



# CM-PS STAFFING ALIGNMENT

THE IMPACTS OF THE STAFFING ALIGNMENT ON SWORN CM CAREER  
DEVELOPMENT

# Summary

- ▶ Eight years is not an acceptable “interim” period - **The purpose for the interim staffing alignment no longer applies**
- ▶ The Terms and Conditions of the RCMP Act (and of sworn CM employment) are infringed by the staffing alignment. The policies do not effectively align
- ▶ Sworn CMs have experienced significant career, workplace, economic, and mental health impacts as a result of the untenable situation
- ▶ The treatment of sworn CMs is out of sync with RCMP Vision, Core Values, and Strategy
- ▶ Sworn CMs are some of your longest-serving members, and take seriously our sworn oath. We hold centrally important corporate knowledge that is at risk.
- ▶ **We are asking for acknowledgement, and meaningful engagement on solutions through a joint decision making committee**

# Important Definitions

## **Civilian Member (CM)**

2800 CMs are employed within RCMP establishments across Canada (and internationally) and are governed by the RCMP Act. CMs provide support to front-line policing operations, and are hired for their specialized scientific, technical or administrative skills.

CMs take the same Oath of Office as Regular Members (RMs) of the RCMP, are assigned a unique Regimental Number, and are therefore “sworn” RCMP Civilian Members.

CMs can only work at RCMP, but can apply to become a core public servant, with 5 year (additional 14% extra service required) pension penalty, and reduced benefits.

## **Public Service Employee (PSE)**

PSEs are employees of the core public service, employed under the Public Service Employment Act (PSEA); 9000 approximately work at RCMP, presently, and they can move from agency to agency.

# Important Distinctions

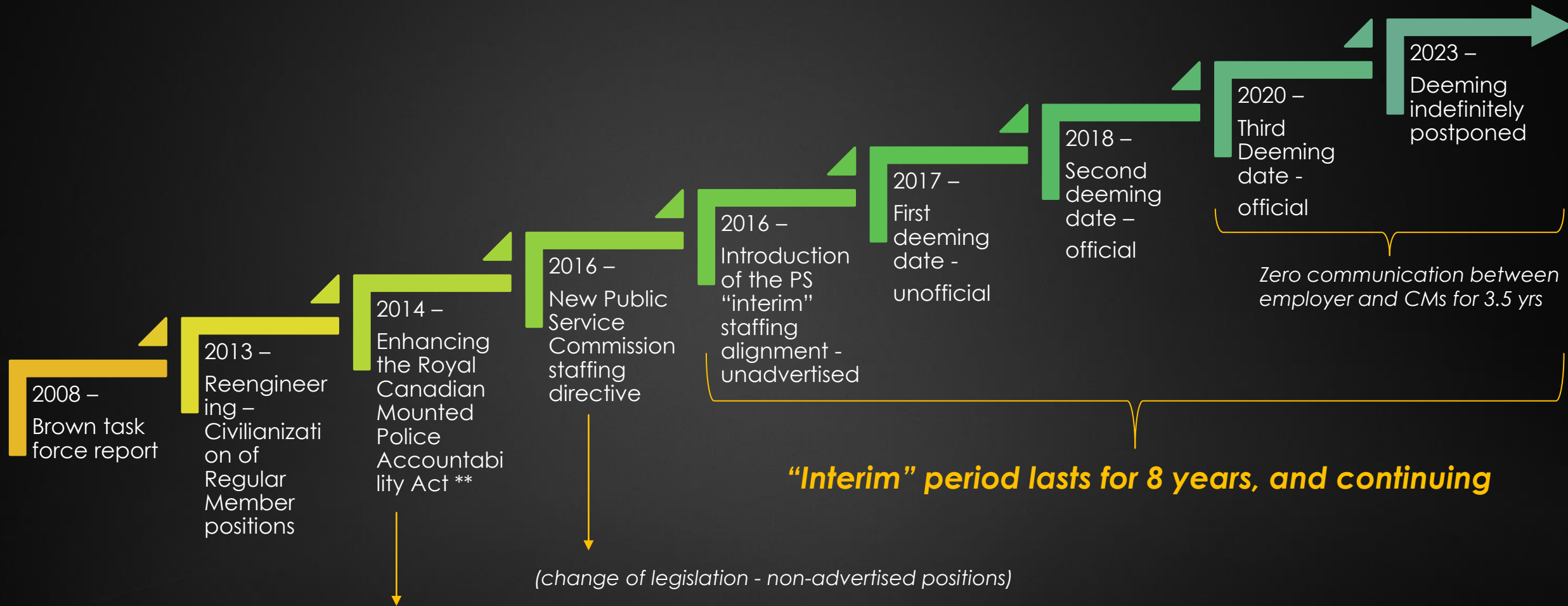
## **Internal** RCMP Career Development

- ▶ Mobility within the RCMP across civilian positions
- ▶ Training (including second language)
- ▶ Access to acting positions
- ▶ Access to promotional opportunities
- ▶ Professional development
- ▶ Mentorship

## **External** Career Mobility within the Public Service

- ▶ The limited ability of CMs to leave the RCMP, temporarily, for a developmental, at-level position within the Public Service (secondment; Interchange)
- ▶ The ability of CMs to leave the RCMP for an indeterminate position within the Public Service
- ▶ Sworn CM benefits negatively impacted to complete this “transfer” unlike PSE

# Genesis of Sworn CM Deeming...

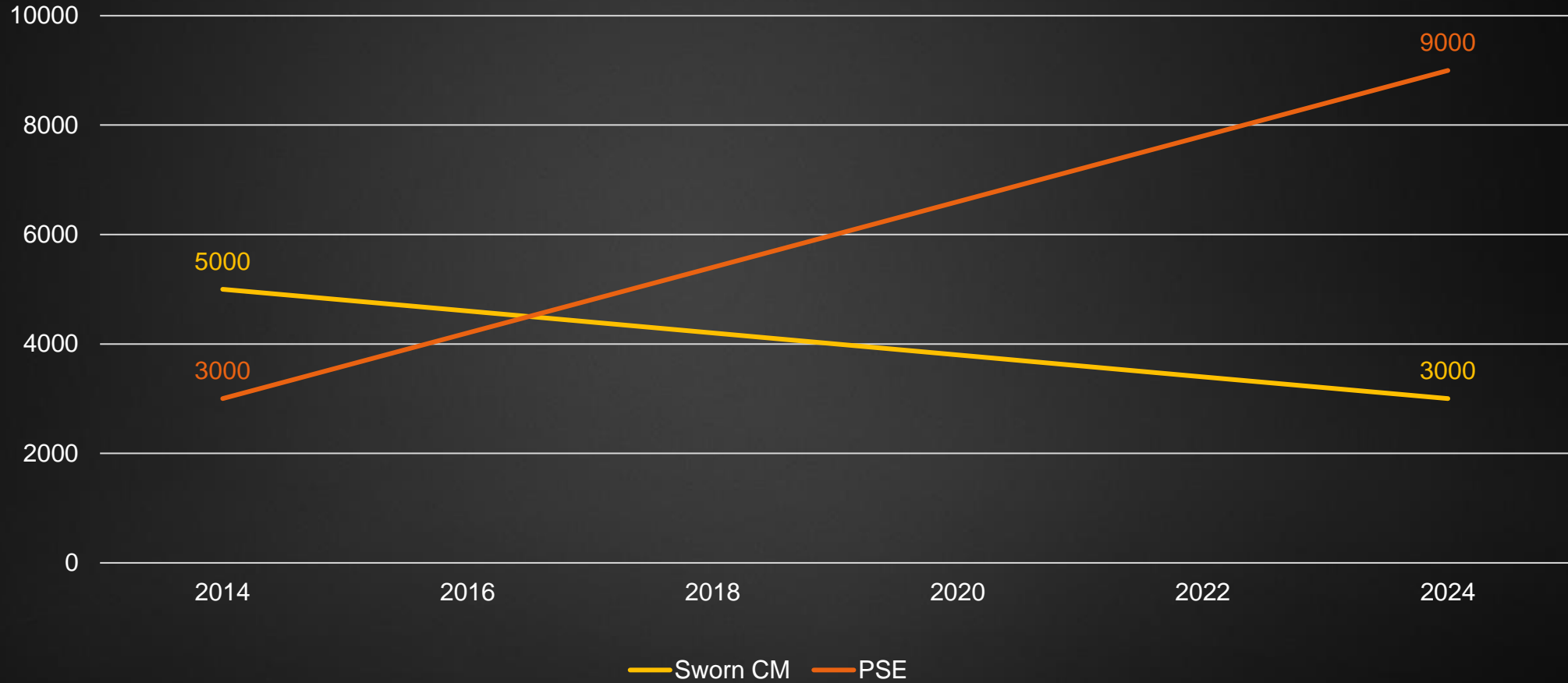


*Appointment or employment*

*10. The civilian employees that are necessary for carrying out the functions and duties of the Force shall be appointed or employed under the Public Service Employment Act.*

# CM vs. PSE Population Occupying Indeterminate RCMP Positions

Approximate RCMP Sworn CM and PSE Population in the Last Decade



# Intended/Promised Outcomes of Staffing Alignment

RCMP communicated to CMs that the staffing alignment would provide the following benefits:

## INTERNAL TO RCMP

### What?

1. Increased promotions and mobility within the RCMP
2. Equal access to lateral and promotional opportunities within the RCMP
3. Oversight and monitoring of the staffing alignment

### How?

- ▶ The PSE position will be changed to a CM position if a CM is selected for appointment to a RCMP civilian position.
- ▶ Use of “Shadow Boxes” to enable CMs to achieve lateral, acting, promotions in PSE positions and vice versa.

## EXTERNAL TO PUBLIC SERVICE

Provide a much wider range of career opportunities in the broader public service once deemed

# Interim Staffing Alignment Initiative

- ▶ The interim CM-PS Staffing Alignment was intended to harmonize staffing systems as the deeming of sworn Civilian Members was “imminent”.
- ▶ Although deeming was delayed, and subsequently “indefinitely postponed” over an eight (8) year “interim” period, this alignment still remains in force.
- ▶ The Alignment introduced staffing mechanisms to the RCMP:
  1. Areas of Selection
  2. Appointments





# Areas of Selection (AOS)

## How is the area of selection determined under the CM-PS staffing alignment strategy?

The alignment of CM and PS staffing processes is preparing the organization and its employees to transition to managing employment opportunities within the context of the federal public service. One component is the establishment of the area of selection (AOS), which is at the discretion of the sub-delegated hiring manager in PS processes. Per the RCMP Area of Selection Policy, areas of selection must provide "reasonable access" to internal advertised appointments.

In application, when establishing the AOS, sub-delegated managers are encouraged to consider various operational, organizational, and workforce factors, and values such as fairness, access, diversity, and transparency. Furthermore, in accordance with the Public Service Employment Act (PSEA), the hiring manager may determine an AOS by establishing not only geographic criteria, but also organizational, occupational, or employment equity criteria (PSEA s.34)."

# Areas of Selection (AOS)

## Before Staffing Alignment

- ▶ Sworn CMs could laterally identify their career interests in HRMIS where hiring managers could identify a pool of potential candidates.
- ▶ CM job postings were generally accessible nationally.  
  
(allowing CMs to be able to apply from anywhere even if the selection process tiered the locations by division first)
- ▶ No mobility outside the RCMP without pension penalty

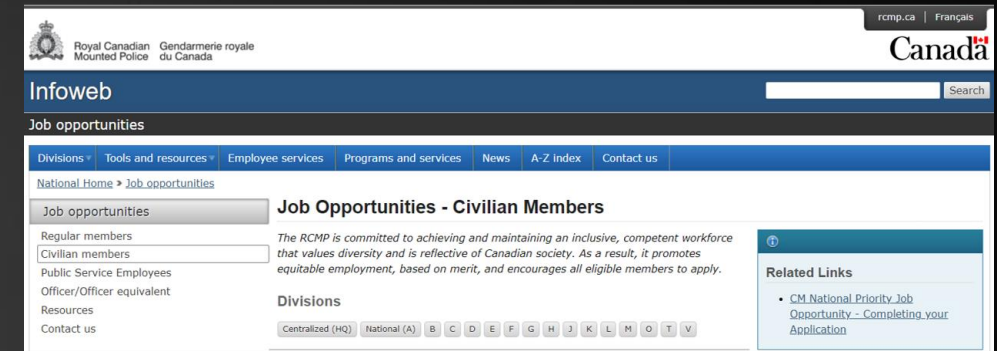
## After Staffing Alignment

- ▶ Hiring managers and staffing are permitted to limit qualified applicants, regardless of level or experience, by an established AOS.
- ▶ Majority of staffing actions in the RCMP include a very limited AOS.
- ▶ An AOS can limit the applicant by a kilometric radius, territory, unit, or department. They are also done by classification/level

# Appointments

## Before Staffing Alignment

- ▶ Lateral appointments
- ▶ No promotional appointments (promotional competitions only)
- ▶ No job pools
- ▶ Competing against Sworn CMs within the RCMP only (smaller number of candidates)
- ▶ External postings after internal candidates were exhausted or no qualified candidate was identified
- ▶ CM Competency profile aligned with the RMs
- ▶ Clear, published, and accessible staffing policy in CMM manual



*The RCMP is committed to achieving and maintaining an inclusive, competent Workforce that values diversity and is reflective of Canadian Society... It promotes equitable employment based on merit, and encourages all members to apply.*

# Appointments

## After Staffing Alignment

### Advertised postings

- ▶ Competitive within a restricted area of selection.
- ▶ No formal training provided on the PS hiring process, PS competencies, and application process.
- ▶ If CM successful, a CM shadow box is created.

### Non-advertised postings

- ▶ The emergence of non-competitive processes to fill positions laterally and promotionally, even before Covid.
- ▶ The notice of consideration has a limited area of selection for grieving the appointment.

**PS (and CM) staffing policy is unpublished, non-transparent, and inaccessible to employees within the RCMP**

# Career Development Impacts:

## **The “interim” Staffing Alignment initiative was implemented without an attached action plan.**

- *There are no metrics to understand and benchmark the efficacy and success of the initiative*
- *There were and are no timelines associated with this alignment*
- *There has been no periodic review, nor the recommended action items to improve the situation*

## **Impacts experienced by sworn civilian members**

- ▶ Sworn CMs movement became restricted or non-existent
- ▶ Reduced number of job competitions
- ▶ Reduced promotions and mobility within the RCMP
- ▶ Lack of access to second language training, while not exclusive to sworn CMs, is compounding limited access to positions or promotions.
- ▶ Limited and inconsistent use of shadow boxes across the country which has restricted sworn CMs career development.
- ▶ Inequitable access to lateral and promotional opportunities within the RCMP
- ▶ Issue of no mobility outside the RCMP without pension penalty remains

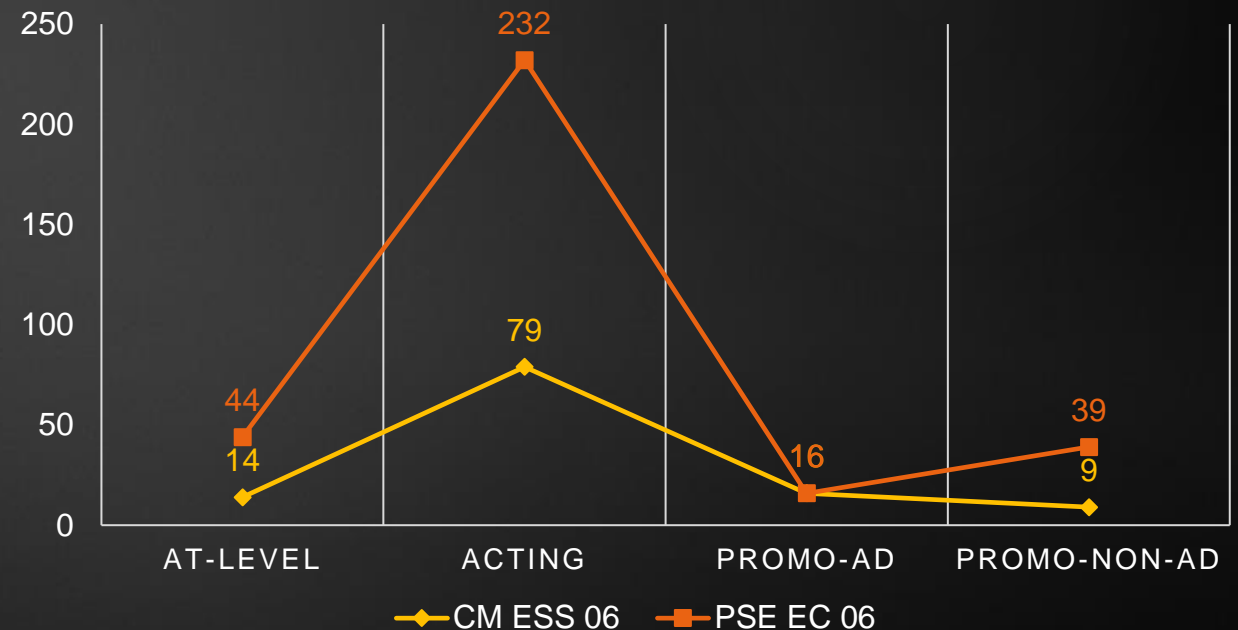
# Evidence and Examples

Data compiled from RCMP Corporate Staffing for CAPE (2016-2022):

From Aug 2021-Aug 2022, positions offering indeterminate development:

- ▶ PSE have opportunity for 1187 NOCs (+ 9 CM non ads) = 1196
  - ▶ That is almost 3 promotional jobs for every RCMP EC PSE employee
- ▶ CMs have opportunity for 31 positions total, which is 13 ESS CM employees for every 1 indeterminate RCMP ESS/EC job. This does not include RCMP EC PSEs or the entire GOC community which can also compete for RCMP positions as well.

## CM ESS 06 VS. PSE EC 06 CAREER DEVELOPMENT (CM=404/PSE=460)



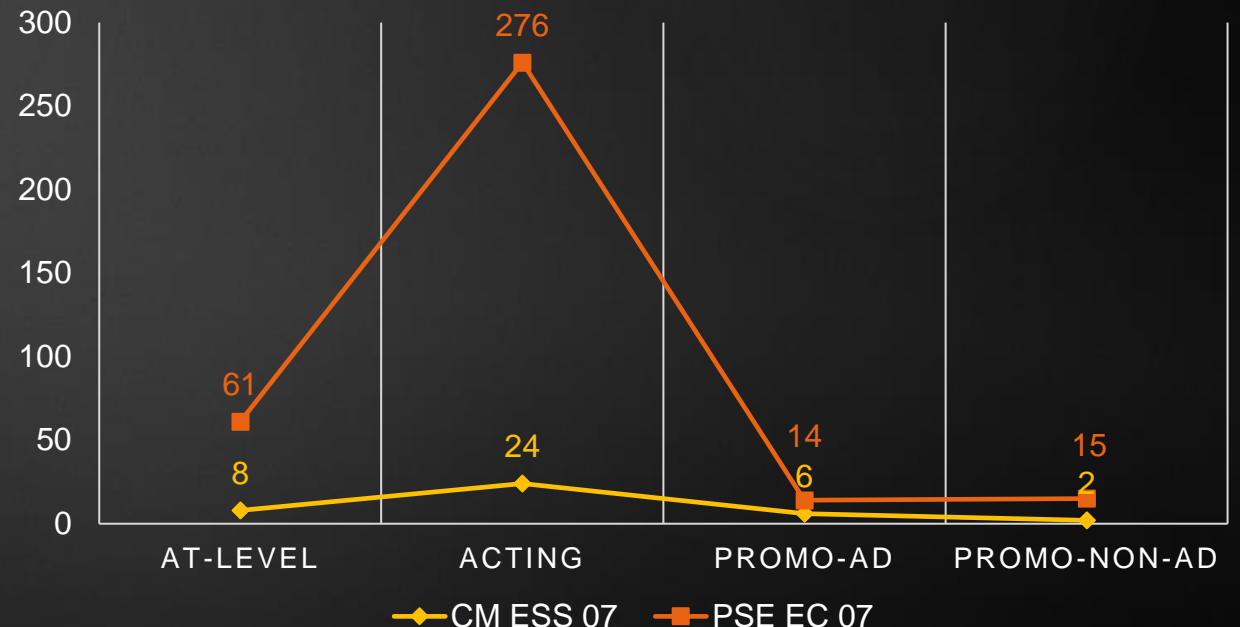
# Evidence and Examples

Data compiled from RCMP Corporate Staffing for CAPE (2016-2022):

From Aug 2021-Aug 2022, positions offering indeterminate development:

- ▶ PSE have opportunity for 864 NOCs (+ 2 CM non ads) = 866
  - ▶ That is 2 promotional jobs for every RCMP EC PSE employee
- ▶ CMs have opportunity for 20 competitive positions total, which is 20 ESS CM employees for every 1 indeterminate RCMP ESS/EC job and this does not include RCMP EC PSEs or the entire GOC community which can also compete for RCMP positions as well.

## CM ESS 07 VS. PSE EC 07 CAREER DEVELOPMENT (CM=404/PSE=460)



# Area of Selection and Appointment Examples

## Area of Selection

1. RCMP occupying a position within Federal Policing Strategic Management
2. Immigration, Refugees and Citizenship Canada **within** the Asylum Contingency and Coordination Division



# Area of Selection and Appointment Examples

## Area of Selection

1. RCMP within the Reform, Accountability and Culture Sector
2. RCMP Culture, Innovation, and Gender Based Analysis+ Branch
3. Fisheries and Oceans Canada's Fisheries Resource Management Branch **in Halifax NS**

# Area of Selection and Appointment Examples

## Area of Selection

1. RCMP occupying a substantive position at the EC 06/ESS 06 group and level
2. Edmonton AB or within 40 km of Edmonton
3. Calgary AB or within 40 km of Calgary

# Impacts on Sworn Civilian Members

- ▶ RCMP Reports and Surveys (those separating CM from PSE) are **warning** about disparities between impacts on the two COE.
- ▶ RCMP Employment Equity Reports document large gaps (8-13 times lower) in promotional opportunity for CM compared to PSE.
- ▶ RCMP Employee Survey shows over 50 questions where there are statistically-significant worse outcomes for CMs than PSEs on themes such as:
  - ❖ Satisfaction; ability to recommend department to others
  - ❖ Exclusion
  - ❖ Recognition
  - ❖ Harassment resolution
  - ❖ Stress from excess workload and inadequate # of employees
  - ❖ Deadlines/approval processes
  - ❖ Senior management-ethics, confidence in, decision-making, information flow
  - ❖ Change not being well-managed; and of course, career development...

# PSE Colleague Observations

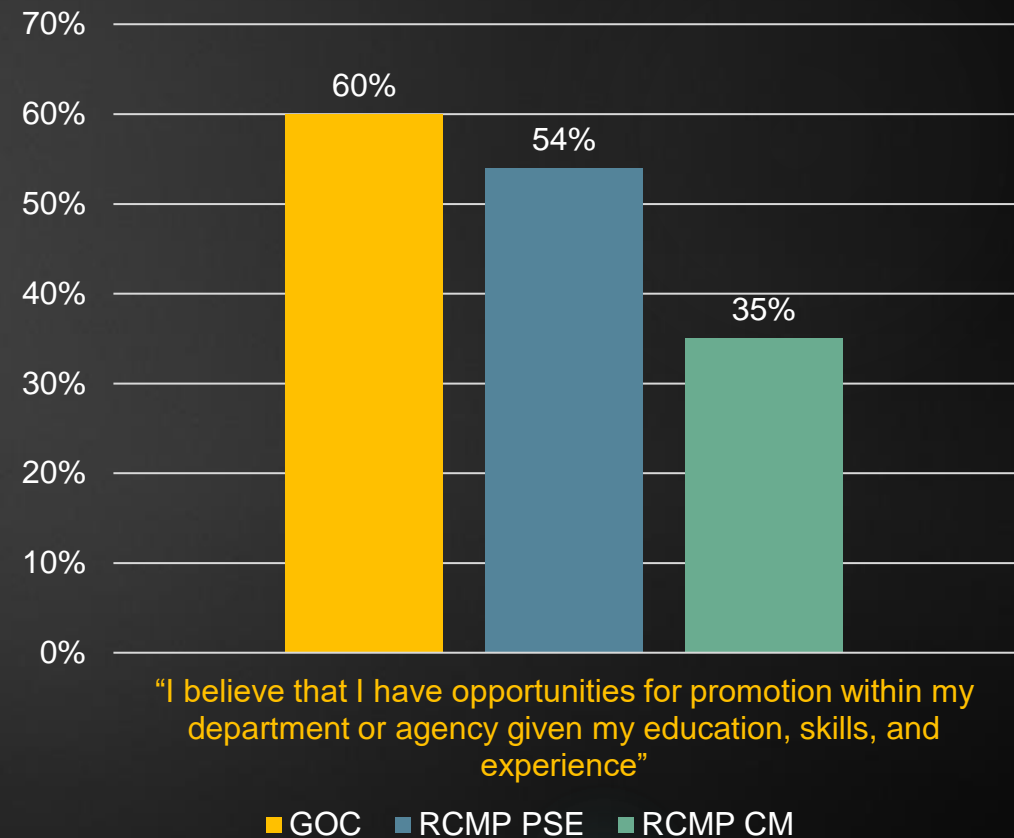
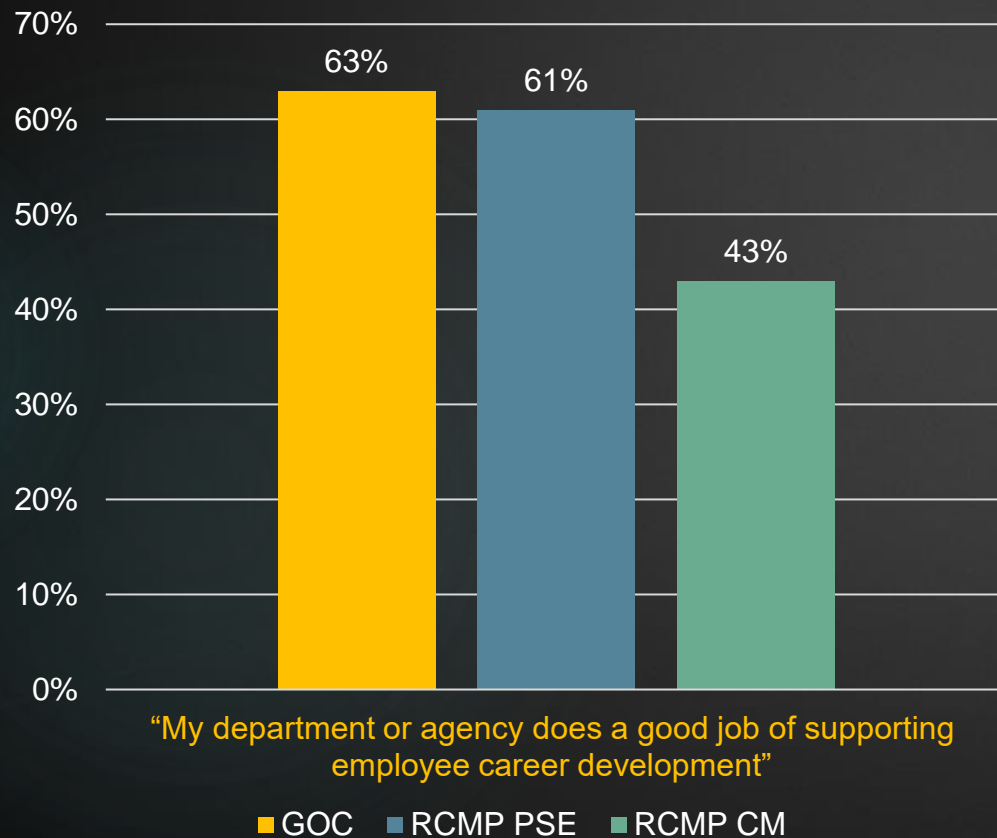
"This was a difficult space to work in. Additionally, how CM are treated in the organization is shocking. The lack of CM-PSE, equivalency and mobility, damaged my morale, as I saw colleagues who happen to be CM's treated worse than I."

"There is no fairness and rules, and CMs suffer because of it. When you think about it, they are a truly excluded "caste" now - not offered acting, positions left vacant for future PSE, ignored in their own staffing pools, in the only organization they can work. Many took the brunt of a horrific culture of sexual harassment, stuck in positions they can't get out of, and no real change initiatives to help them alleviate the trauma. What would you call that? Progress, inclusion, equity? It's sick, really. "

"As a public service employee who has worked at the RCMP since 2014, I have had the opportunity to work alongside civilian members in many roles. I have observed that they are often passed over or not provided the same opportunities as public servants. Staffing actions overwhelmingly favour public service employees, with many hiring managers unaware of even how to hire a civilian member..."

# Evidence and Examples

From the RCMP Employee Survey (2022-23) results:



# Evidence and Examples

Typical trajectory of a RCMP EC compared to ESS  
Analysis completed by EODR Talent Management and CAPE, 2023

In NHQ, with the possibility of equitable opportunity:  
ESS 05 are held at that level on average **7.1 years before promotion**,  
while EC 05 stay less than half that rate (3.45 years) before promotion.

**67% of CMs remain at  
ESS 05 level  
compared to  
37% PSEs at EC 05 level**

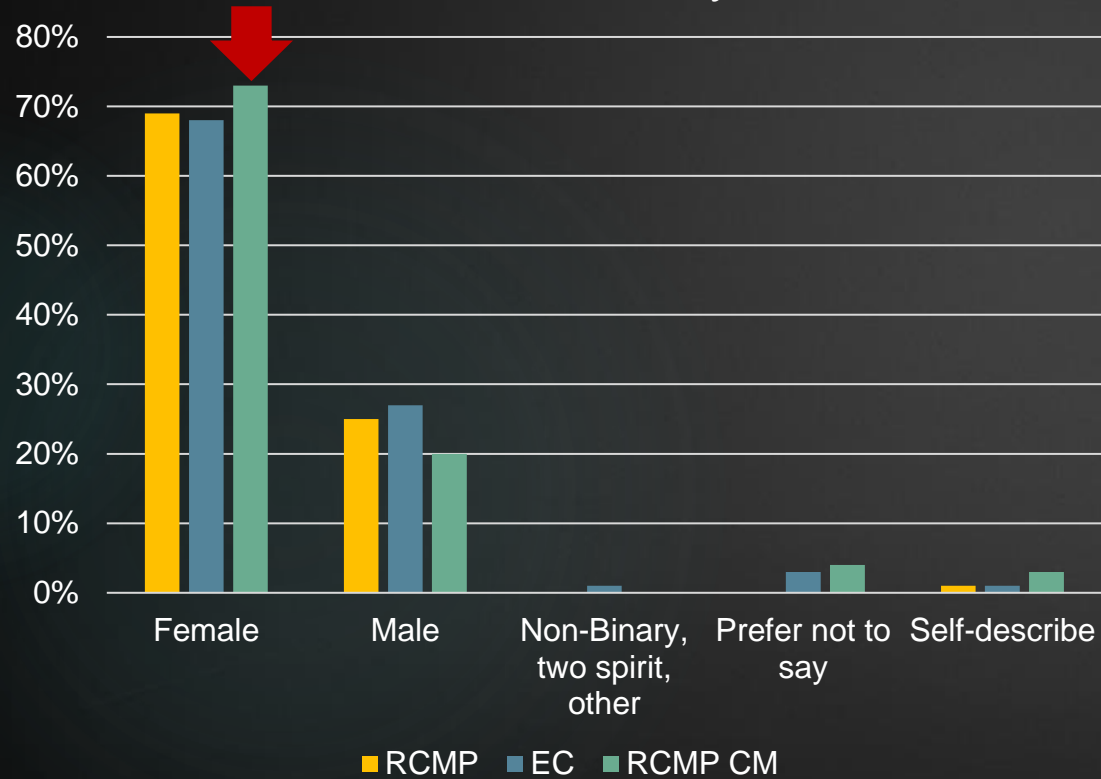
**Even with similar  
proportion of ESS to EC,  
there are 107 PSEs at EC  
06-08. There are only 47  
CM at ESS 06-08.**

**Given our training, skills and education, alongside  
age and experience, we should be seeing CMs in  
many of the manager/senior analyst/advisor positions  
and at EX levels.**

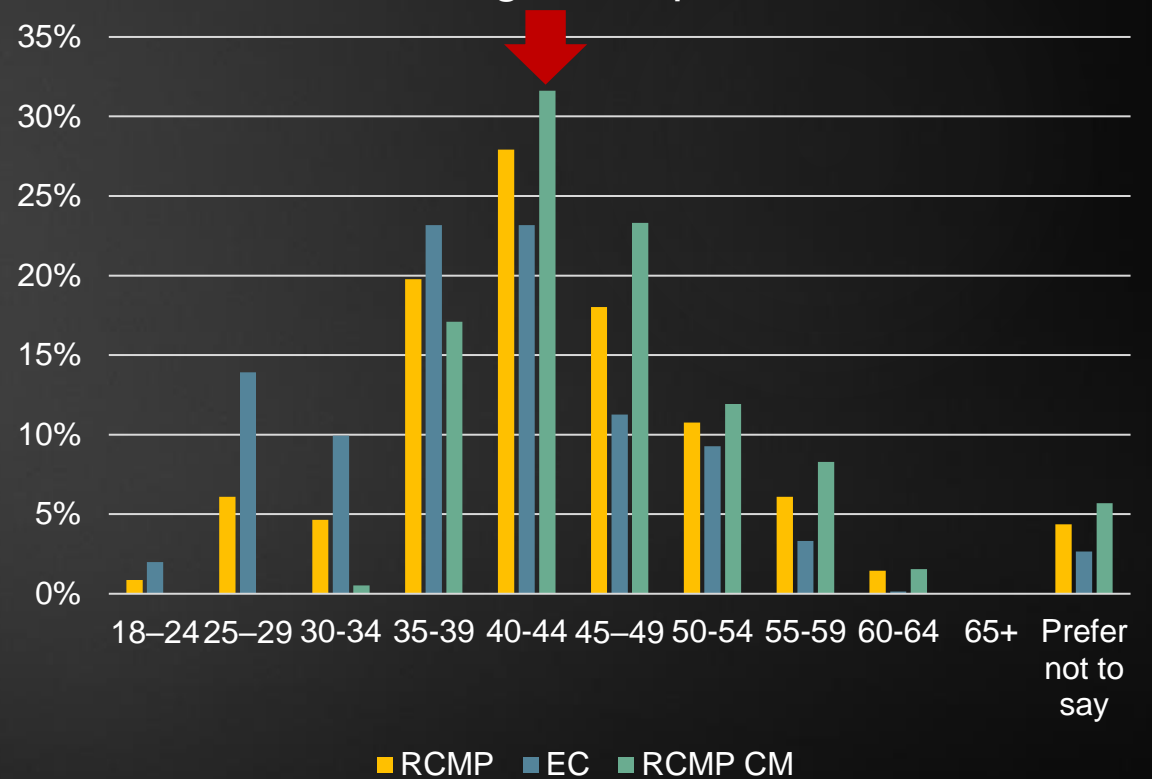
# RCMP EC/ESS and TR/TRL Population



## Gender Identity



## Age Group



# Impacts on Sworn Civilian Members

- ▶ Financial loss due to restricted access to promotions commensurate with experience and years of service for PS comparators
- ▶ Economic hardships, compounded for women
- ▶ Living with uncertainty, which is compounded each year: this significantly impacts career decision making and retirement planning
- ▶ Negative mental health impacts, particularly in comparison to PSEs



# Impacts on Sworn Civilian Members

- ▶ Loss of identity, trust, and confidence in the workplace
- ▶ Significance and meaning of the Sworn Oath taken by CMs – being a member of the RCMP
- ▶ Exclusion and invisibility, reduced professional growth and employee satisfaction
- ▶ Shame, humiliation, and degradation of professional identity as other PS employees which sworn CMs have coached or mentored, maneuver easily in the system and receive promotions and recognition.

Since 1959 Senior officers of the force and the gov't felt the sworn Civilian Members **“encourage the closer integration of all ranks and grades employed by the force at work of an operational nature, and give them the necessary sense of belonging which does not exist at present...”**

Source: Glenn Wright, RCMP Historical Branch

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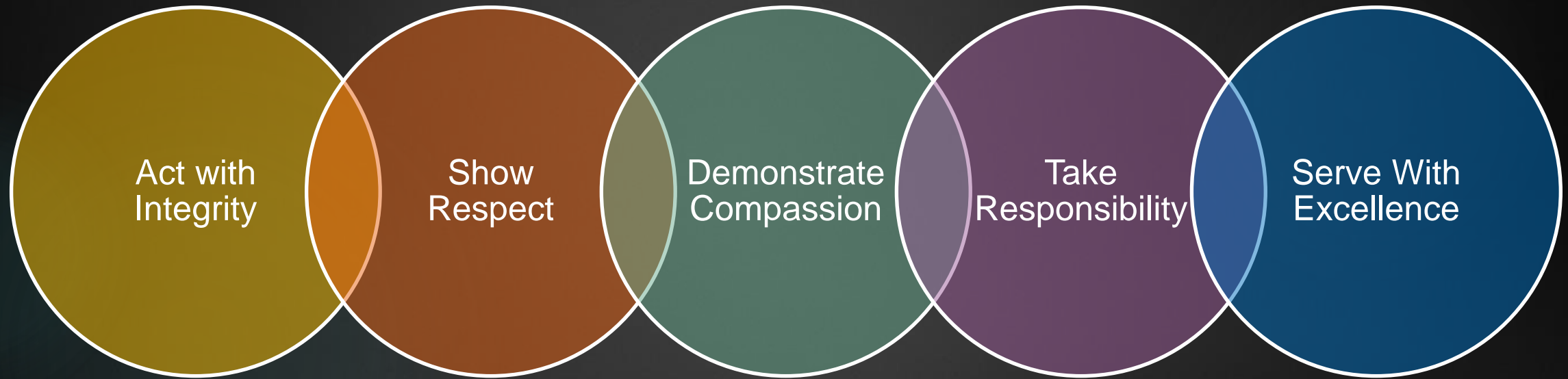
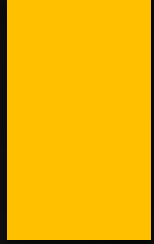
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## EXTERNAL TO PUBLIC SERVICE

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**These  
intended/promised  
outcomes have  
NOT  
been met**

# RCMP Core Values



# Summary & Conclusions

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- ▶ The Terms and Conditions of the RCMP Act (and of sworn CM employment) are infringed by the staffing alignment. The policies do not effectively align
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