

Summary of the Evaluation of the Implementation of the Protective Behavioural Analysis Unit

Methodology



Interviews – 21
21 in-person and video interviews were conducted with RCMP employees and external stakeholders.



Bottleneck Analysis – Process Mapping
PBAU staff completed a questionnaire about processes and procedures to identify any areas of waste. Process maps for PBAU tasks and activities were developed.



Literature Review - 29
Literature gathered through stakeholders and open source research was reviewed. A generative Artificial Intelligence tool (Microsoft Copilot) was used to assist identification of relevant documents.



Document Review - 64
Internal documentation was reviewed, such as policy and guidance documents, reviews and assessments, internal reports, presentations, briefings, etc.



Data Analysis
RCMP administrative and financial data was collected and analyzed.



Case Studies - 9
Case studies included interviews and file reviews.



Comparative Analysis - 6
A comparative analysis was completed with regard to other organizations’ behavioural science methodologies.



Observation - 3
PBAU staff were observed in their on-site work location.

Context

The Royal Canadian Mounted Police (RCMP) Protective Behavioural Analysis Unit (PBAU) was initiated in 2020 to address gaps associated with the rigour of analysis, and review and update risk rankings. The **mission** of the PBAU is to provide operational support to protective services by applying experience, research and training based on behavioral science methodologies to mitigate risk and to prevent violence. Since its inception, the unit has been staffed primarily by [REDACTED] who have been required to complete the Threat Evaluation and Management Program (TEAM) training and testing to become certified threat specialists.

The objective of the evaluation was to examine the effectiveness and efficiency of the implementation of the PBAU, to support the delivery of the Protective Policing program. The evaluation focused on the period from 2020 to 2023, and was national in scope.

The evaluation focused on four questions:

1. What is the ongoing need for the PBAU?
2. How effective is the design and implementation of the PBAU?
3. To what extent is the PBAU effectively supporting protective policing?
4. Is the current structure/design of the PBAU sustainable?



Findings

1. There is an ongoing need to assess and manage the increasing number of threats / persons / subjects of interest (SOIs) targeting public figures / very important persons by using a proactive, science-based assessment process. If these threats are not addressed, real physical or psychological harm could come to Canada’s protected persons and/or their families.
2. The design and implementation of the PBAU have not been effective. The unit was initiated based on a concept rather than a clear design or implementation plan and, as a result, governance and oversight have been limited.
3. PBAU services are effectively supporting protective policing. However, the level/quality of police of jurisdiction response to information requests and actioning of management response strategies limits the effectiveness of the threat assessment process and management of SOIs.
4. The implementation of the PBAU has not been efficient. Limited staff and the number and type of demands placed on the unit take resources away from the primary activity of conducting threat assessments.
5. Workload demands, along with training requirements, exceed the capacity of the unit, which threatens staff well-being and work-life balance.
6. The PBAU model is not sustainable in its current form. Without formalization of a concise mandate and a clear design, and implementation plan in the immediate term, the PBAU may not reach its desired future state.

Recommendations

1. Review and strengthen the PBAU governance structure and clarify roles and responsibilities. This includes finalizing program policy, process documents and stakeholder agreements, as well as developing a performance measurement strategy.
2. Identify a program lead to move the program forward and develop implementation and change management plans with key milestones and timeframes to track progress.
3. Develop and implement a human resources and training strategy to support recruitment, retention and sustainability. The strategy should consider progressive career paths and progression for regular members as well as public service employees, work-life balance, requirements for TEAM training, alternative staffing models, and mental well-being. It should also include short-term, stop-gap measures for the unit.
4. Enhance internal and external stakeholder engagement to ensure PBAU information requirements are supported and met, and management response strategies are actioned.