



2024

Annual Report:

Independent Centre for
Harassment Resolution



Information contained in this publication or product may be reproduced, in part or in whole by any means, for personal or public non-commercial purposes without charge or further permission, unless otherwise specified. Commercial reproduction and distribution are prohibited except with written permission from the Royal Canadian Mounted Police.

For more information, contact:

Royal Canadian Mounted Police
73 Leikin Drive
Ottawa, Ontario, Canada
K1A 0R2


© 2025 HIS MAJESTY THE KING IN RIGHT OF CANADA as represented
by the Royal Canadian Mounted Police.

Catalogue #: PS61-44E-PDF
ISBN: 2816-8577



CONTENTS

Message from the Executive Director.....	1
Independent Centre for Harassment Resolution Mandate.....	2
2024: Advancing Priorities.....	3
2025-2026: The Path Ahead.....	12
Conclusion.....	21
Glossary.....	22



MESSAGE FROM THE EXECUTIVE DIRECTOR

Welcome to the ICHR's Interim and 2024 Annual Reports!

The Independent Centre for Harassment Resolution (ICHR) is entering its fourth year in operation. Previous annual reports have detailed the changes in course implemented to respond to challenges identified since its June 2021 launch. We find ourselves entering a new phase of our existence; resources and processes are stabilizing, and RCMP employees are increasingly understanding our role as the Designated Recipient facilitating the [Canada Labour Code Work Place Harassment and Violence Prevention Regulations \(Regulations\)](#).

In the last year, we have collected and considered information that is helping the organization identify and respond to work place issues before they develop into harassment. In this report, you will see examples of the data and trend analysis that has helped us to identify root causes of harassment, and recommendations to prevent reoccurrences of harassment in the work place.

By continuing this focus on prevention activities and raising awareness of the services provided by the ICHR, our goal is to increase the number of incidents being resolved at the earliest opportunity, through the most appropriate process. With a greater emphasis on outreach and education, and the provision of necessary tools and resources, we are hopeful that RCMP employees of all levels and categories will be better equipped to manage and address work place conflict.

Work place violence and harassment can take many forms – some obvious, others more subtle – but all have real consequences for individuals, teams, and organizations. A respectful and safe work place doesn't happen by chance. It is created through awareness, clear expectations, and a shared commitment to treating one another with professionalism and respect.

You may notice that previous ICHR Annual Reports aligned reporting periods with the launch date of the ICHR, June to June, however, that timeframe was not consistent with other reporting requirements, such as the legislated Annual Report to the Labour Minister. Thus, to ensure consistency in data production, interpretation, and reporting, the ICHR will move to calendar year reporting for all future Annual Reports. As a result of this change, you will find an ICHR Interim Annual Report in [Appendix A](#).

Thank you.

Amanda Nemer

Executive Director

Independent Centre for Harassment Resolution

#ICHR

#YOURVOICEMATTERS

MANDATE

The Independent Centre for Harassment Resolution (ICHR) is a centralized, independent unit whose primary mandate is to facilitate the resolution of work place harassment and violence occurrences for RCMP employees, as well as other individuals working in RCMP work places, and ensure ongoing compliance with the [Regulations](#).

Additionally, the ICHR:

- offers support to current employees who have been victims of work place harassment and violence and to former employees who have been victims of criminal offences.
- applies a trauma-informed approach to provide a safe space for the victims of work place harassment and violence, with a focus on the needs and experiences of those who access the resolution process.
- builds awareness and promotes the importance of creating a respectful work place free of harassment and violence.
- collaborates with internal and external stakeholders for the development and delivery of mandatory and specialized training and prevention programs.
- monitors the implementation of investigators' recommendations and the measures aimed at preventing re-occurrence in the work place.

The ICHR uses externally contracted investigators to investigate occurrences of work place harassment and violence. As the intent of the

[Regulations](#) is to prevent the re-occurrence of similar work place harassment and violence incidents, investigators are required to identify systemic issues in the work place which contribute to harassment and violence, as well as make recommendations to mitigate the risk of reoccurrence. Disciplinary action and/or personal remedy will not occur under this process.

The ICHR gives employees a trusted, accessible, and consistent harassment and violence resolution process that resides outside of the RCMP chain of command, reporting to the Chief Financial Officer for the RCMP.



2024: ADVANCING PRIORITIES

The ICHR continues to advance the priorities described in previous annual reports, while supporting the Commissioner's priority of strengthening focus on the prevention and early resolution of work place conflict and harassment as well engaging resources such as Labour Relations to respond to inappropriate behaviours.



- the ICHR News and Related Broadcasts, featuring monthly newsletters on key program updates, notable trends, statistical dashboards, and interpretations of the [Regulations](#).

New resource materials for employees and managers are added to this page regularly. For example, new infographics are under development to be added to this platform. As well, the ICHR News and Related Broadcasts Infoweb page contains monthly ICHR newsletters available for download by all employees.

In addition, the Manager's Guide to Preventing and Resolving Work Place Harassment and Violence will soon be available to all RCMP employees through the ICHR Digital Tool Kit.

Another key document will also soon be available; A Manager's Guide: Restoring the Work Place Following a Notice of Occurrence of Harassment and Violence. This guide will detail actions that can be undertaken and provide resources that are available to help managers support their teams and themselves when there are occurrences of work place harassment and violence. This document is drafted and is in the consultation phase.

Priority



Providing up to date and relevant work place harassment and violence prevention and awareness products to all employees of the RCMP via the ICHR internal Infoweb page.

In June 2024, the ICHR launched an updated ICHR Infoweb page, an internal webpage where RCMP employees can obtain information on a variety of topics relating to work place harassment and violence.

Some features of the new ICHR Infoweb page include:

- a new landing page for easier access to key information, including the addition of a toll-free number;
- the ICHR digital toolkit containing infographics on harassment prevention and early intervention and resolution; and,

Priority



Delivering sessions to increase awareness of the ICHR and the CLC harassment and violence resolution process through employee engagement, training, and education activities.

Sessions to raise RCMP employee awareness of work place harassment and violence prevention as well as early intervention options continue to be delivered across the organization by the ICHR.

As per the [RCMP Work Place Harassment and Violence, Prevention, Investigation and Resolution Policy](#), managers will: “Act immediately on observations or allegations of discrimination, harassment, or violence, whether or not a notice of occurrence has been filed...”.

Since its inception in 2021, the ICHR has been delivering information sessions to employees and managers on the [CLC resolution process](#), including the new definition of harassment and violence and the role of the ICHR. In 2024, the ICHR updated this training material, which will continue to be delivered to all RCMP categories and levels of employees.

The training will focus on the culture and climate at the RCMP, including the root causes of harassment within the department and common recommendations provided by the external investigators handling these complaints. To ensure a joint review and development of this material, the National Policy Health and Safety Committee had the opportunity to review and provide their feedback prior to its roll out in 2025.

Sessions delivered to managers and senior leaders in 2024 have emphasized managements’ responsibility to address incidents of harassment or violence in the work place immediately, and that conflict should be addressed at the earliest opportunity, in the least intrusive manner.

In 2024, presentations were delivered to various stakeholders, including senior management teams, Peer to Peer Advisors, the Supervisor Development Program, the Manager Development Program, the Executive/Officer Development Program, Conduct Advisors, Public Service Labour Relations, the Holistic Culture Change Committee and the National Police Federation Local Area Representative groups.

In addition, planning is underway for a co-delivery of awareness sessions in partnership with our colleagues in the Informal Conflict Management Program (ICMP) to align initiatives and highlight the services offered independently by both program areas.

Priority



Offering topical in-person and virtual educational opportunities delivered by external subject matter experts.

On December 9, 2024, the ICHR hosted an awareness session on Bystander Intervention, open to all levels and categories of employees in the RCMP. Participants learned how to recognize and intervene in challenging situations of work place harassment and violence, promoting a work place

where employees can act with courage and compassion, contributing to a culture of respect and civility.

The session was led by a renowned advocate of women's rights with a focus on sexual harassment and intimate partner violence. RCMP employees had the opportunity to attend the live session either in person at NHQ Leikin Headquarters, or virtually.

A recording of both the English and French sessions is available for employees to view on the ICHR digital toolkit page. For the most benefit, the ICHR encourages managers to watch this recording with their team.

Emphasizing Informal Resolution Options

The resolution process following the submission of a Notice of Occurrence (NoO) can be a difficult time for the principal and responding parties. It can be a time of heightened emotions and uncertainty. Informal resolution options allow the impacted employees to stay in control of the process. These resolution options typically result in reduced stress, foster collaborations and facilitate faster and more amicable resolutions. Where appropriate, the ICHR provides opportunities for parties to access informal resolution at various points in the process.

Negotiated Resolution

As per [s. 23 \(1\) of the Regulations](#): “An employer or designated recipient, the principal party and, if contacted under section 22, the responding party, must make every reasonable effort to resolve an occurrence for which notice is provided...”,

it is mandatory for the principal party to participate in Negotiated Resolution (NR) before engaging in an investigation.

During NR, the ICHR will guide the principal party in identifying solutions to make every reasonable effort to resolve the occurrence.

In the Spring of 2024, the ICHR updated the NR process to strengthen the role of managers and divisions, with the goal of increasing the number of occurrences resolved informally. As the managers are best placed to engage in NR discussions, in circumstances where it is appropriate to do so, having the principal party identify an appropriate trusted individual in their chain of command or facilitate the NR has proven successful. This evolution to the process has resulted in an increased number of files proceeding through NR.

Process Consultations

The ICHR offers process consultations to help employees identify and navigate the various recourse options available to resolve their work place issue(s) before a harassment and violence NoO is submitted. Statistics confirm an approximate 33% increase in the utilization of this service from 2023 to 2024.

As a result of this demonstrated success and demand, a new Resource Advisor position within the ICHR is being dedicated to focus on this process to better assist RCMP employees. The primary responsibility of this role will be to engage with employees looking for support before they submit a NoO, or sometimes, even after, if there is still an uncertainty in the desired resolution process.

This Resource Advisor will be familiar with the resources and services available to support employees experiencing work place conflict, can facilitate referrals to other formal and informal resolution services, and guide employees through the CLC harassment and violence resolution process.

The overall intent is to ensure employees are informed of all recourse options available and assist them in navigating to the most appropriate option.

Investigations

Investigations relating to harassment and violence continue to be an ongoing priority for the ICHR. Extensive work has been undertaken in 2024 to enhance the capacity and processes necessary to manage the volume of reported incidents and related investigations of harassment and violence in the RCMP.

When recruiting work place harassment and violence investigators, the ICHR utilizes the National Master Standing Offer (NMSO), a resourcing vehicle for all federal government departments. It is a catalogue of pre-approved external investigators/firms who have met Public Services and Procurement Canada requirements to contract with the Government of Canada.

It is important to note that the NMSO is not solely for the ICHR's use. This external investigator catalogue is the same one used by other federal government departments requiring these services. As a result, investigators on the ICHR's jointly developed list of investigators are not always available to the ICHR, as they may be engaged on contracts with other departments.

Some of the key actions undertaken in 2024 to streamline and improve the investigator engagement process as well as increase accountability include:

- an updated Statement of Work for external investigators, including new/updated forms, templates, and structure for submitting documents. These new requirements for investigators increase investigator accountability by:
 - requiring that an investigations plan be submitted to the ICHR by the investigator upon receipt of the investigation package.
 - introducing a feedback mechanism to the Treasury Board Secretariat on each investigation completed, allowing the ICHR to provide feedback on the investigator performance.
 - recommendations are no longer required if the occurrence(s) do(es) not meet the definition of harassment and violence unless risk factors have been identified. This modification helps to focus efforts on implementing recommendations based on founded investigations.
- an updated final investigation report (FIR) Template has been introduced, providing more guidance to investigators on what information is being sought, creating consistency in the information and final product.

To ensure ongoing assessment of the quality of the process, a survey is being implemented to obtain feedback from investigators. This will be sent periodically to investigators to complete.

As per recommendations 66 and 67 in the [2023 Office of the Auditor General Audit - Inclusion in the Workplace for Racialized Employees](#), the RCMP must demonstrate action to correct the conditions of disadvantage in employment experienced by racialized employees, in addition to progress toward creating an inclusive organizational culture. In response to this commitment, the ICHR began soliciting information from current and new investigators to indicate their related experience, particularly in performing root cause analysis around racism and discrimination. The ICHR also added asset criteria related to experience and training in the area of human rights to their investigator recruitment requirements. Parties who utilize the CLC investigation process are entitled to ask for clear examples of how and when an investigator assigned to their file executed investigations that involved elements of racism. This information is maintained and updated by the ICHR to further assist in assigning files to investigators with the appropriate experience and skillsets.

Quality Assurance

As per the CLC process, once an investigation has been completed, the investigator will deliver an anonymized FIR, which will include root cause analysis of why the alleged behaviours occurred, as well as recommendations on how to prevent reoccurrences of those behaviours within that specific work place. In 2024, the ICHR created and classified a Quality Assurance Specialist position. A structured quality assurance program is being implemented, with improvements ongoing. Before a FIR is issued, it is reviewed by a Quality Assurance Specialist to ensure that the reports consistently align with the NoO and the investigator's mandate.

Work Place Assessments & Implementation of Recommendations

In accordance with the [Regulations](#), the Responsible Building Authority (RBA) and the Work Place Health and Safety Committee/ Representative (WPHSC/R) must jointly conduct a work place assessment to identify risk factors, internal and external to the work place, that contribute to harassment and violence in the work place. Every work place must have an initial work place assessment.

In addition, in situations where the responding party is not an RCMP employee, or the principal party chooses to withdraw their complaint, work place assessments are required to be reviewed, and if necessary, updated. The goal of these reviews is to identify any new risk factors in the work place that were not identified in the initial assessment, assess whether the preventive measures in place are sufficient to minimize the risk of reoccurrence, and identify new preventive measures if the current measures are inadequate.

On July 1, 2024, the ICHR commenced the quarterly collection of work place assessment completion rates. As of October 2024, the organization is at 87% compliance for work place assessment completion. In October 2024, to help minimize the gaps with the current tool, the ICHR began the development of a new Work Place Assessment Tool that will be used by the organization to conduct work place assessments. The ICHR has updated the tool by tailoring it to the RCMP's risk factors.

In addition, the ICHR has been delivering tailored information sessions to the RBA community, as well as WPHSC/R members. These sessions aim to highlight their important roles within the CLC process. An RBA education package has also been developed and has been in use since July 2024.

Focussing efforts on activities that address these common themes and recommendations contributes to a work place culture that is healthy, inclusive, and trusted by RCMP employees.

Risk Factors of Work Place Harassment and Violence in the RCMP

Where occurrences were deemed to have met the definition of harassment and violence, the ICHR is examining and analyzing common themes of behaviors. As well, the ICHR is tracking investigators recommendations, as well as analyzing common trends, what recommendations investigators are making to prevent reoccurrences of those inappropriate behaviours.

This information is being communicated to senior leaders in the RCMP to encourage them to consider activities that can be initiated to counter the risk factors causing harassment at the RCMP. Examples of activities include:

- fostering a culture of open-communication and transparency within work units, ensuring that decisions and changes are clearly communicated to all stakeholders.
- ensuring that supervisors have all the tools, support, and skills they need to carry out their supervisory responsibilities.
- establishing regular feedback mechanisms to solicit input from employees and address concerns, fostering a collaborative and constructive work environment.



The ICHR Privacy Impact Assessment

On June 12, 2024, the ICHR received a closing letter from the Office of the Privacy Commissioner (OPC) regarding the ICHR Privacy Impact Assessment. While some work remains to be completed, the OPC is satisfied that the ICHR is meeting its privacy expectations and as such has concluded their file.

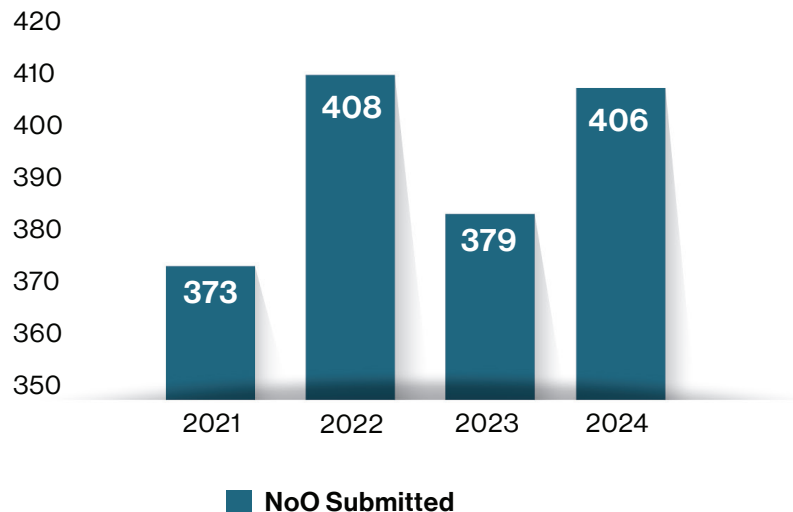
The Year in Statistics

This section presents data and insights related to NoOs, investigation outcomes, file status, and reporting trends across the RCMP. While the focus of this report is on the 2024 calendar year, certain data points are reported cumulatively from January 1, 2021, the date the [Regulations](#) came into force.

Notices of Occurrence (NoOs) Submitted

As of December 31, 2024, the ICHR has received a total of 1,566 notices of occurrence since the coming into force of the [Regulations](#) on January 1, 2021. The number of NoOs submitted have remained consistent across the four-year period. Of the 1,566, 406 were received between January 1 and December 31, 2024.

NoOs Submitted By Year



Status of Files

Between January 1, 2021, and December 31, 2024, a total of 1,566 NoOs were submitted. Of these, 1,038 (66%) have been resolved, and 90 were pending conclusion at the end of 2024.

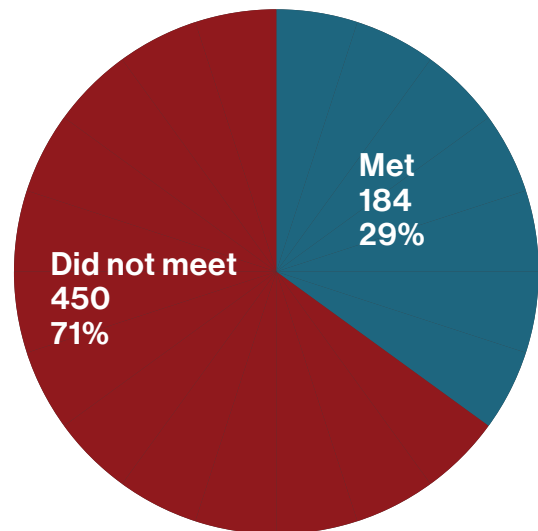
Files pending conclusion mean that the implementation of recommendations from the FIR's and/or the review and update of the work place assessments is still required to be considered as resolved. The remaining 438 are proceeding through the resolution process, with 311 of those undergoing an investigation.

Investigations

Of the 1,566 NoOs received, 1,036 (66%) had a request from the principal party for their file to proceed through the investigation process. This investigative activity highlights the continued demand for formal resolution.

As of December 31, 2024, there were 634 FIRs produced, of these, 184 (29%) concluded that at least one allegation met the definition of work place harassment and violence, while 450 (71%) indicated that there were no allegations that met the definition. The final reports received stemmed from allegations filed from various divisions across the RCMP and included employees of all categories representing the RCMP.

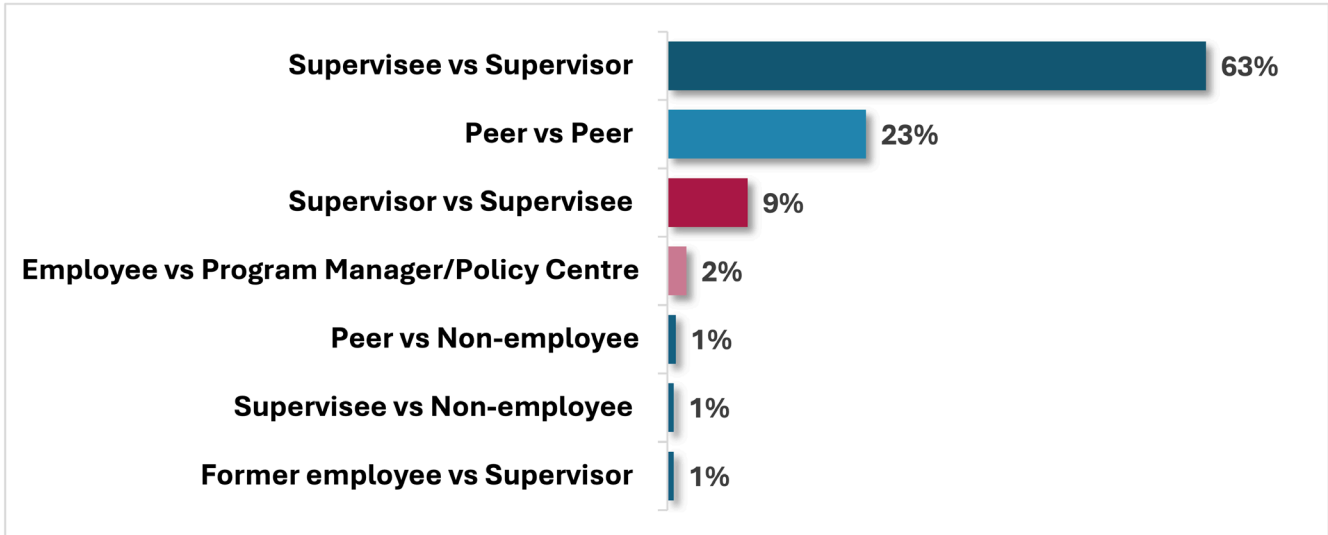
Outcome of Completed Investigations



Professional Relationship

For occurrences received between January 1 and December 31, 2024, 63% of occurrences submitted had work place relationships that were characterized by a supervisee vs supervisor reporting structure, with the responding party typically occupying a supervisory role over the principal party. The second most predominant professional relationship was a peer vs peer, at 23%, followed by supervisor vs supervisee at 9%, and employee vs program manager/policy centre at 2%. The remaining relationships were each featured in 1% of the occurrences and included peer to non-employee, supervisee to non-employee and former employee to supervisor.

Professional Relationship Principal Party vs Responding Party



2025-2026: THE PATH AHEAD

The following activities were identified as operational priorities in previous annual reports, and will continue to be priorities for **2025-26**:

- The revision and update of the Work place Harassment and Violence Prevention, Investigation, and Resolution Policy is in progress.
- The continued review and update of ICHR related content on the external RCMP website.
- The launch of an internal SharePoint website to improve employee access to awareness products.
- Ongoing research and analysis to secure a case management technical platform.

In addition to the priorities listed above, the following new priorities have been identified for **2025-26**:

Labour Program Review

The ICHR will consult broadly and collate information from multiple stakeholders to contribute to the Labour Program led legislative review of the [Regulations](#), scheduled for 2026.

Enhance the Quality Assurance Program

A Quality Assurance Specialist position has been created and will be indeterminately staffed within the ICHR structure. In addition to this dedicated position, the intent is to create a fulsome quality assurance program to enable continuous improvement initiatives for the future.

Awareness and Prevention of Work Place Harassment and Violence

Activities and initiatives that raise awareness to prevent work place harassment and violence will remain a priority for 2025-26.

Communications Strategy

The focus for 2025-26 includes working with National Communications and Public Affairs to action and promote the initiatives outlined in the ICHR Communications Strategy. This will include the launch of an inaugural Harassment and Violence Prevention Awareness Week and related awareness sessions, scheduled for November 17-21, 2025.

Investigation Capacity

Efforts will continue to secure qualified investigators to address reported incidents of harassment and violence.



CONCLUSION

In the year ahead, the ICHR will continue to prioritize raising awareness and fostering a culture of respect across the RCMP. Through education, outreach, and meaningful dialogue, the ICHR will support all employees in understanding their role in preventing and addressing work place harassment and violence. Efforts will remain focused on building trust, promoting accountability, and ensuring that every employee feels safe, respected and supported in their work place.



APPENDIX A: ICHR INTERIM ANNUAL REPORT

July to December 2023

Foreword

Welcome to the interim Annual Report for the Independent Centre for Harassment Resolution (ICHR), capturing activities between July 1, 2023, and December 31, 2023.

The previous ICHR Annual Reports aligned reporting periods with the launch date of the ICHR, June to June, however, that timeframe was not consistent with other reporting requirements, such as the legislated Annual Report to the Labour Minister. Thus, to ensure consistency in data production, interpretation, and reporting, the ICHR will move to calendar year reporting for all future Annual Reports. This interim report addresses the six-month gap between two reporting periods.

Introduction & Background

Ensuring a healthy, inclusive, and trusted workplace, free from harassment, violence, and discrimination is a key priority to support RCMP reform. ICHR was created in June 2021 to facilitate the [Canada Labour Code Work Place Harassment and Violence Prevention Regulations \(Regulations\)](#) process for all RCMP employees.

The ICHR is a centralized, independent unit that uses externally contracted investigators to investigate occurrences of work place harassment and violence. As the intent of the [Regulations](#) is to prevent the reoccurrence of similar work place harassment and violence incidents, investigators are required to identify

systemic issues in the work place which contribute to harassment and violence, as well as recommendations for implementation to mitigate the risk of reoccurrence.

The ICHR model is rooted in a trauma-informed approach to ensure that it provides a safe space, with a focus on the needs and experiences of those who access its services. The ICHR conducts quality assurance reviews of investigation reports and monitors the implementation of recommendations from Final Investigation Reports (FIR).

Meeting Client Needs

Since its establishment, the ICHR has committed that the program will remain responsive and adjust as required to achieve its stated goals, as well as respond to client and stakeholder feedback to improve services.

In addition to seeking client feedback, the ICHR regularly engages with key stakeholders, such as the Management Advisory Board and bargaining agents, to ensure processes and services are realized in a manner that most efficiently serves the organization.

One of the key process changes made during this reporting period was to formalize the workflow structure and dedicate resources to conduct quality assurance reviews of the FIRs. Every FIR is thoroughly reviewed for accuracy, content, and logic.

A Quality Assurance Specialist position has been created in the ICHR to liaise with the Harassment Reviewers and the assigned investigator to ensure that the reports align with the NoO and the investigator's mandate. In addition to this dedicated position, the intent is to create a fulsome quality assurance program to enable continuous improvement initiatives for the future.

Recruitment

Over the reporting period, the ICHR has been very active in securing additional capacity required to offer timely services to employees, through creating new positions, adjusting roles, and facilitating six staffing actions.

As a result of these efforts, the ICHR is nearing its full capacity, and is close to 90% staffed. The team has proactively commenced a staffing process to create pools of partially cleared candidates to keep ahead of vacancies.

Investigations

Advancements have also been made toward our commitment to improve the investigation process and timeliness.

As noted in previous reports, the ICHR has experienced challenges procuring sufficient investigator capacity to conduct investigations. As of December 31, 2023, the ICHR had increased its roster of active investigators to 55. That said, it is important to note that as contractors, these investigators also conduct work place harassment and violence investigations for other government departments. The ICHR continues to address external investigator capacity issues resulted in the completion of 39 investigations within six months.

To promote consistency in the interactions with investigators, the ICHR has restructured select sections of the delivery service model. Some of the key adjustments include:

- An ICHR analyst has been dedicated to each investigator, resulting in one point of contact to help facilitate communication.
- Analysts have been cross trained to streamline processes, limiting delays and creating efficiencies.
- Augmented standard operating procedures have been created to better monitor investigations resulting in better support for investigators.
- A detailed, stringent accountability framework for contract management processes has been implemented, where every investigation file is thoroughly examined considering quality assurance and financial forecasting.

As per the [Regulations](#), federally regulated employers and their applicable partners must jointly develop and update a list of investigators for work place harassment and violence cases. The ICHR maintains a jointly developed list of qualified investigators to work with the RCMP, and additional candidates are continuously recruited.

While adhering to timelines mandated by the [Regulations](#), and ensuring timely completion of investigations, our primary focus remains on the quality and thoroughness of the investigators' work.

FACT



From July to December 2023, there were 177 investigations completed, compared to 54 investigations completed during the same time period last year (July-December 2022).

Awareness and Prevention Initiatives

The ICHR has focussed on delivering education and awareness sessions to inform RCMP employees on the importance of harassment and violence prevention as well as early intervention options. These sessions explain what harassment and violence typically mean, inform on how to access ICHR services and emphasize resolving conflict early and informally. Additionally, the ICHR, in partnership with Learning and Development, reviewed and updated the harassment and violence information presented as part of the Executive/Officer Development Program (EODP) training, ensuring consistency in its delivery to all participants.

In 2023, awareness sessions were delivered to RCMP employees of all levels. Similar to the EODP training, the purpose of these sessions was to educate employees and managers on their roles and responsibilities under the [Regulations](#). This includes information on the role of the ICHR and what the resolution process can offer in terms of an outcome (i.e., that it is not a disciplinary process).

The ICHR also informs on domestic violence, bystander intervention as well as the employee responsibility to try to address work place conflict and harassment informally.

The ICHR has been working to develop a culture specific harassment and violence prevention training package for RCMP employees. This training is being developed in consultation with key partners and stakeholders, including the National Policy Health and Safety Committee.

Communication products, such as infographics and guidebooks to increase awareness of the harassment process, have been a key work priority for the ICHR over the past year. The ICHR issues monthly newsletters that are broadly distributed to key stakeholders, which include divisional senior management and bargaining agents.

The ICHR, in partnership with National Communication Services (NCS), updated Divisional and National web pages that contained information on harassment and violence, and on the ICHR, to ensure employees have access to current and accurate information. Furthermore, a link to the ICHR's home page has been added to most Divisional Infoweb pages.

Also, in partnership with NCS, the ICHR is in the process of updating the existing ICHR internal Infoweb pages. One of the new pages under development is the ICHR Digital Toolkit, where employees can obtain current information on a variety of topics relating to work place harassment and violence.

DATA ANALYSIS AND TRENDS

Status of Files

As of December 31, 2023, the ICHR has received a total of 1,158 NoOs since the coming into force of the [Regulations](#) on January 1, 2021. Of the 1,158, 203 were received between July 1, 2023, and December 31, 2023.

Between January 1, 2021, and December 31, 2023, 550 NoOs have been resolved and 199 were pending conclusion, meaning that the implementation of recommendations from the FIRs and/or the review and update of the work place assessments at the local level had yet to be completed by RCMP management. 326 of those were undergoing an investigation and the remaining 83 were at the intake stage or undergoing negotiated resolution or conciliation.

It is important to note that numbers provided are not a static figure. The total number of files is subject to fluctuation due to information received during the complaint process.

Behaviours Identified

At the intake of a NoO, the ICHR asks the principal party or the witness who submitted the NoO to identify the nature of the harassment and violence experienced or witnessed. The nature of harassment and violence can include the following: offensive remarks, unfair treatment, being excluded or ignored, aggressive behaviour, excessive control, humiliation, personal attack,



interferences with work or withholding resources, yelling or shouting, threat, sexual comment or gesture and physical violence.

For files received between July 1, 2023, and December 31, 2023, the following four natures of harassment and violence were most alleged:

- Humiliation: **49%**
- Unfair treatment: **41%**
- Offensive remarks: **33%**
- Personal attack: **32%**

There can be more than one behaviour type reported on the NoO form. Percentage of behaviour types identified is compared to the total number of NoOs filed. In addition, occurrences are not confirmed instances of harassment and violence. The data provided is based on allegations reported by witnesses or principal parties. Alleged behaviour types and/or sexual harassment are based on self-reported data.

FACT

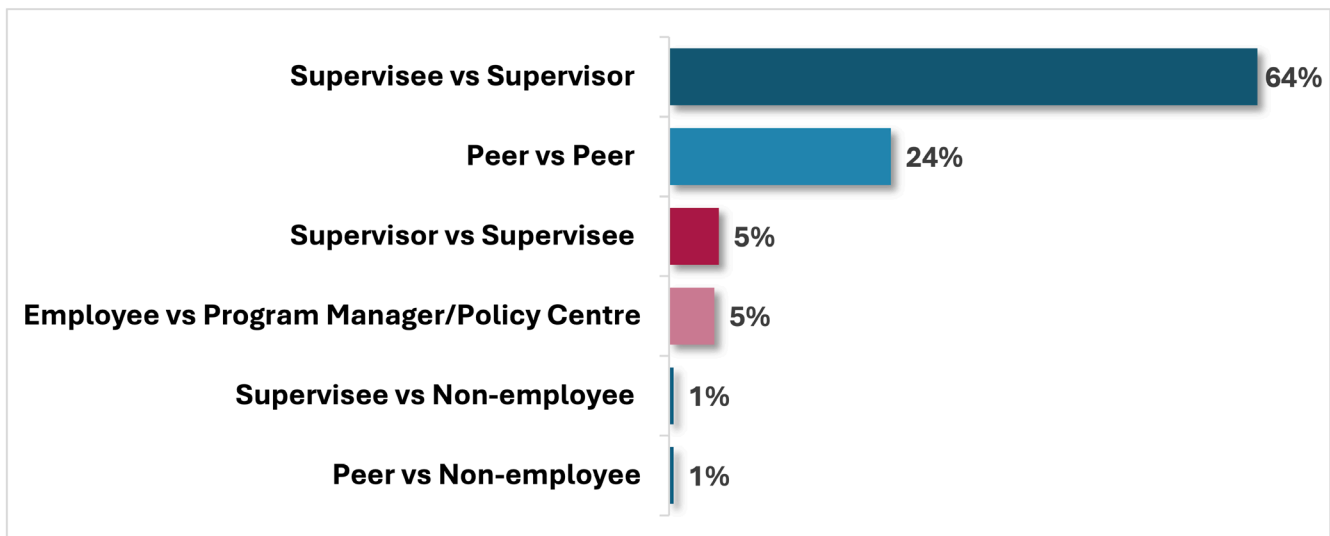


Sexual harassment was identified in 17% and discrimination in 47% of the NoOs submitted between July 1, 2023, and December 31, 2023.

Professional Relationship

For NoOs received between July 1, 2023, and December 31, 2023, the predominant professional relationship between the principal party and the responding party is depicted below:

Professional Relationship Principal Party vs Responding Party



Sex of Principal and Responding Parties

In the majority of NoOs submitted to the ICHR, the principal party is male. Further, in 67% of NoOs, males are predominantly featured as the responding party. Below is the representation of the sex of the principal party versus responding parties in occurrences received from July 1, 2023, to December 31, 2023.

The distribution of NoOs submitted by sex align with the population of the RCMP workforce as approximately 60% of the workforce is male. When broken down by category of employee, more than half of the entire RCMP workforce are regular members and approximately 80% of that population is male.

NoO by Sex

Male (PP) vs Male (RP)	75
Female (PP) vs Male (RP)	61
Female (PP) vs Female (RP)	36
Male (PP) vs Female (RP)	31

This refers to the biological sex assigned at birth of the parties and may differ from gender identity.

Outcome of Completed Investigations

Between January 1, 2021, and December 31, 2023, there were 386 FIRs produced. Of those, 123 concluded that at least one allegation met the definition of work place harassment and violence, while 263 indicated that there were no allegations that met the definition.

The FIRs received stemmed from allegations filed from various divisions across the RCMP.

Making Our Way: Priority Check In

The ICHR's previous Annual Report identified several operational transition challenges as priorities for 2023-2024. The following provides a status update on these work priorities:

- The revision and update of the Work Place Harassment and Violence Prevention, Investigation, and Resolution Policy is in progress.
- Updating the ICHR's landing and Infoweb pages, which will include a repository of prevention tools and information, which will be available to all employees, is underway and is expected to be completed by fall, 2024.
- Increasing data/metrics collection and analysis, including the creation of timely and meaningful reporting products, is ongoing. National and divisional dashboards and reports containing key data to inform on trends relating to workplace harassment and violence in the RCMP are being developed and distributed.
- Research is underway for a technical platform which is intended to use data more efficiently and to inform on our activities.



CONCLUSION

This interim report provides the key updates for the six-month period of July 1 to December 31, 2023. Moving forward, the ICHR will issue annual reports covering the calendar year. The ICHR will continue to prioritize engagement, consultation, and analysis to improve processes and services, while respecting the Regulations.



GLOSSARY

The following definitions apply in this report:



Harassment and violence means any action, conduct or comment, including of a sexual nature, which can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct, or comment.



Designated Recipient means the work unit, as designated under the [Regulations](#) identified by the Commissioner to receive notices of occurrence and coordinate the harassment and violence resolution process for the RCMP, namely the Independent Centre for Harassment Resolution (ICHR).



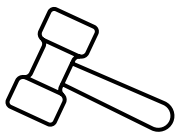
Notice of occurrence means a report provided to a supervisor or to the Independent Centre for Harassment Resolution, in writing or verbally, by a principal party or a witness, regarding an occurrence of harassment and violence in the work place.



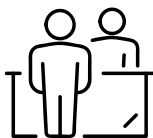
Parties means the principal party and responding party identified in an occurrence.



Principal party means an employee or employer who is the object of an occurrence.



Responding party means the person who is alleged to have been responsible for the occurrence in a notice of occurrence.



Conciliation is a process whereby the parties in a dispute voluntarily use a conciliator, such as the ICMP, who meets with the parties both separately and together in an attempt to resolve their differences.



Mediation means a voluntary process in which an impartial and neutral third party assists employees to create a mutually acceptable solution to their problem. Mediation can be used as a stand-alone process, or it can form part of another formal or informal process.

