



# Highlights



## Audit of the Royal Canadian Mounted Police – appointments under the *Public Service Employment Act* May 2008

*The Public Service Commission (PSC) is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country.*

### Why did the PSC conduct this audit?

The Royal Canadian Mounted Police (RCMP), Canada’s national police force, is comprised of both police officers and civilian employees. Civilians are appointed under two different acts: the *Royal Canadian Mounted Police Act* (RCMP Act) and the *Public Service Employment Act* (PSEA). Some 5,000 public service employees under the PSEA represent approximately 19% of the total workforce of the RCMP.

We selected the RCMP for audit as part of our overall goal of covering departments and agencies on a cyclical basis of five to seven years. The RCMP was also selected because the PSC monitoring activities identified governance of staffing activities as a significant area of concern.

The objective of the audit was to determine the extent to which public service appointments and appointment processes made by the RCMP under the PSEA comply with the Act, other governing authorities and policies, and

the instrument of delegation signed with the PSC. It also sought to determine whether the RCMP has an appropriate management framework, systems and practices in place to manage its staffing activities. The audit covered the period of April 2005 to December 2007. We examined 204 appointments drawn from across Canada.

### What did the PSC find?

We found that the RCMP was unable to demonstrate the existence of objective criteria for determining whether to hire civilian employees under the RCMP Act or the PSEA. We recommended that the RCMP appoint its civilian employees under the PSEA and clarify the circumstances under which civilian members and temporary civilian employees are appointed pursuant to the RCMP Act. This issue is expected to be addressed by the RCMP Change Management Team in the broader context of the report from the Task Force on Governance and Cultural change in the RCMP.

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We found that the RCMP staffing management framework for public service appointments included mandatory policies, an instrument of sub-delegation, defined roles and responsibilities for those involved in the staffing process, and training and support for staffing advisors. However, the framework was not implemented as designed. The authority to make appointments was sub-delegated to staffing advisors but hiring managers, with limited training and knowledge of the appointment values, were in most cases, effectively directing staffing.

We also found that the RCMP had failed to establish an effective monitoring system for detecting staffing problems and taking corrective action.

The RCMP did not effectively manage its public service staffing activities and, as a result, 86% of appointments from the acting, non-competitive and non-advertised processes we examined did not comply with the PSEA and related policies, or did not respect the appointment values. We are particularly concerned about the excessive use of acting appointments for periods greater than four months. Furthermore, 30% of appointments resulting from competitive and advertised processes either did not comply with the PSEA or did not respect its appointment values.

The RCMP accepted the findings and is committed to developing a plan to address the recommendations.

## **What action is the PSC taking?**

The PSC has placed conditions on the delegation of staffing authorities at the RCMP. The RCMP Commissioner must raise the level of sub-delegated appointment and appointment-related authorities to more senior level employees within its human resources management structure. The Commission has also assigned a special advisor as the PSC representative to provide advice and support to the RCMP as the recommendations of the audit report are implemented.

The RCMP must submit quarterly progress reports to the PSC on the implementation of the audit's recommendations and on its staffing activities. The PSC will closely monitor progress and staffing. These conditions will remain in effect until the PSC is satisfied with the integrity of the RCMP's staffing activities under the PSEA.