



2021-26 Strategic Plan

RCMP Specialized Policing Services



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada



© Her Majesty the Queen in Right of Canada, as represented by the Minister of Public Safety, 2021

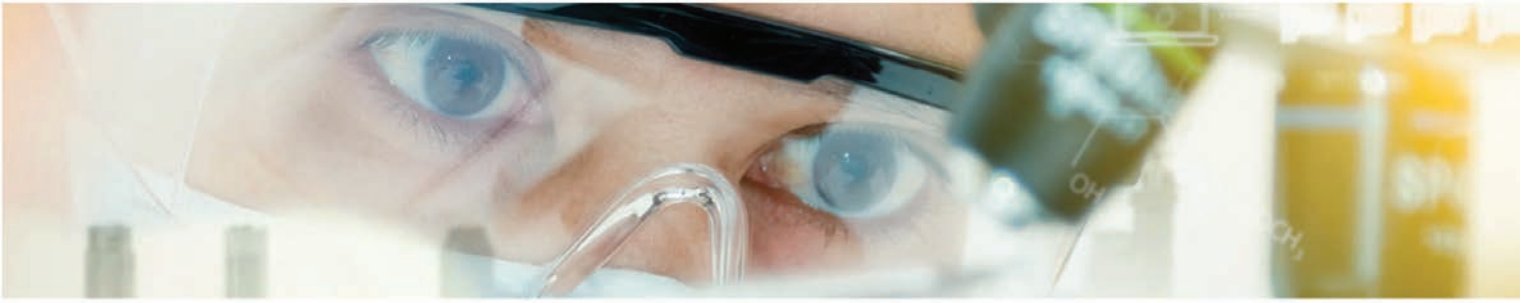
Specialized Policing Services Strategic Plan 2021-26

PDF: PS64-164/2021E-PDF

978-0-660-40950-4

Paper: PS64-164/2021E

978-0-660-40951-1



Foreword: Deputy Commissioner’s Message 1

Introduction 2

 Purpose of the SPS Strategic Plan 2

 A Complex and Evolving Operating Environment 3

 Refocusing Our Priorities with Organizational Opportunities 5

Mandate and Organizational Overview 6

 Specialized Policing Services 6

 SPS Organizational Chart 7

 SPS Programs and Services 8

SPS Vision 10

 SPS Vision Statement 10

 Alignment to Vision 150 10

Strategic Priorities 11

 Introduction to our Strategic Focus 11

 Vision 150 Strategic Pillars and SPS Strategic Priorities 12

 Key Benefits and Values 13

 Initiatives to Deliver SPS Priorities 14



SPS Roadmap to Implementation..... 16

 Implementation Considerations..... 16

 Next Steps 17

 SPS Roadmap Detailed Activities 18

 Develop a Modern Workforce 18

 Be Innovation Driven..... 20

 Enhance Governance..... 22

 Enhance Partnerships..... 23

 Advance Investigative Tools and Techniques 24

Appendix: Diagrams..... 26

 SPS Vision | Strategic Pillars | Strategic Priorities 26

 SPS Organizational Chart 27

 SPS Strategic Plan Placemat..... 28

 SPS Roadmap to Implementation 29

Message from the Deputy Commissioner



*Deputy Commissioner Stephen White
Specialized Policing Services*

“In order to advance our organization’s position as a premier policing services provider, we must continue to innovate in an increasingly complex policing environment.”

As Deputy Commissioner, Specialized Policing Services (SPS), I am pleased to share the SPS Strategic Plan. Developed in consultation with each of the SPS service lines, this plan highlights our priorities over the next five years, allowing us to advance the RCMP’s overall organizational goals and objectives.

The realization of our strategic objectives will position SPS as a leader in the delivery of advanced services and cutting-edge science and technology for law enforcement across Canada and internationally. As a national police organization, we must continuously innovate and evolve to ensure we consistently provide modern and efficient services to Canadians, our partners and the criminal justice community.

Our longstanding reputation as a leader in the delivery of advanced policing services is the foundation that we will build on for the future. In order to stay ahead of the curve, we need to maximize our resources, as well as harness efficiencies and synergies in our use of technology and data, while continuing to build public trust.

In order to ensure our success in the coming years, SPS is committed to supporting the evolution of our workforce, with efforts focused on delivering modern training, innovative tools and technology, while also safeguarding the health and wellness of our employees. I look forward to engaging with all of you in the realization of our goals for SPS and our continued modernization.

*Deputy Commissioner Stephen White
Specialized Policing Services*

Introduction: Purpose of the SPS Strategic Plan

Building the RCMP of the Future

The SPS Strategic Plan describes our vision and approach to modernization and advancement. It describes our priorities, expected outcomes and how we will achieve them.

All SPS service lines have contributed to the development of this plan and have identified a series of initiatives that relate to achieving common organizational outcomes pertaining to the RCMP Vision 150 strategic pillars of: our people, our culture, our stewardship and our policing services.

The SPS Strategic Plan is the foundation that will guide SPS over the next three-to-five year planning horizon.

The RCMP is working to renew, refresh and modernize as the organization approaches its 150th anniversary in 2023. Business lines across the RCMP are committed to the RCMP Vision 150 initiatives and are aligning strategies to support the shared vision.

In this strategic plan, SPS is committing to how it will contribute to the vision by providing industry-leading policing services driven by technology, data analytics, science, research, education and security.



Why this plan matters to you

The SPS Strategic Plan has been designed with our people, our partners, our clients and all Canadians at its core.

Evolving, modernizing, and continuously improving SPS, and the RCMP as a whole, is the foundation that all elements of the plan will build on.

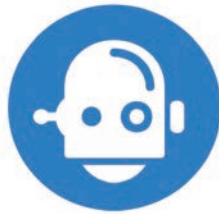
The purpose of the SPS Strategic Plan 2021-26 is to provide a vision for the organization that speaks to all employees of SPS and our clients across Canada.

A Complex and Evolving Operating Environment

The RCMP's operating environment is characterized by the ever-evolving nature of criminality in Canada and abroad, as well as changes in technology, legislation and the political landscape within which the RCMP must navigate. Understanding and adapting to the emerging trends is essential. The RCMP's Environmental Scan 2020 lays out the operating environment in detail. The Environmental Scan identified six mega-trends that characterize areas the RCMP must consider in developing their strategies and plans. Highlights within each area are presented here.

The 4th Industrial Revolution

- 60% of all dark web activity involves illegal activities
- Facial recognition is advancing at an unprecedented pace
- 3D-printing has been used in the identification of bodies or the creation of untraceable firearm parts
- Augmented Reality is used to aid training or real time crisis resolution
- Internet of things has increased 500%, providing a source of potential information
- DNA phenotyping is being used to determine the potential appearance of suspects



National Security and Transnational & Serious Organized Crime

- Organized crime groups are expanding to exploit new criminal opportunities with use of established networks
- Canada is under increasing threat of interference from foreign states
- Cryptocurrency continues to be targeted for theft and for movement of illegal funds
- Ransomware is becoming a common threat to individuals and organizations
- Money laundering is increasingly being conducted through casinos and real estate
- Firearm-related violent crimes by gangs are increasing



Protecting Human Rights

- Asylum seekers arrival to Canada steadily increasing
- 57% of Canadians believe immigration has placed too much pressure on public services in Canada
- Canada's Indigenous Peoples are experiencing rights issues for both land and water
- 10 of the 94 Calls to Action by the National Centre for Truth and Reconciliation Commission have been completed; 21 are ongoing
- 441 projects are underway to repair, upgrade or build infrastructure on Indigenous lands
- Since 2010 the Indigenous inmate population has increased by 43.4%



Trust, Confidence & Transparency

- The appearance of 'deep fake' videos more than doubled in the first 8 months of 2019
- 17% of visible minorities have 'no confidence at all' in the RCMP
- 57% of Canadians believed Canada was democratically governed in 2019
- Canadian confidence in the RCMP dropped 10% in the last 2 years
- Public confidence in the Provincial Courts is 20% less than it is in Municipal Police Services





Climate Change

- Extreme weather events are becoming more common and intense
- Flooding has increased by more than 50% this decade
- Severe weather caused \$1.3 billion in insured damage for Canadians in 2019
- Canada's temperature rose about double the global rate and almost triple that rate in Northern Canada
- The biggest climate change protest occurred in over 185 countries in 2019
- Indigenous land represents 80% of Earth's biodiversity



Demographics & Society

- 81% of Canada's population live in urban areas, up 34% since 1955
- Crime rate in 2018 was 30% higher in rural areas
- Canada's population is expected to be 45 million people by 2050
- Canada's Indigenous population is expected to increase by 55% to approximately 2.5 million by 2036
- By 2026, 1 in 4 working Canadians will be over 55 years of age, decreasing the labour force participation rate
- Immigrants will represent between 25% and 30% of Canada's population by 2036



Refocusing Our Priorities with Organizational Opportunities

The following opportunities, identified internally within SPS, have been taken into consideration during the development of the SPS Strategic Plan.

VISION



Our People



Our Culture



Our Stewardship



Our Policing Services

VISION

Our People

Ability to Attract and Retain Talent

- Opportunity to have a strategic and consolidated approach to recruitment that meets the needs of new and existing skill sets required across SPS

Workforce Development

- Opportunity to increase the ability to develop and retain talent and to ensure that the workforce has the skills required to meet the evolving technology trends and digital work environment

Our Culture

Coordination and Business Processes

- Opportunity for increased innovation in the way SPS works, as there is a lack of centralization, coordination and/or standardization between corporate administrative functions

Knowledge Sharing and Collaboration

- Opportunity to improve cross-sharing of information, new solutions and resources within SPS
- Opportunity to improve ability to collaborate in solving similar problems for better solutions
- Opportunity to enhance lines of communication

Change Management

- Opportunity to better support SPS through changes and ensure transparency and openness to challenging the way we work with new ideas, tools and processes

Our Stewardship

Representation

- Opportunity for increased SPS representation on many internal strategic decision-making bodies
- Opportunity to better position SPS to support the Commissioner

Competing Priorities

- Opportunity for all service lines to determine how to better align on priorities
- Opportunity to be more proactive instead of reactive due to competing priorities

Obtaining and Managing Funding

- Opportunity to improve SPS funding sustainability with long-term planning and enhanced governance protocols

Our Policing Services

Agility

- Opportunity to increase ability to keep up with the change of pace in technology and skills required to continuously innovate
- Opportunity to increase governance to improve rapid decision making in order to introduce new tools or changes to increase efficiencies

Branding and Service Definition

- Opportunity to better articulate the value proposition of services across SPS to emphasize the importance of SPS services to outside stakeholders and Canadians

Mandate and Organizational Overview

Specialized Policing Services

SPS provides critical front-line operational support services in areas such as forensic analyses, firearms, criminal records, advanced police technology and combating online child sexual exploitation.

SPS also plays an important role in supporting humanitarian and social needs such as locating missing persons.

SPS is responsible for the stewardship and delivery of National Police Services.

Our services are available to the RCMP, partners across the Canadian law enforcement and criminal justice communities, and to select foreign organizations.

Comprised of approximately 3,911 full-time equivalents and a budget of \$572M for 2019-20, SPS is viewed as a distinct group of service areas, that serve a similar mix of internal and external stakeholders, which is a primary bond that ties the service lines together.



SPS Service Lines

- Canadian Firearms Program (CFP)
- Canadian Police College (CPC)
- Criminal Intelligence Service Canada (CISC)
- Departmental Security (DS)
- Forensic Science and Identification Services (FS&IS)
- Information Management/Information Technology Program (IM/IT)
- Technical Operations (TechOps)

SPS Organizational Chart



SPS Programs and Services

Canadian Firearms Program (CFP)

In accordance with the *Firearms Act*, the CFP oversees firearms licensing and registration (in 2019-20, 126,254 individual firearms licences were issued; 324,915 renewed and 3,225 revoked), maintains national firearm safety training standards, assists law enforcement agencies and aims to enhance public safety. Firearms in Canada continue to be regulated by the *Firearms Act* and Part III of the *Criminal Code*.



The CFP's mission is to enhance public safety by determining eligibility to possess firearms, promoting responsible ownership, storage and use of firearms and providing Canadian and international law enforcement with specialized services vital to the prevention and investigation of firearms crime and misuse.

Canadian Police College (CPC)

The CPC provides advanced, specialized training and education to police and other organizations that have a mandate in law enforcement or who support public safety in Canada and internationally. Training programs include:

- Explosives training program
- Forensic identification
- Investigative training
- Leadership
- Polygraph
- Professional Development Centre for Indigenous Policing
- Technological Crime



Information Management/ Information Technology Program (IM/IT)

The IM/IT Program supports the RCMP's overarching mandate for increased safety and security for Canadians through direct and indirect support to the Canadian law enforcement and criminal justice communities.



The IM/IT Program's clients also include RCMP employees due to its overarching functional responsibilities.

The IM/IT Program enables front-line policing by providing modern, reliable, real-time access to operational information while promoting the business value of digital investments required for a modern 21st century policing organization.

Criminal Intelligence Service Canada (CISC)

CISC supports the efforts to reduce the harm caused by organized crime through the delivery of criminal intelligence products and services. It informs partners, government and other stakeholders about criminal markets in Canada and assists law enforcement leaders in making decisions regarding organized crime enforcement priorities.



CISC Central Bureau, located in Ottawa, works in close collaboration with ten provincial bureaus located across Canada. Nearly 400 federal, provincial and municipal law enforcement agencies make up the CISC network and exchange information and intelligence on organized crime. CISC's success is rooted in consensus building and a collective commitment from the law enforcement community working in partnership.

Forensic Science and Identification Services (FS&IS)

FS&IS is an integral part of National Police Services (NPS), with a mandate to provide quality and timely investigative support services for front-line policing.



FS&IS provides a wide range of forensic programs and services to clients in Canada and internationally through: forensic science services, crime scene forensic identification, fingerprint identification, criminal record repositories (in 2019-20 there were 646,737 fingerprint-based criminal record checks received and during the past five years the Canadian Police Information Centre processed more than 1.3 billion transactions) and the National DNA Data Bank (in 2019-20 there were 6,202 offender hits (convicted offender to crime scene) and 655 forensic hits (crime scene to crime scene).

FS&IS programs and services form an essential part of virtually every criminal investigation. It strives to be leading edge in developing processes and methods to ensure that the law enforcement community receives quality and timely support in fighting crimes.

Technical Operations (TechOps)

TechOps' mission is to deliver vital policing solutions for the 21st century. TechOps' mandate is to provide direct specialized investigative and operational services to front-line police officers.



TechOps provides the RCMP, Canadian law enforcement organizations and select domestic and international partners with specialized investigative and protective tools and techniques that are used in both covert and overt situations. In 2019-20 the Technical Case Management Program received 114 assistance requests and the National Child Exploitation Crime Centre received 90,197 requests.

The National Cyber Crime Coordination Unit (NC3) achieved initial operating capability in April 2020, and has received over 1300 requests for assistance from domestic and international law enforcement partners. The Canadian Anti-Fraud Centre (CAFC) is now under the same Director General as the NC3 to share information, resources and strategies to help combat cybercrime and fraud in Canada.

Departmental Security (DS)

DS ensures the protection of people, information and assets in support of the delivery of government programs and services.



The DS program for the RCMP also provides guidance and advice on physical security to other government departments under the RCMP's Lead Security Agency mandate for the Government of Canada which supports executives, managers and employees at all levels in assuming their security responsibilities, while considering the business and operational priorities, constraints and environments of our clients.

Strategic Policy and Integration (SP&I)

SP&I provides strategic policy expertise to the Deputy Commissioner and the six service lines on key Government of Canada initiatives, and coordinates SPS engagement with other areas of the RCMP, across the Public Safety portfolio, and with other government departments to advance national and international files.



SP&I coordinates SPS input into the Government of Canada planning and reporting cycle and plays a critical role in bridging the policy and program operations functions.

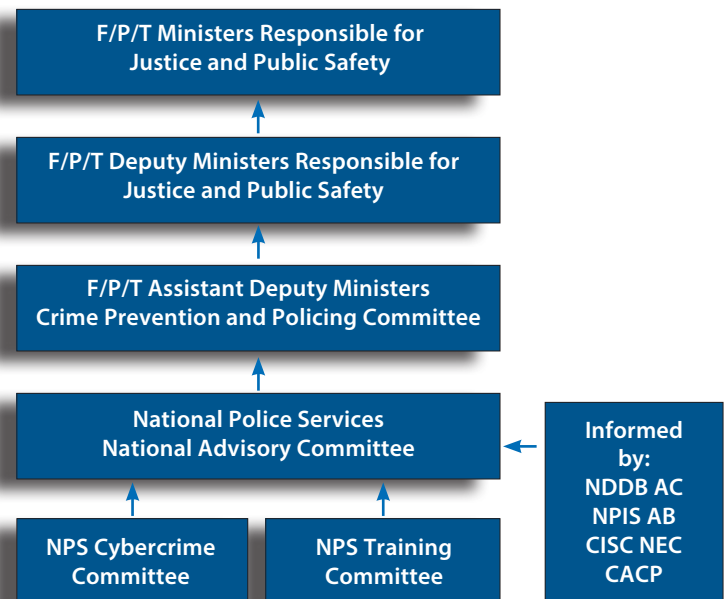
SP&I also provides a secretariat function to the NPS National Advisory Committee and linkage to the Federal/Provincial/Territorial Assistant Deputy Minister Crime Prevention and Policing Committee.

National Police Services (NPS)

In addition to the seven service lines, SPS is also responsible for the stewardship and delivery of NPS, which include:



- Provision of specialized training and education to law enforcement partners;
- Production and exchange of criminal intelligence within the law enforcement community;
- Forensic science and identification services;
- Specialized and technical support to investigations; and
- Integrated repositories and information sharing systems (e.g. policing information, criminal records).



VISION



Our People



Our Culture



Our Stewardship



Our Policing Services

SPS Vision

SPS Vision Statement: “An innovative leader in law enforcement delivering advanced services, science and technology with trusted partners.”

Our Vision

An innovative leader in law enforcement delivering advanced services, science and technology with trusted partners.

Our Mission

Deliver specialized and essential services to meet the growing expectations and increasing demands of both the public and law enforcement.

Our Purpose

Through its various service lines and upholding of National Police Services, SPS provides critical operational and policy support not only to the RCMP, but also to its partners across the entire Canadian law enforcement and criminal justice communities, as well as to select foreign entities.

Alignment to Vision 150

In 2018, the RCMP developed Vision 150 (V150), the articulation of the RCMP’s modernization mandate. V150 established the four pillars of the RCMP’s modernization, which are the ultimate guideposts for all of our efforts.

The SPS Strategic Plan 2021-26 describes the vision through an SPS lens, by presenting a set of priorities that will guide us on our path over the next three-to-five years.

Through the priorities identified in this plan, SPS remains focused on attaining four organization-wide outcomes from V150. These outcomes are:

Our Culture

Achieving a modern, trusted and inclusive RCMP

Our People

Building a healthy, diverse and professional workforce

Our Stewardship

Establishing innovative and effective governance to support a well-functioning organization

Our Policing Services

Keeping Canada safe through leading-edge policing

Strategic Priorities

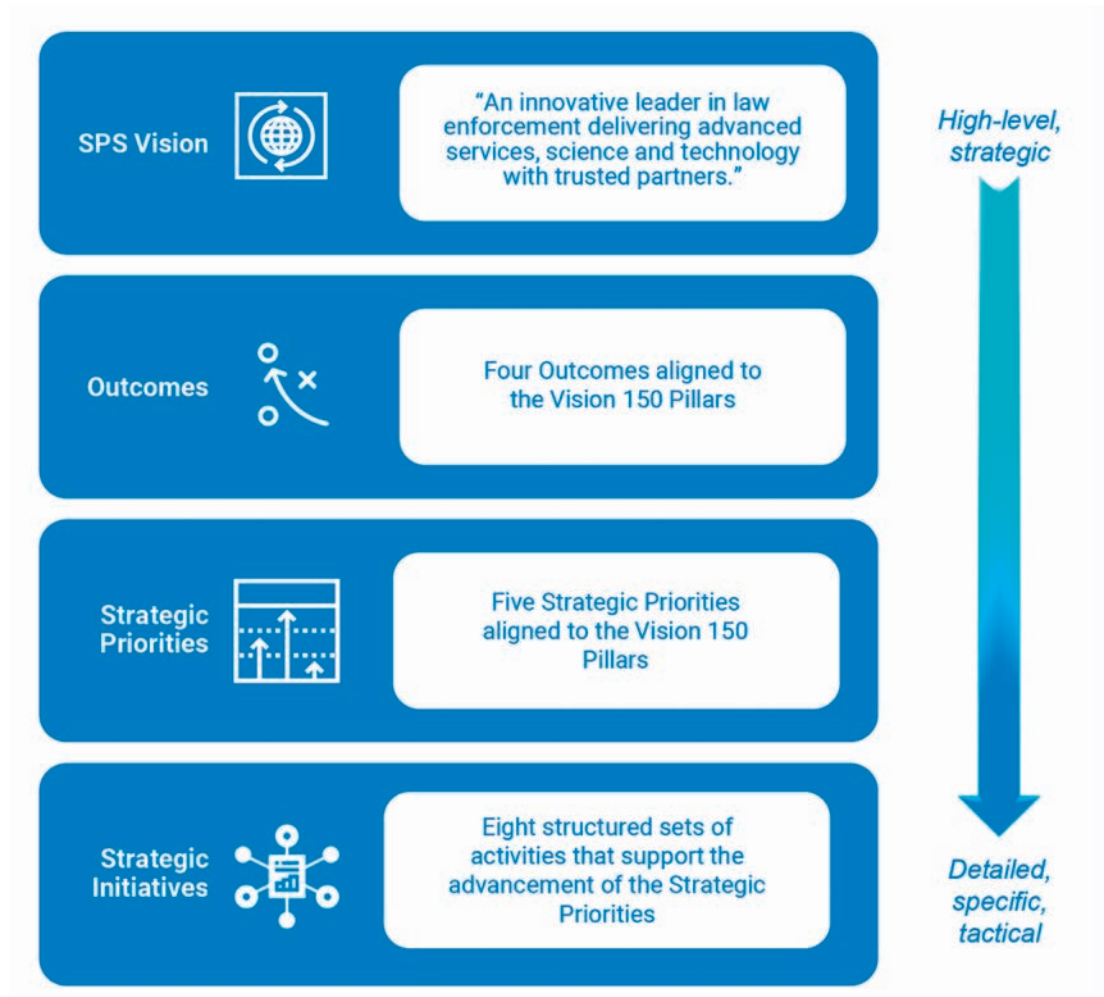
Introduction to our Strategic Focus

The SPS Strategic Plan 2021-26 provides a structured and targeted approach to the modernization of SPS.

The cornerstone of the plan is the **SPS Vision** that sets out our aspirations and guides our transformation.

Flowing from the SPS Vision are our expected **Outcomes**, aligned to the Vision 150 pillars, that describe our desired end state.

Strategic Priorities in turn identify where we will focus and spend our time to reach our desired end state.



Finally, our **Strategic Initiatives** describe “how” we will address our priorities and achieve desired modernization outcomes over the next three-to-five years.

Strategic planning within the RCMP will become an iterative process focused on continuous improvement with cyclical progress reports and reviews of the plan.

SPS Vision: An innovative leader in law enforcement delivering advanced services, science and technology with trusted partners.

VISION



Our People



Our Culture



Our Stewardship



Our Policing Services

VISION

Vision 150 Strategic Pillars	SPS Strategic Priorities
<p>Our People</p> <p>Building a healthy, diverse and professional workforce</p>	<p>Develop a modern workforce</p> <ul style="list-style-type: none"> • Increase digital and specialized investigative skill sets within SPS, to better align with advanced sciences and technologies • Attract and retain new and specialized skills and talent to the workforce through the development of a workforce upskilling strategy
<p>Our Culture</p> <p>Achieving a modern, trusted and inclusive RCMP</p>	<p>Be innovation driven</p> <ul style="list-style-type: none"> • Encourage employees to have an innovation-first and smart-risk mindset to increase public trust • Enable employees with efficient access to agile practices and processes, latest research and technology innovations
<p>Our Stewardship</p> <p>Establishing innovative and effective governance to support a well-functioning organization</p>	<p>Enhance governance</p> <ul style="list-style-type: none"> • Develop a governance model so that SPS has diverse representation and is appropriately engaged in RCMP decision-making bodies • Position SPS to be accountable and responsible for strategic decisions that have impacts on policing services
<p>Our Policing Services</p> <p>Keeping Canada safe through leading-edge policing</p>	<p>Enhance partnerships</p> <ul style="list-style-type: none"> • Collaborate with academic, private and public sector organizations to exchange specialized capabilities and leading edge research and technology • Continue building strong international and domestic partnerships <p>Advance investigative tools and techniques</p> <ul style="list-style-type: none"> • Develop leading edge technology and tools to combat crime, prosecute criminals and increase public safety, by enhancing R&D and leveraging our partnerships • Develop strategies that allow SPS to stay ahead of the technology curve

Key Benefits and Values

The identified SPS priorities are aimed at delivering the following benefits:

Vision 150 Strategic Pillars	SPS Strategic Priorities
<p>Our People</p> <p>Building a healthy, diverse and professional workforce</p>	<p>Develop a modern workforce</p> <ul style="list-style-type: none"> Better access to knowledge, skills and training Foster a diverse workforce Integrated recruitment and talent strategies
<p>Our Culture</p> <p>Achieving a modern, trusted and inclusive RCMP</p>	<p>Be innovation driven</p> <ul style="list-style-type: none"> Increased sharing and recognition of innovation success stories Encourage staff to share ideas and adopt more efficient ways of working Increased respect for diversity of ideas, inclusiveness and public trust
<p>Our Stewardship</p> <p>Establishing innovative and effective governance to support a well-functioning organization</p>	<p>Enhance governance</p> <ul style="list-style-type: none"> Increased and inclusive representation of SPS in RCMP direction setting Increased agility in decision making Unified communications
<p>Our Policing Services</p> <p>Keeping Canada safe through leading-edge policing</p>	<p>Enhance partnerships</p> <ul style="list-style-type: none"> Enhanced sharing of tools and techniques Well known value proposition Improved service delivery Increased trust through collaboration with stakeholder communities <p>Advance investigative tools and techniques</p> <ul style="list-style-type: none"> Become a hub for innovative techniques and R&D Advanced digitalization of evidence and technology

Initiatives to Deliver SPS Priorities

The key activities required to advance the SPS Priorities have been grouped under each of the initiatives below.

Develop a modern workforce

Workforce upskilling

Understand the skills needed to support desired ways of working and develop and execute a strategy to acquire or strengthen them. This will include exploring alternative models for workforce skills development (e.g. recruiting, training), reviewing external and internal training programs, and identifying a technical platform to support training.

Instil a culture of curiosity and continuous skills development to allow SPS to stay abreast of a dynamic science and technology environment.

Interchange and secondment program

Establish an interchange and secondment program to leverage internal cross-sharing of skills which will allow SPS to work with academia, other government departments and agencies and specialized technical companies for the purpose of building a modern workforce that is cutting edge in science and technology, while employing methods to ensure the safeguard of protected techniques and information.

Be innovation driven

Innovation framework

Design a scalable innovation framework (including an innovation toolkit) that aims to encourage and harness the creative talents within SPS, while ensuring that innovation is recognized and acted upon to position SPS on top of the latest technology and trends.

Leverage innovation programs

Leverage existing innovation programs within the RCMP, across the Government of Canada, and amongst international partners, to address SPS needs by having dedicated resources assigned. Activities will include sharing of success stories, establishing a community of innovation champions, and leveraging existing innovation programs, partners and tools to better foster innovation within SPS.



Enhance governance

Governance modernization

Advocate for an agile governance structure across the RCMP that ensures the appropriate SPS representation is present to enhance decision making.

SPS is moving toward a culture that emphasizes innovation by generating and implementing new ideas and is focused on making constant improvements in various areas of SPS. Having an appropriate governance structure will ensure the achievement of this vision is possible. This work includes conducting an assessment of governance representation, developing a risk management and oversight process, and reviewing and testing different agile governance approaches.

Enhance partnerships

Partnership strategy and plan

By enhancing existing partnerships and creating new ones, SPS service lines can share and develop tools and techniques for domestic and international policing functions.

Spending time to prepare and plan for how SPS can optimize and capitalize on its partnerships will lead to a more integrated and efficient exchange of capabilities and R&D. This work will also include developing a strategy for dynamic and effective partnerships and identifying common approaches/tools to work with partners.



Advance investigative tools and techniques

Transformation of tools and techniques



Enhance the technologies and methods used to develop and deliver services to clients.

Exploring internal and external needs to identify opportunities for increased accountability and improvement in SPS's diverse tools and techniques (from firearms, to DNA, to college courses, to information management and technology and more) will lead to a clear path for transformation in areas of highest organizational impact.

This work will include developing an inventory of tools and techniques and identifying areas to focus on, developing a framework for new tools and techniques, developing a service catalogue to create better awareness of SPS offerings and implementing and testing new concepts.



Become a partnership hub for innovation and R&D

By establishing a R&D unit within SPS, and leveraging external R&D resources, SPS is committed to innovate, introduce and be transparent about new solutions and services that align with the ever evolving technology allowing policing services to better investigate, respond to the community and make decisions.

SPS becomes an innovation hub fostering new ideas, new tools, and new operational processes that are founded by using design thinking and agile approaches.



SPS Roadmap to Implementation

It is important to note that the ability to achieve the outcomes of the SPS Strategic Plan will also depend on whether internal enablers are able to provide effective service and innovate on their own part.

In addition, the following considerations should also be taken into account when planning and actioning the roadmap.

Implementation Considerations

Alignment to the RCMP's Strategic Plan

Being in line with the RCMP's Strategic Plan will help to maintain sustainability and a consistent approach to reaching SPS and RCMP's priorities and ultimately, Vision 150. This will ensure that the SPS Strategic Plan remains adaptable and relevant year over year.

Change Management and Communications

To reach SPS's desired future state, there will be a need for a Change Management and Communications Strategy to inform and engage stakeholders within and outside of SPS.

Governance, Ownership and Accountability

Executing on the stated priorities expressed in this Strategic Plan will require practical governance oversight, as well as appropriate implementation ownership and accountability for the SPS Strategic Plan.

Open Collaboration

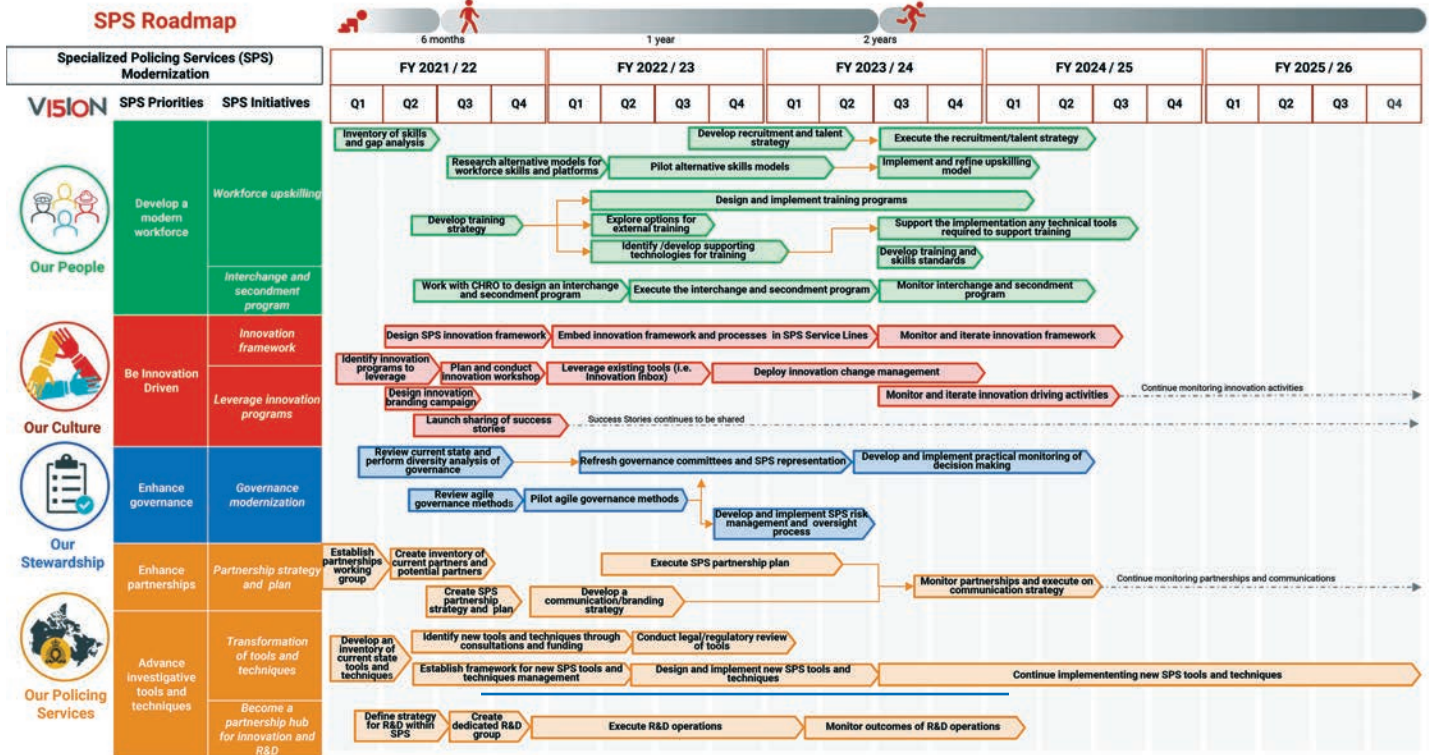
SPS service lines have successfully collaborated in developing the SPS Strategic Plan. Those owning and executing on a priority must work together to align on needs or obstacles early, and often with internal collaborators, or contract partners.

Practical Project and Risk Management

A practical approach should be taken to managing the implementation of the Strategic Plan. Proactively monitoring the organizational environment will ensure that risks are addressed and mitigated throughout the implementation of SPS priorities.

Next Steps

The following next steps have been identified for SPS to undertake in order to prepare for and execute the SPS Roadmap:



Prepare: June to August 2021

Resourcing

- Identify human and financial resourcing requirements
- Secure project resourcing

Define Plan Ownership/Management Approach

- Align on management approach, define key performance indicators (KPIs) and monitoring processes
- Designate roles and responsibilities
- Review and align on roadmap governance structure

Kickstart Roadmap

- Dedicate resources/teams to each initiative
- Create detailed plans based on high level roadmap
- Conduct kick off of Strategic Plan activities

Implement Roadmap

Implement/ Monitor Activities

- Implement and report on milestones
- Iterate approach based on outcomes of implementation
- Monitor KPI progress
- Identify and mitigate risks and issues

Communications/Branding

- Socialize SPS Strategic Plan
- Collaborate with Communications to deliver consistent messaging for changes and understand impacts inside/outside SPS
- Build on SPS Brand with a consistent value proposition

SPS Roadmap Detailed Activities: Develop a modern workshop

Initiative: Workforce Upskilling

Understand the skills needed to support desired ways of working and develop and execute a strategy to acquire or strengthen them. This will include exploring alternative models for workforce skills development (e.g. recruiting, training), reviewing external and internal training programs, and identifying a technical platform to support training. Instil a culture of curiosity and continuous skills development to allow SPS to stay abreast of a dynamic science and technology environment.

Short Term (0 – 6 months)

Inventory of skills and gap analysis

- Assess current skill sets at RCMP
- Determine skills required for RCMP future technology and agile management to meet SPS goals
 - Determine future work trends and skill requirements
 - Understand future skills in each service line in SPS and how cross-sharing of resources can be leveraged
- Determine gaps/needs for skill sets required from training, secondments and interchange programs

Develop training strategy

- Collaborate with internal training and development teams to define a strategy for short and long term SPS workforce skills planning
- Define detailed training requirements
- Define communications/engagement strategy
- Allocate resources and funding to oversee training and development in SPS and to work collaboratively within RCMP
- Training and career development planning to upskill and fill in skill gaps

Research alternative models for workforce skills and platforms

- Research organizations with similar goals and assess programs and technology platforms used

Medium Term (6 months – 2 years)

Design and implement training programs

- Identify target staff
- Define skills and training modules
- Define training schedule
- Explore job shadowing as a part of training

Explore options for external training

- List of registered training organizations that meet SPS training requirements
- Assess programs and make recommendations

Pilot alternative skills models

- Plan pilot phase for each model/training approach
- Execute plan
- Decision to implement at RCMP

Identify/develop supporting technologies required for training

- In collaboration with internal training and development teams, identify supporting technologies for training
- Conduct requirements gathering
- Design, develop prototype and test prototype

Develop recruitment and talent strategy

- Design recruitment and talent strategy to incorporate key skills in collaboration with CHRO
- Design supporting material (i.e., job posting and interview standards)

Challenges

- Resistance to change
- Competitive labour markets
- Need to constantly be ahead of evolving skills
- Ability to offer competitive public service classification and pay
- Internal human resources, security screening and staffing processes

Long Term (2 – 5 years +)

Develop training and skills standards

- Document the skills, knowledge and performance standards (KPIs) that employees require in their work
- Maintain training plan to update as needed



Implement and refine upskilling model (SPS collaboration with RCMP)

- Phased approach of implementation of training programs – per specialties
- Identify lessons learned
- Adjustment of the training program(s)

Support the implementation of any technical tools required to support training (SPS collaboration with RCMP)

- Support the implementation of any supporting technology tools required in collaboration with internal training and development teams (as required)

Execute the recruitment/talent strategy (with CHRO)

- Work with CHRO to incorporate key skills into hiring processes and job descriptions

SPS Roadmap Detailed Activities: Develop a modern workforce (continued)

Initiative: Interchange and Secondment Program

To establish an interchange and secondment program to leverage internal cross-sharing of skills which will allow SPS to work with academia, other government departments and agencies and specialized technical companies for the purpose of building a modern workforce that is cutting edge in science and technology, while employing methods to ensure the safeguard of protected techniques and information.

Short Term (0 – 6 months)

Work with CHRO to design interchange and secondment program

- Work collaboratively with CHRO to design secondment program within RCMP/SPS
- Develop performance measurement criteria
- Develop interchange and secondment plan
 - Define criteria for interchange and secondment programs
 - Select potential internal teams and institutes, other government departments/ agencies and specialized technical companies (for example Microsoft) with which to partner

Medium Term (6 months – 2 years)

Execute the interchange and secondment program

- Allocate SPS resources to the interchange organization as per the program
- Find prospective interchange participants within SPS

Long Term (2 – 5 years +)

Monitor interchange and secondment program

- Monitor resource progress at the interchange location
- Manage the resource return to the RCMP
- Post-program questionnaire to reflect on achievement of outcomes

VISION

Vision 150 Strategic Pillars



Our People

Building a healthy, diverse and professional workforce

Challenges

- Resistance to change
- Competitive labour markets
- Budget constraints

SPS Roadmap Detailed Activities: Be innovation driven

Initiative: Innovation Framework

Design a scalable innovation framework (including an innovation toolkit) that aims to harness the creative talents within SPS, while ensuring that innovation is recognized and acted upon to position SPS on top of the latest technology and trends.

Short Term (0 – 6 months)

Design SPS innovation framework

- Develop dedicated SPS Innovation Management Team
- Define innovation framework component including definition of innovation, investment criteria, idea and prototyping and business case development processes
- Develop a common set of innovation standards, processes, rules and regulations, and policies to facilitate innovation within SPS

Medium Term (6 months – 2 years)

Embed innovation framework and processes in SPS program areas

- Communicate innovation plan and processes, rules and regulations, policies in SPS service lines
- Develop an innovation toolkit to assist in the application of the framework – this could be included in the work products such as a registry of current technologies in place, industry trends analysis, etc.

Long Term (2 – 5 years +)

Monitor and iterate innovation framework

- Monitor use of the framework and adjust as required
- Utilize established SPS governance mechanisms to update the framework as required to fit the changing operating environment

VISION

Vision 150 Strategic Pillars



Our Culture

Achieving a modern, trusted and inclusive RCMP

Challenges

- Concerns regarding optics (i.e., working with one particular industry partner)
- Difficult to exercise smart risk-based decision making
- Difficult to shift from a have “everything figured out” approach as opposed to taking an iterative approach



Our Culture

Achieving a modern, trusted and inclusive RCMP

**SPS Roadmap Detailed Activities:
Be innovation driven (continued)**

Initiative: Leverage Innovation Programs

Leverage existing innovation programs within the RCMP, across the Government of Canada, and amongst international partners, to address SPS needs by having dedicated resources assigned. Activities will include sharing of success stories, establishing a community of innovation champions, and leveraging existing innovation programs, partners and tools to better foster innovation within SPS.

Short Term (0 – 6 months)

Innovation programs to leverage

- Establish a Community of Innovation Champions by identifying advocates of innovation and SMEs who are considered leaders in their respective fields
- Conduct an exercise to identify innovation program options in collaboration with AIM
- Develop the management structure of the SPS innovation program activities
- Conduct an inventory, a toolkit of different government programs that SPS service lines could align themselves to secure funding and support innovation

Launch sharing of success stories

- Design a forum to share innovation success stories

Design innovation branding campaign

- Plan forums for employees to share new ideas (i.e., Geek Week, Hackathon, Dragon’s Den)
- Start promoting the innovation program through a branding campaign

Medium Term (6 months – 2 years)

Plan and conduct initial innovation workshop

- For each innovation category identify an action plan (in collaboration with the Innovation Champion)
- Execute action plans

Deploy innovation change management

- Develop Innovation Change Management Skills course and train future change managers
- Develop and execute change management plan associated with the innovation initiative/program

Leverage existing tools (e.g. Innovation Inbox)

- Manage Innovation Inbox
 - Gather innovation ideas by category
 - Assign each idea category to a Champion to take ownership
- Determine a method/existing tools to be used to collaborate, share and govern ideas (i.e., Innovation Portal)

Challenges

- Allowing our perspective on the inefficiencies of others to influence how much we lean forward
- A culture that is not accepting of failure and the risk of failure in a public safety context
- Difficult to shift from a defining “the whole solution first” approach as opposed to taking an iterative approach

Long Term (2 – 5 years +)

Monitor and iterate innovation driving activities

- Go-Live Interactive Innovation Portal – Iterative approach with one innovation idea from each of the SPS service areas
- Track ideas and history
- Monitor outcomes (KPIs) of the innovation initiative after implementation
- Submitted ideas are reviewed and feedback is stored in the system
- Social collaboration with innovation champions and/or subject matter experts to filter ideas and focus on targeted ideas to develop an action plan
- Focus on activities for a targeted idea where there is a business need

SPS Roadmap Detailed Activities: Enhance governance

Initiative: SPS Governance Modernization

Implement an agile governance structure that ensures the appropriate SPS representation is present to enhance decision making. SPS is moving toward a culture that emphasizes innovation by generating and implementing new ideas and is focused on making constant improvement in various areas of SPS. Having an appropriate governance structure will ensure the achievement of this vision is possible. This work includes conducting an assessment of governance representation, developing a risk management and oversight process, and reviewing and testing different agile governance approaches.

Short Term (0 – 6 months)

Review current state and perform diversity analysis of governance

- Define modernized governance for SPS
- Conduct current state governance review and gaps analysis
 - List current committees within SPS, including terms of reference
 - Develop a charting of governance committees
 - Assess diversity of SPS governance representation
 - Revise SPS internal governance framework (risk appetite, approval authorities, etc.)

Review agile governance methods

- Identify leading organizations with agile governance methods
- Review different organization approaches including roles and responsibilities, reporting lines of communication, quick feedback loops, and processes that support agile approaches to governance
- Define agile approaches to pilot test

Medium Term (6 months – 2 years)

Refresh governance committees and SPS representation

- Conduct Governance Mapping Exercise
 - Map current committees and current relevant members with the new governance framework
 - Identify SPS representatives that can fulfill responsibilities where gaps occur
- Stand up new governance committees as required

Develop and implement SPS risk management and oversight process

- Define a proactive and dynamic approach that results in the effective oversight of risk management (i.e., Risk Management Board)
- Develop risk management process, to prioritize, mitigate and respond to risk as well as provide guidance

Pilot agile governance methods

- Test procedures, rules, decisions, etc.
- Evaluate the effectiveness and responsiveness of the agile governance approaches in order to deliver value faster, better, and within budget
- Evaluate if there are remaining entrenched silos and re-adjust to continue fostering openness and transparency, as well as collaborative governance styles

VISION

Vision 150 Strategic Pillars



Our Stewardship

Achieving a modern, trusted and inclusive RCMP

Challenges

- Resistance to change
- Not communicating effectively from the top down
- Competing priorities affecting commitment and reinforcement from management
- Competing priorities with outside stakeholders

Long Term (2 – 5 years +)

Develop and implement practical monitoring of decision making

- Monitor outcomes and processes / procedures and adjust accordingly
- Adjust if the expected outcomes are not realized, review processes, rules, mandates, etc.
- Identify and implement a tool to manage decisions and board responsibilities (i.e., board agendas, meeting preparation, review of reports, tracking and monitoring decisions, actions and outcomes)

SPS Roadmap Detailed Activities: Enhance partnerships

Initiative: SPS Partnership Strategy and Plan

By enhancing existing, and creating new partnerships, SPS service lines can share and develop tools and techniques for domestic and international policing functions. Spending time to prepare and plan for how SPS can optimize and capitalize on its partnerships will lead to a more integrated and efficient exchange of capabilities and R&D. This work will also include developing a strategy for dynamic and effective partnerships and identifying common approaches/tools to work with partners.

Short Term (0 – 6 months)

Create inventory of current partners and potential partners

- Identify current partners working with each of the SPS areas and analyze type of partnerships (consultation, operational, etc.) and level of engagement
- Identify list of potential partners that could meet the future needs of SPS

Establish SPS partnerships working group

- Responsible to strengthen and formalize partnership program along with terms of reference and processes

Create SPS partnership strategy and plan

- Work with Centre for Advanced Technologies (CAT) linking to strategic partnerships
- Identify specific partnerships to focus on over the course of a 5-year period
- Develop a detailed plan with activities submitted to each of the SPS program areas
- Define and test common approaches and tools to be used with partners
- Establish a partnership governance structure
- Refine policy around implications and sharing of sensitive information, tools and techniques
- Consult with legal for Partnership Agreements
- Seek sponsoring opportunities

Medium Term (6 months – 2 years)

Execute SPS partnership plan

- Issue a call-up for partners that support SPS needs/requirements
- Include a phased approach to implementing partnerships starting with the ones with highest degree of influence/impact and commitment
- Ensure accountability: partnerships should account for actions through reporting, meetings, oversight and scrutiny of performance and regulatory compliance, openness and engagement, and complaints and redress procedures
- Formalize partner tools
- Define how costs and benefits should be defined and understood by each party to ensure arrangements provide value for money
- Define joint risk register with owners
- KPI – Monitor activities and outcomes ensuring that the partnership is committed to achieving SPS goals

Develop communication/branding strategy

- Work collaboratively with communications within RCMP, develop a communication / branding strategy to help communicate SPS's value proposition to its internal and external stakeholders and determine engagement/consultation approaches
- Proactively seek communication opportunities

VISION

Vision 150 Strategic Pillars



Our Policing Services

Keeping Canada safe through leading-edge policing

Challenges

- Policy implications and sharing sensitive tools/techniques; and police-to-police information sharing vs. sharing with non-police entities
- Government policy needs to be accounted for (e.g. intellectual property, contracting)
- Accountability for legislative and policy change is complex because many stakeholders are involved

Long Term (2 – 5 years +)

Monitor partnerships and execute on communication strategy

- Monitor KPIs for effective partnerships
- Assess engagement approaches and impacts of partnerships to determine future enhancements
- Standardize procedures for effective communication with partners

SPS Roadmap Detailed Activities: Advance investigative tools and techniques

Initiative: Transformation of Tools and Techniques

Enhance the technologies and methods used to develop and deliver services to clients. Exploring internal and external needs to identify opportunities for improvement in SPS’s diverse tools and techniques (from firearms, to DNA, to college courses, to technology and more) will lead to a clear path for transformation in areas of highest organizational impact. This work will include developing an inventory of tools and techniques and identifying areas to focus on, developing a framework for new tools and techniques, developing a service catalogue to create better awareness of SPS offerings and implementing and testing new concepts.

VISION Vision 150 Strategic Pillars



Our Policing Services

Keeping Canada safe through leading-edge policing

Short Term (0 – 6 months)

Develop an inventory of current state tools and techniques

- Review of existing tools and technologies and identify gaps

Identify new tools and techniques through consultations and funding

- Develop a service catalogue to list all services and competencies within SPS and identify gaps
- Develop a plan to align SPS tools and services to business needs of each SPS service area and identify priority areas to focus on
- Identify funding gaps for required tools or modifiable tools

Establish framework for new SPS tools and techniques management

- Establish processes to manage the development and testing of new tools and techniques

Medium Term (6 months – 2 years)

Conduct legal/regulatory review of tools

- Work with Legal for future collaboration – Service Level Agreement or Letter of Authorization on services provided for legal aspects of tools and related policies

Design and implement new SPS tools and techniques

- Execute plan for new/upscale tools
 - Each SPS area executes an action plan
 - SPS internal reporting on procurement, budget and status of the tools and techniques on a regular basis
 - Reporting of partners common tools and approaches
- Design, prototype and implement new tools
- Plan and execute communications/branding of SPS services by building on the service catalogue

Challenges

- Need to attract resources to be recognized for having the latest tools/techniques
- Tools and techniques are dynamic and continuously evolving
- Operational priorities not clearly defined
- Lack of awareness of new opportunities

Long Term (2 – 5 years +)

Continue implementing new SPS tools and techniques

- Review development of new tools and techniques and refine strategies

SPS Roadmap Detailed Activities: Advance investigative tools and techniques (continued)

Initiative: Become a Partnership Hub for Innovation and R&D

By establishing a R&D unit within SPS, and leveraging external R&D resources, SPS is committed to innovate and introduce new solutions and services that align with the ever evolving technology allowing policing services to better investigate, respond to the community and make decisions. SPS becomes an innovation hub fostering new ideas, new tools, and new operational processes that are founded by using design thinking and agile approaches.

Short Term (0 – 6 months)

Define strategy for R&D within SPS

- Develop a plan of action (over a 5-year period) for enhancing R&D across SPS with key focus areas
- Determine and establish processes, rules, procedures, user roles, legal, etc.
- Develop procedures for research testing
- Work collaboratively with other departments (i.e., PSPC for developing statements of work, business cases, etc.)
- Work with partners to identify common tools and approaches for R&D

Medium Term (6 months – 2 years)

Create dedicated R&D group within SPS

- Consult with other R&D groups within RCMP such as Uniform and Equipment R&D for guidance
- Define roles and responsibilities and action plan for enhancing R&D
- Work within the organization to determine secondment or skills exchange opportunities for R&D

Execute R&D operations

- From the key focus areas, prioritize list of R&D projects to perform research on state-of-the-art tools, techniques
- Strengthen collaboration with R&D in other internal and external organizations
- Work/partner with industry to reduce barriers such as policies (e.g. intellectual property, legal issues, contracting)

Long Term (2 – 5 years +)

Monitor outcomes of R&D operations

- Monitor outcomes and processes/ procedures and adjust accordingly

VISION

Vision 150 Strategic Pillars



Our Policing Services

Keeping Canada safe through leading-edge policing

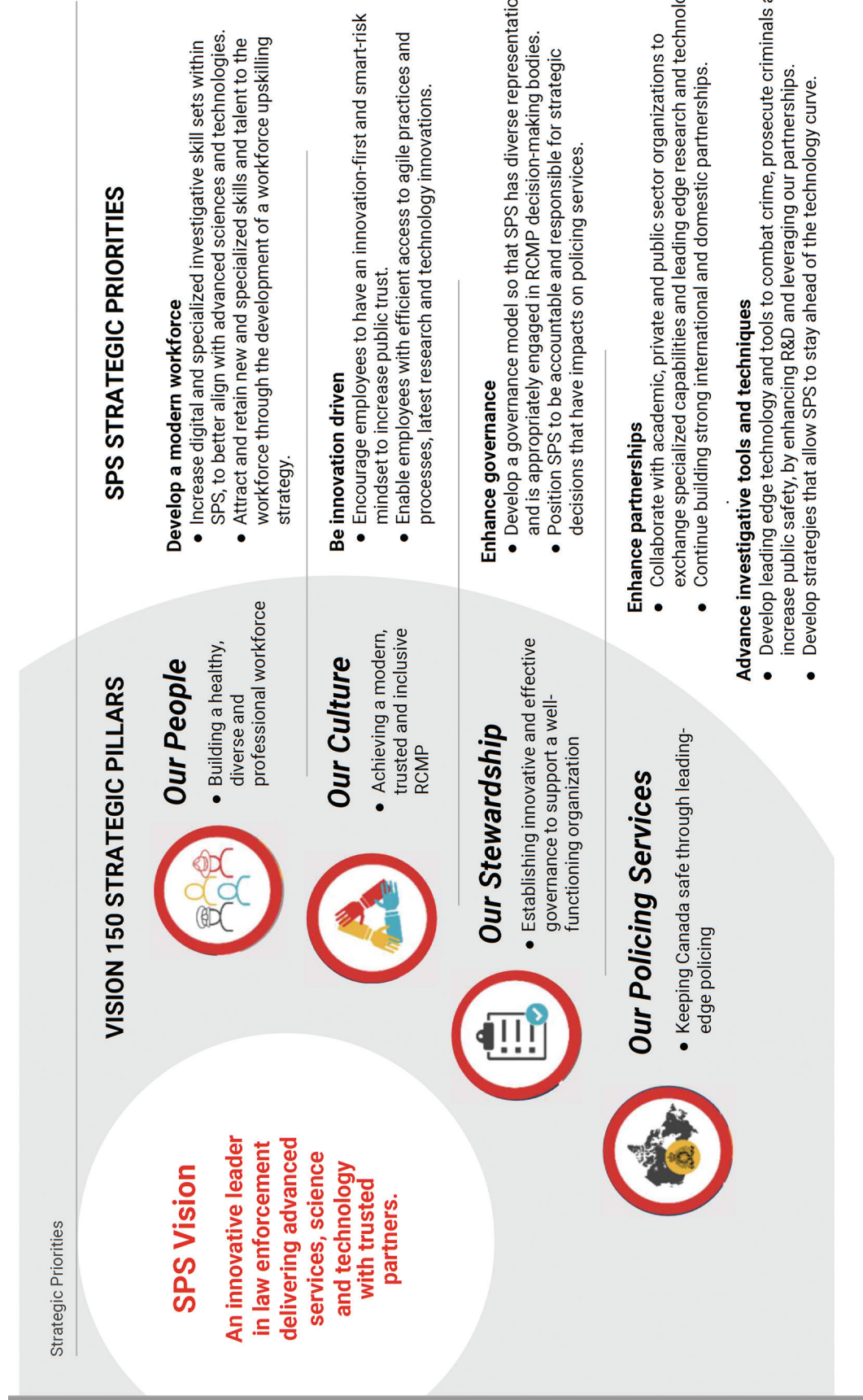
Challenges

- Lack of dedicated time and resources for R&D
- Operational priorities not clearly defined (or competing operational priorities)
- Have more proactive rather than reactive approach to R&D

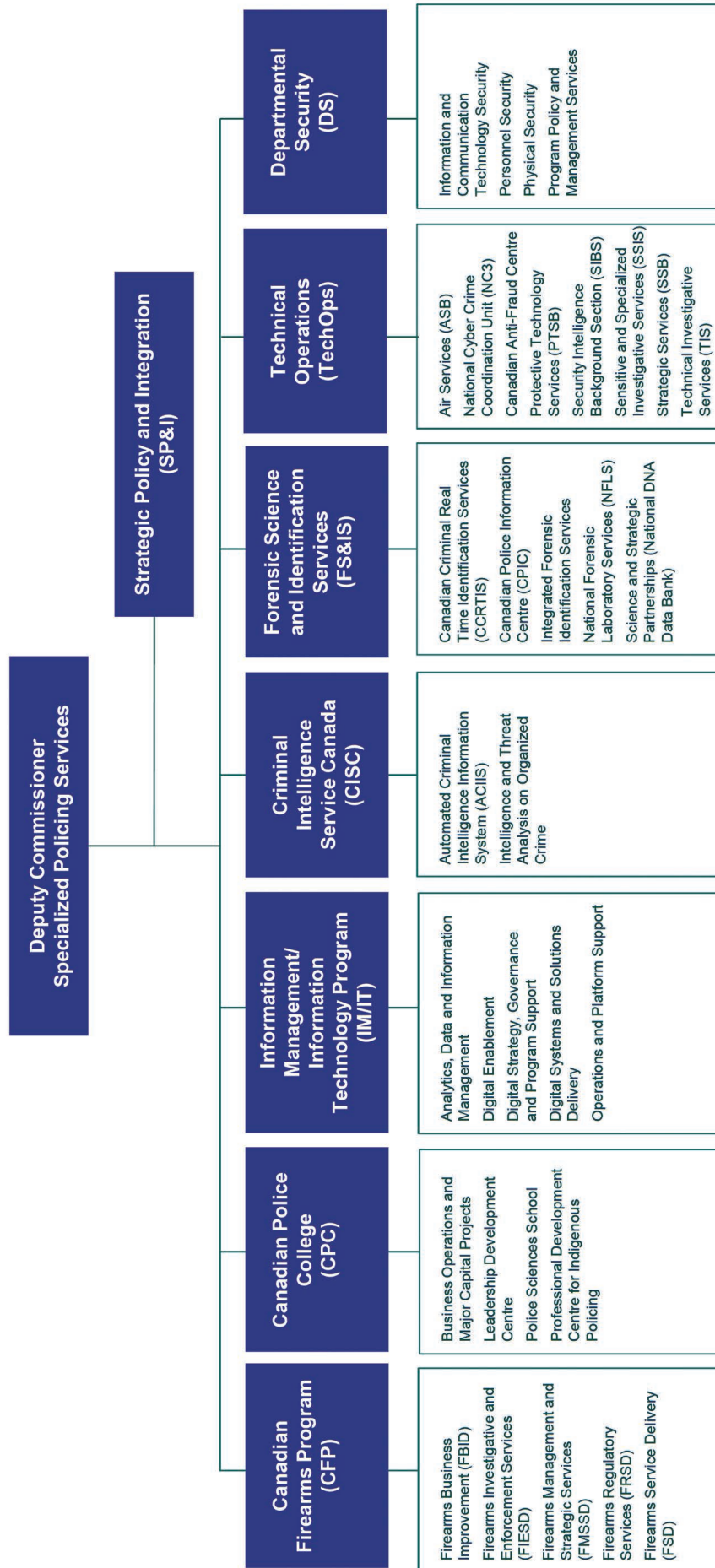
Appendix: Diagrams

SPS Vision | Strategic Pillars | Strategic Priorities

The diagram below outlines the overall structure of the SPS Strategic Plan 2021-26. It shows the relationships between the SPS vision, the desired organizational outcomes and the SPS strategic priorities and initiatives.

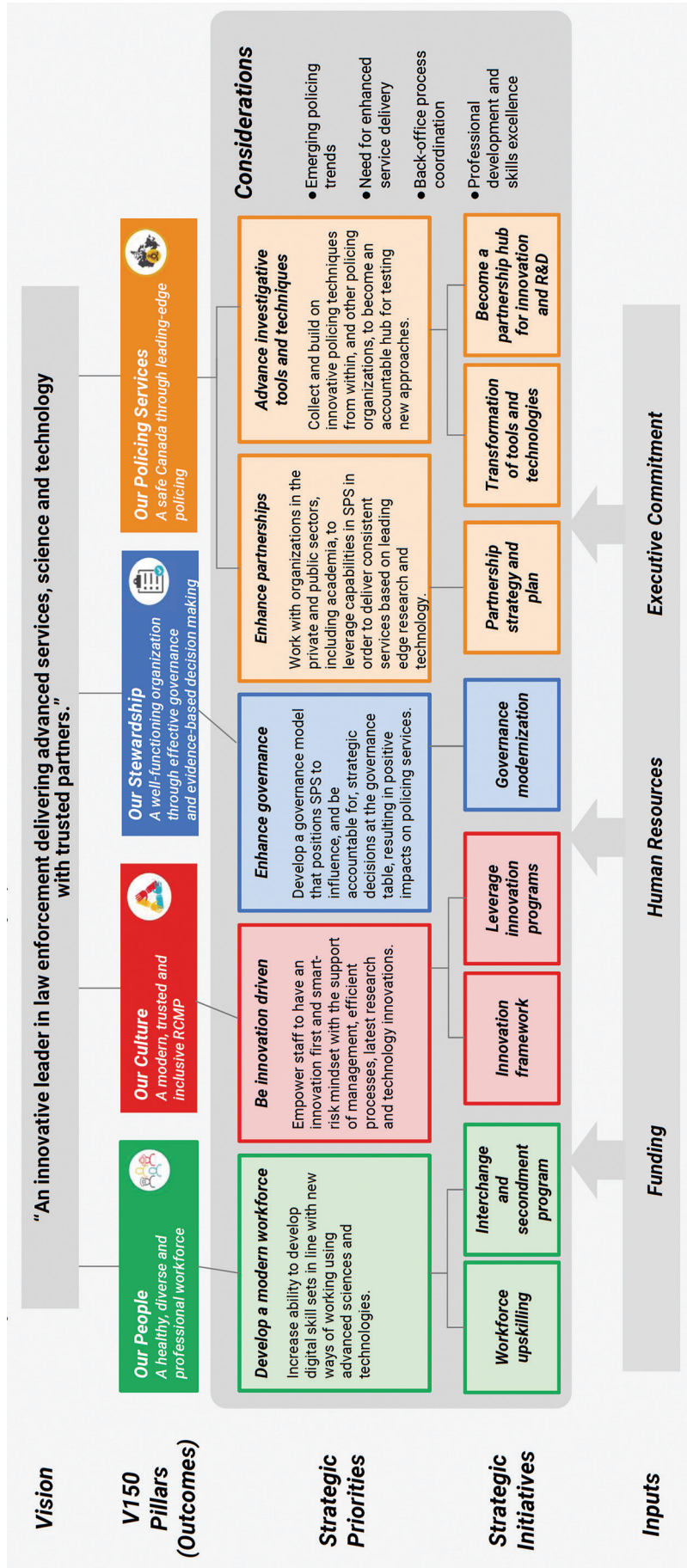


SPS Organizational Chart



SPS Strategic Plan Placemat

The diagram below outlines the overall structure of the SPS Strategic Plan 2021-26. It shows the relationships between the SPS vision, the desired organizational outcomes and the SPS strategic priorities and initiatives.



SPS Roadmap to Implementation

