused challenges for both senior management and initiative leads. For example, at the senior management level, interviewees noted that sometimes committee members are not given enough time to prepare for discussion and/or decision-making (i.e. agenda items are provided on the same day of the committee meeting as opposed to in advance). While at the initiative level, interviewees noted that committees are often used as a consultation tool rather than conducting relevant consultations with business lines and external stakeholders (e.g. Contract Management Committee (CMC))⁹

attending committees for decisions. Not having assigned accountabilities around major initiatives could lead to **ineffective coordination of major initiatives**.

Limited RCMP policy guidance relating to major initiatives

There is limited process and guidance for major initiatives that are not categorized as an “investment” or “project”. The absence of a definition and framework has led to **confusion over roles, responsibilities and requirements for major initiatives**, both in terms of initiative leads and from an oversight perspective, which may be contributing to various challenges such as transformation resistance. The absence of a definition and/or framework may lead to inconsistent approaches being taken, potentially resulting in inadequate guidance from management and comparability issues when it comes to prioritization and funding decisions. For example, there is senior management visibility over the pistol modernization project (a sub-initiative) but not the overarching Modernization of Public and Police Safety Intervention Equipment initiative. While senior management may oversee sub-initiatives (i.e. projects), **they do not oversee the overarching major initiative and how they link to the overall**

BENCHMARKING RESULTS: GOVERNANCE

Departments had integrated the oversight of major initiatives into existing governance structures. Senior level committees monitored the progress of major initiatives at an organizational level.

Departments had policies in place for “projects” and “investments”. However, there was a lack of clarity on specific requirements for major initiatives outside of a project or investment.

Departments used initiative steering committees to oversee and monitor progress and risks. Reporting to senior management was accomplished through various tools such as executive dashboards.

⁹ CMC is an ADM-level committee established under the Police Service Agreements that meets regularly to discuss new and emerging issues that could impact the cost, governance, nature and quality of policing services provided by the RCMP. As per the RCMP-CMC Consultation Process, the RCMP is required to consult the CMC on any initiative that could impact the cost, governance, quality or capacity of RCMP services or programs affecting its services.



organization's priorities/strategy in a holistic manner. This may not provide the most effective national oversight over major initiatives.

In addition, as major initiatives may involve substantial time for implementation, senior executive turnover can further affect the RCMP's continuity of oversight and guidance for major initiatives.

Limited monitoring of major initiatives at the national level

Responsibility for monitoring and mitigation of risks related to major initiatives has not been formally assigned at the national level. Instead, **monitoring and mitigation of risks occurs at the business line level**, resulting in inconsistent monitoring of major initiatives at the national level. The progress, risks and challenges associated with major initiatives are monitored at various levels and in a variety of ways, including:

- SEC through SEC presentations, stock-takes, and progress updates on operational priorities and mandate commitments;
- Executive dashboards that highlight data from various programs across business lines;
- Strategic dashboards that monitor and track progress, risks and challenges regarding mandate commitments; and
- Vision 150 results tracker that communicates the progress, challenges and barriers of some initiatives.

In addition, MAB has identified its own top priorities and tracks the initiatives related to them.

While components of major initiatives may be tracked through the above sources, **monitoring of major initiatives does not occur holistically at the national level.** Various committees and programs track their own priorities. As a result, common risks may not be identified in a timely manner, affecting senior management's ability to course correct based on priorities, budgets and government pressures, and ultimately affecting the success of major initiatives and the overall transformation vision.



Overall Conclusion:

The review found that while elements of a governance framework exist, the authorities, roles, and responsibilities over major initiatives need to be refined and clarified by senior management. The review also found that major initiatives are not consistently applying the current national governance framework, and in some instances, major initiatives have bypassed the national tiered committee structure to obtain senior management endorsement and approvals because the path was unclear and authorities had not been properly assigned to a policy centre or oversight body. There may be opportunities to leverage digital tools to better support the governance framework.

Various foundational issues are linked to these challenges including the RCMP's evolving governance, the lack of a policy centre for transformation, dispersed authorities and senior executive turnover.¹⁰

Why is this important:

A sound organizational strategy will support the RCMP in translating its transformation vision into an actionable plan in order to meet its mandates and adapt to the changing police environment. In consideration of policy requirements, Deputy Heads (and delegated authorities) are responsible for ensuring that appropriate governance for all projects is in place, strengthening the current governance framework for major initiatives to ensure that governance is proportionate to the initiative's complexity, risk and scope, and provides effective and timely decision-making, communication and oversight can improve senior management's awareness of and ability to act on significant risks and barriers that could affect major initiatives and the overall success of the RCMP's transformation vision.¹¹

Emphasizing senior management's commitment (i.e. tone at the top) to the RCMP's transformation vision will better position the organization to achieve its objectives and outcomes as it relates to changing the governance, culture and policing services within the RCMP. Additionally, defining and communicating roles and responsibilities relating to major initiatives is important for ensuring a better understanding of the RCMP's transformation vision, coordinating major initiatives, and ensuring responsibilities are successfully carried out. Sound monitoring mechanisms can further strengthen the information available to senior management to support decision-making.

¹⁰ The potential root causes of the various challenges identified in the review are further detailed in Appendix C.

¹¹ TB, Policy on the Planning and Management of Investments, 2021, Retrieved from: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32593>

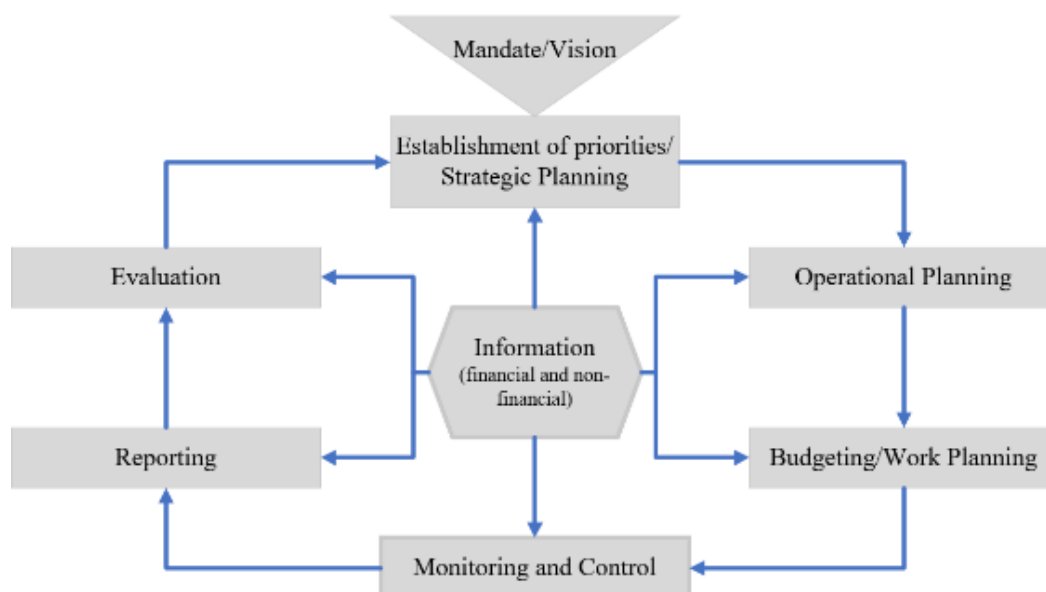


3.2 STRATEGIC PLANNING

What was expected:

A robust strategic planning process helps an organization to define its strategic direction, meet its mandate, adapt to changing circumstances, and enable management's implementation of activities. The process translates the vision of the organization into an actionable plan with goals and key performance indicators to monitor progress. The key steps of a strategic planning process are outlined in Figure 3.

Figure 3: Government of Canada Strategic Planning Process¹²



The review team expected to find major initiatives integrated into the organization's strategic planning process, including major initiatives identified in the Strategic Plan and linked to organizational priorities, implementation timelines for these initiatives and monitoring over results.

¹² Canada School of Public Service, The Government Planning, Budgeting, Reporting and Evaluation Cycle, Retrieved from: https://catalogue.cspc-cfpc.gc.ca/product?catalog=COR212&cm_locale=en



What was found:

***Observation 2:** Although various major initiatives are considered in the RCMP's strategic plan, there are opportunities to improve how major initiatives are integrated into the strategic planning process. Clear identification of the highest priority initiatives, as well as integrating these initiatives into the organizational and business line strategic plans and monitoring results could enhance the organization's ability to dedicate resources and oversight towards highest priority initiatives, increasing the organization's ability to achieve the intended outcomes and advance priorities.*

The review found that there are gaps between the overall strategic planning process, prioritization process and performance data collected to monitor these activities.

Vision 150 – Vision 150's four pillars of modernization act as guideposts for the RCMP's modernization efforts, however, initiative leads identified that the need for major initiatives is often identified in reaction to an issue that arises, as opposed to proactively through the strategic planning process. As a result, **initiatives are often identified through a bottom-up approach** and then links are subsequently identified to the pillars. This may **limit the organization's ability to apply a strategic planning approach to major initiatives**, resulting in the organization pursuing initiatives in an uncoordinated fashion.

Strategic Plan – In response to recommendations from the Audit of Policy Management – Phase One, the RCMP established a Strategic Plan in 2021. Senior officials within AIM identified that while a Strategic Plan has been created, the **strategic planning process was still in development** and being enhanced. Although the Strategic Plan identifies organizational priorities and various activities that will be undertaken to achieve these priorities, the **Strategic Plan does not include mechanisms to measure or assess the progress of these activities**. Performance measures for these activities are intended to be identified and incorporated in the next Strategic Plan.

Additionally, the review found that there was limited data-collection and monitoring of major initiative activities included in the Departmental Results Report (DRR), though the DRR is used as an administrative reporting tool for Parliament and not an overall performance-monitoring tool for all major initiatives across the RCMP.

The lack of a comprehensive plan, including performance measures and directions for assessing progress, limits the ability of the organization to understand and communicate progress on its overall transformation vision.



Opportunities exist for the strategic planning process to incorporate major initiatives at the business line level

Links between the organization's Strategic Plan, business lines' strategic plans and major initiatives are not defined, with activities **occurring in silos**. While some business lines had strategic plans in place that had linkages to the organizational Strategic Plan, these plans often did not identify their role in major initiatives (e.g. the Digital Policing Strategy is not referenced in the SPS Strategic Plan). Strategic planning units identified that there is **a lack of a formal process in place to guide the development of business line strategic plans** and there is limited coordination in the development process.

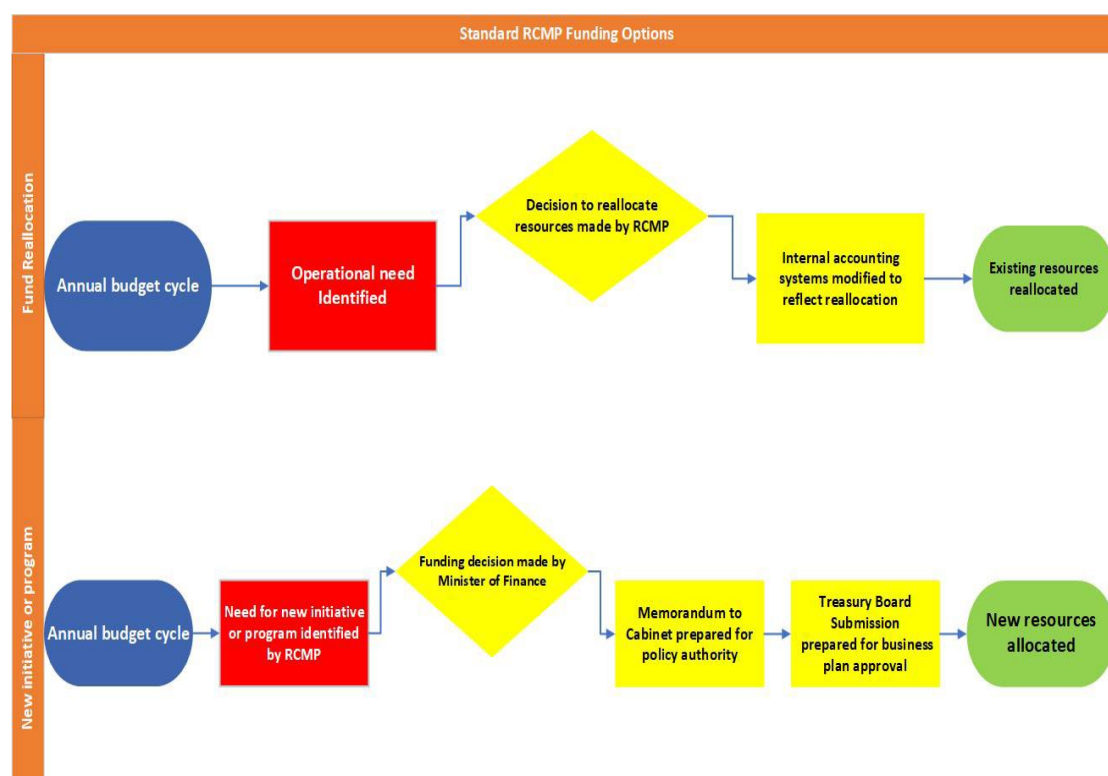
As a result, the role that various business lines play in the major initiatives may not be effectively communicated. In addition, the lack of an integrated planning process at the business line level **may lead to a focus on priorities and activities that do not align** with those highlighted in the organization's Strategic Plan. This may also lead to the organization taking on more initiatives than it has the ability and resources to advance, affecting the organization's ability to succeed in the implementation of various initiatives currently ongoing.



Major initiatives may not be effectively prioritized during the strategic planning process, affecting the RCMP's ability to obtain funding

A bottom-up approach used to identify major initiatives, in place of a top-down strategic planning approach, might be affecting the organization's ability to obtain funding for major initiatives. Interviews with Strategic Policy and Corporate Budgeting units indicated that there were two standard funding streams for major initiatives – as per Figure 4, funding can be obtained through (1) reallocation of existing resources, or (2) requesting new funding through the annual budgeting process.

Figure 4: Summary of Standard Funding Options for Major Initiatives¹³



Sources of Priorities – A number of business line strategic planning units noted that the RCMP has numerous priorities (e.g. Public Safety mandate commitments, Commissioner mandate commitments, Vision 150, Strategic Plan, horizontal government commitments, etc.). The RCMP is required to address each of these priorities affecting the organization's ability to target realistic and feasible priorities and dedicate the finite resources available to advance them. Funding requests that align to Government of Canada or Ministerial priorities increase the likelihood of

¹³ Canada School of Public Service, The Government Planning, Budgeting, Reporting and Evaluation Cycle, Retrieved from: https://catalogue.cspc-cfpc.gc.ca/product?catalog=COR212&cm_locale=en



receiving this funding. However, **a lack of a coordinated approach limits the RCMP's ability to identify interdependencies and properly sequence the numerous initiatives** taking place. This affects the organization's ability to prepare effective funding requests, reducing the likelihood of obtaining necessary funding for initiatives in a timely manner.

In addition, the strategic planning units, corporate budgeting units and senior management noted that since the **there is a lack of a formal mechanism to identify the highest priority initiatives, everything is treated as equal priority**. This may complicate the RCMP's ability to reallocate resources or focus its budget requests to its highest priority initiatives. This may also result in the RCMP not being positioned to effectively determine how many initiatives it has the capacity to advance, given resourcing limitations.

The scope of ongoing major initiatives complicates monitoring and prioritization

BENCHMARKING RESULTS: STRATEGIC PLANNING

Departments used the annual government budgeting cycle to obtain funding for major initiatives. However, challenges were noted with the internal budget planning processes due to multiple sources of priorities and challenges with prioritization.

Departments had a process in place to prioritize organization-wide initiatives. However, this process did not always include identifying the interdependencies and optimal sequencing amongst initiatives.

The RCMP is a complex and multifaceted organization facing significant requirements for change. However, responsibility for **oversight and monitoring for major initiatives is dispersed across the organization** with business lines responsible for monitoring their own major initiatives.

AIM provides support for Vision 150 and Beyond, coordinates the oversight of the Modernization Contract, and is the centre of expertise for Gender Based Analysis (GBA) Plus. However, challenges were noted with respect to the scope of major initiatives ongoing in the RCMP and AIM's ability to support these initiatives given resourcing limitations.

The review found that there isn't a **comprehensive inventory of the RCMP's ongoing transformation initiatives**. The progress of some initiatives is communicated through the Vision 150 results tracker; however, it does not constitute a comprehensive list of all initiatives across the organization and instead represents a portion of ongoing initiatives. In addition, there isn't a distinction between major initiatives and minor/sub-initiatives. While the tracker identifies the milestones of some initiatives from the last update, it primarily fills a communication role as opposed to a monitoring role.



Overall Conclusion:

The review found that there is consideration of major initiatives in the RCMP's strategic planning process; however, there are opportunities to improve the management of major initiatives through the strategic planning process, such as by including timelines, prioritization, performance measurements, etc. Some business lines have developed a strategic plan to prioritize their initiatives while integrating the organizational strategic priorities, to facilitate monitoring and reporting. However, there were instances where business lines did not reference their role in organizational major initiatives. Business line plans also did not reference their role in major initiatives led by other business lines.

Various foundational issues are linked to these challenges including the volume of initiatives the RCMP is currently undertaking; multiple strategic and operational priorities; and the evolving nature of the RCMP's strategic planning and alignment to the funding process.

Why is this important:

Strategic planning allows an organization to identify and communicate its goals and track progress towards them. When the various components of an organization understand its larger strategy, they can collaboratively work towards its success. In consideration of policy requirements, Deputy Heads (and delegated authorities) are responsible for ensuring that information for projects is available to enable performance measurement and reporting as well as support the planning, budgeting and accounting for allocating resources.¹⁴ Therefore, incorporating major initiatives into the organization's strategic planning framework will allow the organization to communicate on the state and management of its highest priority initiatives to help ensure awareness, and align priority initiatives and resources. Furthermore, prioritization is key to identifying the sequencing of major initiatives in order to optimize resources and achieve the transformation vision.

¹⁴ TB, Policy on the Planning and Management of Investments, 2021, Retrieved from: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32593> ; TB, Policy on Results, 2016, Retrieved from: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=31300>



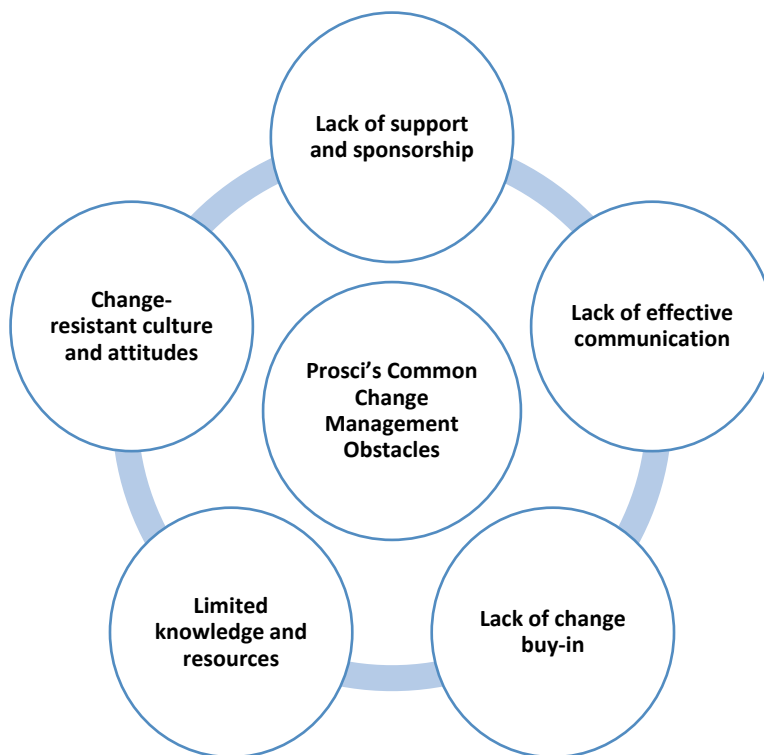
3.3 INITIATIVE MANAGEMENT

What was expected:

The review team expected to find project management support available to assist initiative teams in the management of their major initiatives, including for areas such as determining human and financial resource needs.

In addition, the review expected to find change management support available to initiative teams, including a systematic approach to minimize transformation resistance (see Figure 5 for common change management obstacles) across the RCMP and help ensure the initiative meets their objectives. The review team also expected there to be culture management practices in place at the national level to help align employees' behaviours and mindsets to those consistent with the organization's changing values and goals (i.e. assisting in minimizing transformation resistance across the RCMP).

Figure 5: Prosci's Common Change Management Obstacles¹⁵



¹⁵ Prosci, Avoid These 5 Change Management Obstacles, Retrieved from: <https://www.prosci.com/blog/avoid-these-change-management-obstacles>



What was found:

***Observation 3:** Limited project management and change management support is in place for major initiatives. While reliance on externally contracted (i.e. consultants) support has helped to address this gap, this potentially limits the organization's ability to build internal capacity and may affect the RCMP's ability to advance these initiatives if the external support is no longer available.*

Project Management

A **centralized coordination body for transformation such as a national transformation office does not exist** within the RCMP. The review team found that support for major initiatives that are not defined as “projects” is limited, resulting in some initiatives seeking external services for project management support. Initiative leads noted that there is limited guidance in place with respect to applicable governance processes and/or how to approach steps such as determining resourcing needs or how to build an implementation plan. Policies and procedures have not been established at the national level for major initiatives. The review found that project delivery offices exist in some business lines; however, their **support is focused on project management of IM/IT, real property and corporate systems projects**. Furthermore, a formal **performance measurement process has not been developed at the national level** to manage and monitor

major initiatives. When performance indicators are not developed, it is more difficult for the organization to determine whether initiatives are delivering on expected outcomes.

Moreover, initiative leads noted capacity challenges with many RCMP internal services (e.g. procurement, departmental security), which in some cases affected the initiative's ability to obtain additional resources in a timely manner.

In addition, the review found that there is a continued reliance on external project management expertise. AIM established the Modernization Contract that provides a mechanism for business lines and divisions to access specialized skills (e.g. project management, change management and business analysis) and services to support major initiatives. **Initiative leads noted that the contract helped advance many initiatives**. Given the contract has finite resources, AIM developed a prioritization matrix to

Focus Groups

82% of participants were “satisfied” with the services and deliverables received from the external consultant.

83% of participants indicated that they may **not have the resources** to execute implementation plans prepared by the external consultant.



assist with selecting and ranking initiatives that could leverage the contract. However, AIM noted that the matrix was not as effective as anticipated because nearly all initiatives involved RCMP priorities (e.g. Vision 150), therefore, the matrix scoring was similar across the initiatives.

While access to the contract often led to implementation plans being designed for initiatives, **concerns were raised that business lines may not have the human and financial resources necessary to implement the plans.** This increases the risk that expenditures made may not meaningfully advance these initiatives towards meeting their intended outcomes.

While the Modernization Contract addresses a gap in organizational support for major initiatives, reliance on external project management support exposes the organization to additional risk. For example, while this expertise may be leveraged to design the implementation plans, the **temporary nature of the contracted support may limit building internal expertise.** This can lead to implementation delays and challenges when the external support has ended. In addition, it may limit the organization's ability to build corporate knowledge and sustainability around this function.

Change Management

Communication & Outreach – Support is in place, at the national level, for communication and outreach services through National Communication Services (e.g. social media, emails, and internal/external websites). However, challenges were noted in terms of the capacity of NCS. There have been instances where external communications consultants were used because NCS did not have the capacity to deliver the products needed by initiative teams within the timelines required. This can lead to additional pressure on other internal services who face similar challenges.

GBA Plus & EDI – Initiative leads indicated that while GBA Plus and Equity, Diversity and Inclusion (EDI) were considered during the planning of their initiatives, a formal analysis was not conducted. The GBA Plus unit, within AIM, and the EDI unit, within HR, are centres of expertise that provide guidance and advice for GBA Plus and EDI. However, they are not responsible for conducting GBA Plus or EDI analysis on behalf of initiatives. This responsibility lies with the initiative teams. Although the guidance is available, initiative teams may not be experts in this domain and the quality of its integration may vary.

Focus Groups

19% of participants indicated they had **formally integrated GBA Plus** into the planning of their initiatives.

71% of participants indicated they had **“considered”** GBA Plus principles in the planning of their initiatives.



BENCHMARKING RESULTS: INITIATIVE MANAGEMENT

Two departments had centralized project management offices to provide support to ongoing initiatives in the organization.

Departments had support in place for the communication and outreach of major initiatives. They had widely communicated their main initiatives to internal and external stakeholders.

Departments noted they would benefit from additional internal project and change management expertise. These services were often contracted to a service provider.

Change Management – The RCMP has not developed an organization-wide change management plan to guide major initiatives. The review found that change management resources at the national level were limited to communication services, and GBA Plus and EDI support¹⁶ through their respective centres of expertise. Minimal support was available for other change management aspects, such as equipping senior management with the tools needed to engage individuals effectively during the change and manage any potential resistance. The lack of resources (both guidance and personnel) available to integrate change management practices effectively may lead to higher levels of transformation resistance and hinder the organization's capacity to enact meaningful change.

The review also found that there were inefficiencies in how the organization collaborates across business lines when planning and developing major initiatives. The review noted an apparent **culture of working in silos and a lack of communication between stakeholders**. Initiative teams noted that they often encountered resistance to change resulting in delays in advancing their initiative. Having a robust “tone at the top” and effective communication channels across the organization would help minimize transformation resistance and enforce a culture of collaboration amongst the business lines and divisions.

Overall Conclusion:

The review found that there was limited project and change management (including culture management) support available for major initiatives. Internal expertise and resources dedicated to change management in particular were identified as lacking within the organization, with support limited to communications services, GBA Plus and EDI.

It was noted that, due to the inability to attract and retain individuals with the suitable skill set, project and change management services were largely procured externally, through contracts such

¹⁶ Support provided by the GBA Plus and EDI centres of expertise include: advice/guidance, sharing best practices, and other tools.



as the **Modernization Contract**. While this addresses the gap noted above, it does not directly address building internal capacity and may limit initiative teams' ability to implement their plans and achieve their intended outcomes once the external support has ended.

Various foundational issues are linked to these challenges including the RCMP's resourcing limitations and the lack of organizational support for change/culture management.

Why is this important:

For the most part, major initiatives are linked to RCMP mandate commitments and key departmental priorities. If the RCMP does not continuously modernize its business processes, the organization may not be able to respond effectively to the rapidly changing internal and external environments. As major initiatives involve modernizing or transforming the organization to adapt to this reality, effective change management can assist with preparing, equipping and supporting employees. In addition, applying project management principles such as an organization-wide project management framework, consisting of processes, systems and controls, can assist major initiatives by providing structure and promoting a coordinated management of major initiatives in order to reduce risk, contribute to shared outcomes, and realize efficiencies and benefits not available from managing initiatives individually.¹⁷

¹⁷ TB, Directive on the Management of Projects and Programmes, 2022, Retrieved from: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32594>



4. Case Studies

Case Study Approach:

To gain a better understanding of the current processes and structures in place to support major initiatives, the review team selected the following four initiatives to use as case studies:

1. **People Strategy**
2. **Digital Policing**
3. **National Cybercrime Coordination Centre (NC3)**
4. **Modernization of Police and Public Safety Intervention Equipment / EALM**

A limited assessment of the management and oversight practices in place for these initiatives was conducted. However, the review was focused on the process in place at the organizational level. This initiative-level assessment was aimed at identifying challenges and best practices resulting from the current organizational processes.

What was found:

Governance – Good Practices Currently in Place

- All four initiatives had developed internal governance structures to oversee their respective initiatives. This was mainly achieved through **dedicated steering committees** established to set direction including facilitating stakeholder communications, risk management and performance management. The membership of these committees was composed of initiative leads, senior management and other stakeholders.
- Monitoring of initiatives was also achieved through steering committees. They used tools such as executive dashboards where sub-initiatives under the major initiative inputted information on their progress, health, financials and other indicators. Feeding information into a single dashboard provided steering committee members with an overarching perspective on how the major initiative was progressing as a whole.
- These steering committees were also used to report on progress to senior management. They had the capacity to **escalate issues and request approvals from national governance committees** such as the Investment Oversight and Prioritization Committee and SEC. Reporting requirements to senior management varied amongst major initiatives. Some had regular reporting schedules and others reported as needed.

- ✚ **Lesson Learned:** Despite the organizational governance challenges noted, the review team found that the selected initiatives had established internal governance structures including existing national governance structures. However, initiatives leads noted that work often occurs in silos, which has resulted in a lack of coordination and/or integration with other major initiatives leading to duplication of work in some instances.



Project management – Requirements Not Clear for Major Initiatives

Based on best practices, the review team expected to find that each selected major initiative had:

1. Defined the initiative scope and objective;
2. Completed a needs assessment (i.e. human and financial resources);
3. Defined project roles and responsibilities;
4. Performed risk management activities;
5. Developed performance measures; and
6. Monitored and reported on the project progress through a defined project governance structure.

- All four initiatives had developed an internal integrated plan to manage sub-initiatives and related dependencies. These plans documented the initiative's objectives and stakeholders, as well as implementation roadmaps. The review found that **all plans were aligned to Vision 150 pillars and/or strategic priorities**. However, they did not all include a needs assessments and defined performance metrics. Planning documents like these were noted as being useful tools to coordinate efforts.
- The People Strategy and NC3 had established units dedicated to provide project, risk and performance management support over their respective sub-initiatives. This allowed employees to better focus their attention and time on advancing the major initiative, as opposed to trying to advance the initiative in addition to their normal day to day work.
- Three of the selected initiatives used the Modernization Contract to obtain project management support. However, **concerns were raised that business lines may not have the people and financial resources necessary to implement the project plans** designed by the external consultant.
- Initiative leads indicated that it was not clear what the requirements were for initiative management. This led to the inconsistent application of risk and performance management principles amongst major initiatives.



Change Management – Minimal Support for Major Initiatives

Based on best practices, the review team expected to find each selected major initiative had:

1. Developed a change management plan that included culture management, communication and outreach; and
 2. Integrated GBA Plus and EDI.
- **Communication Plans** – All four initiatives had communication plans prepared or in development. These communication plans detailed stakeholder consultations, the targeted audiences and more. However, **most initiatives did not develop entire change management strategies that expanded on change management principles beyond communications**, such as change impact assessments. Interviewees identified that the lack of organization-wide change management guidance was a challenge.
 - **Capacity Issues** – The NCS provides communications support to many initiatives across the organization and it is currently developing the communication strategy for the NC3. However, capacity issues have been noted within NCS. For example, the People Strategy noted they were using an external consultant to develop their communications plan because the RCMP's internal communications group did not have the capacity to undertake this work. This lack of internal communications capacity may lead to increased cost and delays related to the procurement of external services.
 - **Consultations** – Most initiatives had completed extensive stakeholder consultations including other business lines and in some instances external stakeholders. For example, **to address the culture of working in silos**, the People Strategy implemented “Change Hubs” which bring stakeholders across the business lines together to encourage discussion on the transformation work that is occurring across the RCMP.
 - **GBA Plus/EDI** – All four initiatives had considered GBA Plus and EDI in the planning of their initiatives. Some received guidance in these areas from the Modernization Contract and the GBA Plus unit. However, most did not complete a formal documented analysis, limiting how effectively these elements are implemented in each initiative.



5. Recommendations

Given the crosscutting and multi-business line impacts of the recommendations below, Internal Audit encourages key stakeholders to collaborate in their response to provide an RCMP-wide management action plan to best address the findings and related risks. In addition, the following recommendations should be addressed in consideration of Deputy Head (and delegated authorities) requirements as referenced in the *Policy on the Planning and Management of Investments*, the *Policy on Results*, and the *Directive on the Management of Projects and Programmes*. The ultimate objective is to strengthen the management and oversight practices in place to ensure the successful implementation of major initiatives. The description of root causes is contained in Appendix C of this report.

Recommendations	Root Causes
<p>1. The RCMP should establish a framework for major initiatives that considers Deputy Head responsibilities as outlined in the <i>Policy on the Planning and Management of Investments</i>, including:</p> <ul style="list-style-type: none"> a. Reassessing the current governance structure and delegated responsibilities to clarify and document Deputy Head, delegated authorities' and national committees' roles and responsibilities regarding transformation. This should include assigning responsibility for transformation oversight and progress monitoring. b. Developing a clear organizational process for major initiatives to follow, including consultation with CMC as needed, and oversight and progress monitoring from SEC and other national committees (e.g. IOPC) for highest priority initiatives. c. Developing guidance and policy support for major initiatives. 	<p>1. Evolving Governance</p> <p>2. Policy Management</p> <p>3. Senior Executive Turnover</p> <p>4. Dispersed Authorities</p>
<p>2. The RCMP should continue to develop its strategic planning process including consideration of Deputy Head responsibilities as outlined in the <i>Policy on the Planning and Management of Investments</i> and the <i>Policy on Results</i>, including:</p> <ul style="list-style-type: none"> a. Incorporating major initiatives into the strategic planning framework. This should include identifying the RCMP's highest 	<p>5. Volume of Initiatives</p> <p>6. Lack of Strategic Planning and Coordination</p> <p>7. Political Environment</p>



<p>priority major initiatives; linking initiatives to organizational priorities, strategic funding; defining implementation timelines and high-level performance measures; and incorporating initiatives into the Strategic Plan.</p> <ul style="list-style-type: none"> b. Accountability for monitoring progress of major initiatives tied to the Strategic Plan should be formally assigned and results should be communicated across the organization. c. Business line strategic plans should align with the organizational Strategic Plan, including identifying the business lines' role in major initiatives noted in the strategic plan, where applicable. 	<p>8. Alignment of Funding to Strategy</p>
<p>3. In consideration of Deputy Head responsibilities as per relevant policies, the RCMP should consider enhancing the organizational project, change and culture management capacity, to support all major initiatives, which could include:</p> <ul style="list-style-type: none"> a. Establishing a centre of expertise or other supportive body, or leveraging existing resources to accomplish similar objectives. b. Creation of guidelines explaining the requirements for initiative management for major initiatives not defined as projects. c. Defining milestones and creation of dashboards to support senior management oversight, where required. 	<p>9. Resourcing Gap</p> <p>10. Culture Management</p>



Appendix A – Review Objective and Criteria

Objective: To determine if the RCMP has sufficient management and oversight practices in place to support the implementation of major initiatives.	Criteria 1: An organizational governance framework that is well understood, utilized, and includes clearly defined accountabilities, roles, responsibilities and oversight for major initiatives is in place.
	Criteria 2: An integrated process that includes project management principles such as defined outcomes, priorities, funding and resourcing for all major initiatives is in place to support senior management oversight and decision-making.
	Criteria 3: Change management processes and practices that include communication and outreach strategies are in place to facilitate the implementation of major initiatives.



Appendix B – Roles and Responsibilities of Key Tiered National Committees

Tier I Committees

- The **Senior Executive Committee (SEC)** is the most senior committee. SEC is responsible for setting the overall strategic direction and vision for the organization. This committee allows the Commissioner to make decisions regarding key RCMP and government policy, planning, programs, operations, strategic issues, and strategic communications proposals. It is crucial that major matters requiring decision be brought to SEC, following internal and, where appropriate, external consultations.
- The **Senior Management Team (SMT)** is an assembling of SEC members, Commanding Officers (COs), as well as other senior executives such as the Chief Information Officer, Professional Responsibility Officer and Chief Audit and Evaluation Executive. Which allows for broader and substantive discussions at the national level that lead to advice and recommendations to SEC on the RCMP's operational and policy issues and priorities.

Tier II Committees

- Tier II committees are responsible for leading, integrating and providing strategic advice in their respective fields. Tier II consists of the following four committees:
 1. The **Policy Committee** is responsible for discussing and making recommendations to SEC and SMT on (1) RCMP and Government priorities; (2) policy and planning proposals; and (3) strategic communications and engagement.
 2. The **Management Committee** is responsible for discussing and making recommendations to SEC and SMT on (1) the strategic use of human resources; (2) corporate risks, reporting, security and compliance; (3) governance, information technology, and contract management; and (4) workplace of the future.
 3. The **National Integrated Operations Council (NIOC)** is responsible for making decisions on current and emerging operational policing issues.
 4. The **Investment Oversight and Prioritization Committee (IOPC)** is responsible for providing advice and recommendations, make decisions and give direction as delegated by the Commissioner on budgets and investments, as well as project approval and oversight.

Tier III Committees

- Tier III committees consist of sub-committees, mandated committees and advisory committees, which support and report up through Tier II committees.



Secretariat

- The Governance Committee Secretariat provides administrative, logistical and strategic support to senior level committees including supporting the development of terms of reference, setting direction, determining mandate, establishing processes for linkages, aligning and sequencing agenda items, and ensuring accountability, conformity and transparency.



Appendix C – Potential Root Causes

The stated root causes were developed based on interviews with key senior executives and individuals at the business line level, as well as the review team's collective knowledge of the organization. These root causes are meant to highlight potential factors that could help explain the findings observed and that should be considered when addressing the review's recommendations so that management action plans may be more likely to succeed.

1. Evolving Governance

The RCMP is in the process of strengthening its governance structures. However, there is an inherent lack of structure over major transformation within the organization. There is no definition of what an initiative is versus what it is not (i.e. project and/or investment) which makes it difficult to provide initiatives with adequate support.

2. Policy Management

A policy centre has not been assigned to transformation. Modernization and transformation are occurring across the organization but a centralized management of transformation or point of contact for initiative teams to seek guidance and advice does not exist. This has led to confusion and inconsistencies.

3. Senior Executive Turnover

There has been notable turnover at the senior management table in a short timeframe, which could affect the continuity of many major transformation initiatives and lead to inconsistent direction on transformation across the RCMP.

4. Dispersed Authorities

Dispersed authorities over transformation can result in a lack of clear accountability and responsibilities. It may not be clear to employees how they should manage major initiatives or who is responsible for overall transformation within the organization. The lack of accountability could also be a contributing factor to transformation resistance.



5. Volume of Initiatives

At the inception of Vision 150, the RCMP supported numerous transformation initiatives with varying degrees of complexities, which may cause a backlog of initiatives and may be burdening business lines, resources and the organization's capability to achieve mandated commitments.

6. Lack of Strategic Planning and Coordination

The RCMP's strategic planning process has been in an evolving state of development. However, the RCMP is an operational organization, which often causes priorities to be shifted or derailed because of operational events (e.g. Freedom Convoy, Papal Visit, etc.) which makes it difficult to plan for the future.

7. Political Environment

The RCMP has numerous mandated commitments at various levels of participation (i.e. RCMP led, Public Safety-led and OGD-led). As a result, many of these commitments and the RCMP's involvement are outside the control of the organization, which has continuously impacted the RCMP's resources and planning processes.

8. Alignment of Funding to Strategy

There is a disconnect between strategic planning and the annual budgeting process. The RCMP may not be focusing funding requests on "big picture" initiatives. It is integral for these two processes to be connected to best allocate funds to the achievement of strategic and operational priorities.



9. Resourcing Gap

Inherent resourcing issues may be contributing to challenges with incomplete/poor-quality information; high-risk process workarounds; and employee satisfaction (i.e. workload remains the same but fewer people to rely on). Increasing reliance on external resources could limit opportunities to build internal capacity to benefit future initiatives.

10. Change/Culture Management

The management of change, including culture change, is limited within the organization, which could be a contributing factor to business lines often working in silos and in some instances relevant stakeholders from other business lines not being consulted in the planning and developing of major initiatives.



Appendix D – Management Action Plan

Please note that since the time that this audit was conducted, the functions of AIM have been divided under two separate areas of responsibility. Strategic Partnerships and External Relations and Results and Reform, Accountability & Culture.

Recommendations and Management Action Plan	
Recommendations	Management Action Plan
<p>1. The RCMP should establish a framework for major initiatives that considers Deputy Head responsibilities as outlined in the <i>Policy on the Planning and Management of Investments</i>, including:</p> <ul style="list-style-type: none"> a. Reassessing the current governance structure and delegated responsibilities to clarify and document Deputy Head, delegated authorities' and national committees' roles and responsibilities regarding transformation. This should include assigning responsibility for transformation oversight and progress monitoring. b. Developing a clear organizational process for major initiatives to follow, including consultation with CMC as needed, and oversight and progress monitoring from SEC and other national committees (e.g. IOPC) for highest priority initiatives. c. Developing guidance and policy support for major initiatives. 	<p>Agreed.</p> <p>Interim: Since the end of the review period of December 2022, activities have been undertaken that address observations and recommendations in this review. For example, IOPC's Terms of Reference was approved by the Commissioner in March 2023 to include strengthened oversight and planning function for major projects and including major initiatives as a standing agenda item at regular SEC meetings.</p> <p>Under the leadership of the CSPERO, Governance Strategic Partnerships & Engagement (GSPE), will establish a framework for major initiatives in consultation with all Sectors and the MAB Secretariat that clearly identifies the criteria, an oversight process and accountabilities associated with major initiatives, from inception to completion.</p> <p>A. Governance Structure</p> <p>Under the leadership of the CSPERO, Governance and Strategic Partnerships & Engagement (GSPE) will review existing governance structures to ensure Deputy Head responsibilities are clear as outlined in the Policy on Planning and Management of Investments. This will include developing a</p>



	<p>framework outlining authorities, accountabilities, and responsibilities of senior executives generally as well as the role of national committees. This framework will be communicated to senior management and monitored on an ongoing basis.</p> <p>As of September 2023, CSPERO will launch a policy oversight committee at the SEC level with the view of strengthening whole of Agency coordination in identifying consequential initiatives impacting the RCMP (from both internal priorities and broader Government of Canada priorities), and ensuring policy development, authorities, funding and resource allocation position the RCMP to deliver.</p> <p>Completion date: October 2024</p> <p>B: Process Under the leadership of the CSPERO, GSPE will consult relevant senior management stakeholders across the organization with the goal of establishing a defined path that major initiatives are expected to follow, including through national committees, in order to obtain the resources and guidance they need from senior management. The purpose of this would be to provide guidance and support clear governance, allowing for effective oversight by senior management including consideration through Tier 2 (IOPC, Policy, Management) and Tier 1 (SEC, SMT) as appropriate. This would be aligned, where appropriate, to the Investment Management Framework established by Corporate Management and Comptrollership.</p> <p>Completion date: April 2024</p> <p>C: Guidance</p>
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	<p>Under the leadership of the CSPERO, GSPE will develop criteria and work with the Reform and Accountability Office and CMC counterparts on the definition and selection criteria for what constitutes a major initiative. GSPE will ensure business line leads regularly update performance metrics for major initiatives. Consideration will be given to establishing an Enterprise Project Management Officer.</p> <p>All the activities in A, B, and C will be captured in a framework to be approved by SEC, presented to MAB and DAC and evaluated annually through the Governance structure.</p> <p>Completion date: June 2024</p> <p>Overall Completion date: October 2024</p> <p>Position Responsible: Director General, Governance, Strategic Partnerships & Engagement (GSPE); in consultation with the Executive Director, Strategic Policy; Director General, Investment Planning (CMC); Director General, MAB Secretariat; Executive Director, Reform and Accountability Office</p>
<p>2. The RCMP should continue to develop its strategic planning process including consideration of Deputy Head responsibilities as outlined in the <i>Policy on the Planning and Management of Investments</i> and the <i>Policy on Results</i>, including:</p> <p>a. Incorporating major initiatives into the strategic planning framework. This should include identifying the RCMP's highest priority major initiatives; linking initiatives to organizational priorities, strategic funding; defining implementation</p>	<p>Agree.</p> <p>Under the leadership of the CSPERO, Strategic Policy has been developing the next RCMP Strategic Plan based on Commissioner defined priorities. Consideration of major initiatives will be included in future strategic planning processes.</p> <p>A: Executive Director (ED), Strategic Policy (SP) will continue to develop the next organizational strategic plan, which will reflect the priority major initiatives, as approved by SEC. Performance measures to</p>



<p>timelines and high-level performance measures; and incorporating initiatives into the Strategic Plan.</p> <p>b. Accountability for monitoring progress of major initiatives tied to the Strategic Plan should be formally assigned and results should be communicated across the organization.</p> <p>c. Business line strategic plans should align with the organizational Strategic Plan, including identifying the business lines' role in major initiatives noted in the strategic plan, where applicable.</p>	<p>track progress toward established priorities will be included in the strategic plan development.</p> <p>B: ED, SP will ensure the Strategic Plan is structured to facilitate business lines aligning their strategic plans with the overall organizational direction. This will ensure there is direct alignment and coherence between Commissioner and business line/division priorities as well as for presenting an accurate picture of work already underway, results and sub-priorities that support the efforts of the major initiatives.</p> <p>Completion Date: Strategic Plan to be completed by June 2024; performance measurement framework completed by December 2024.</p> <p>Position Responsible: Executive Director, Strategic Policy</p>
<p>3. In consideration of Deputy Head responsibilities as per relevant policies, the RCMP should consider enhancing the organizational project, change and culture</p>	<p>Agree.</p> <p>RAC:</p>



<p>management capacity, to support all major initiatives, which could include:</p> <ol style="list-style-type: none"> Establishing a centre of expertise or other supportive body, or leveraging existing resources to accomplish similar objectives. Creation of guidelines explaining the requirements for initiative management for major initiatives not defined as projects. Defining milestones and creation of dashboards to support senior management oversight, where required. 	<p>Support recommendation in principle. MAP closed for RAC.</p> <p>Since the time of the audit, the Reform, Accountability and Culture (RAC) sector was established by the Commissioner with the specific mandate to: lead the RCMP's response to significant major external reviews (e.g., Mass Casualty Commission, Public Order Emergency Commission); provide strategic advice, oversight and coordination of internal culture change initiatives, ensuring inclusive and innovative approaches are considered; provide leadership and coordination of major transformation and renewal initiatives across the RCMP's three operational business lines; and, provide secretariat support to the RCMP's Management Advisory Board, which provides advice and recommendations to the Commissioner on the management and administration of the RCMP, including as it relates to transformation. The new sector reports directly to the Commissioner on these areas and responds to reform commitments outlined in the previous Minister and Commissioner mandate letters, and expectations for increased accountability and transparency.</p> <p>SPER:</p> <p>SPER will develop a Major Initiatives Tracker to track specifically identified initiatives by SEC that are high risk / high importance for the organization, to allow SEC to monitor progress of major initiatives, and enable senior management oversight.</p> <p>SPER will work with existing governance bodies, and with the Investment Oversight and Prioritization Committee (IOPC) in</p>
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	<p>particular, to ensure that implementation of the priorities on the Major Initiatives Tracker are progressing as intended.</p> <p>Completion Date: Major Initiative Tracker to be drafted and populated by February 2024. Consultation with governing bodies to start fall 2024 and continue on an ongoing basis.</p> <p>Position Responsible: Executive Director, Strategic Policy</p>
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