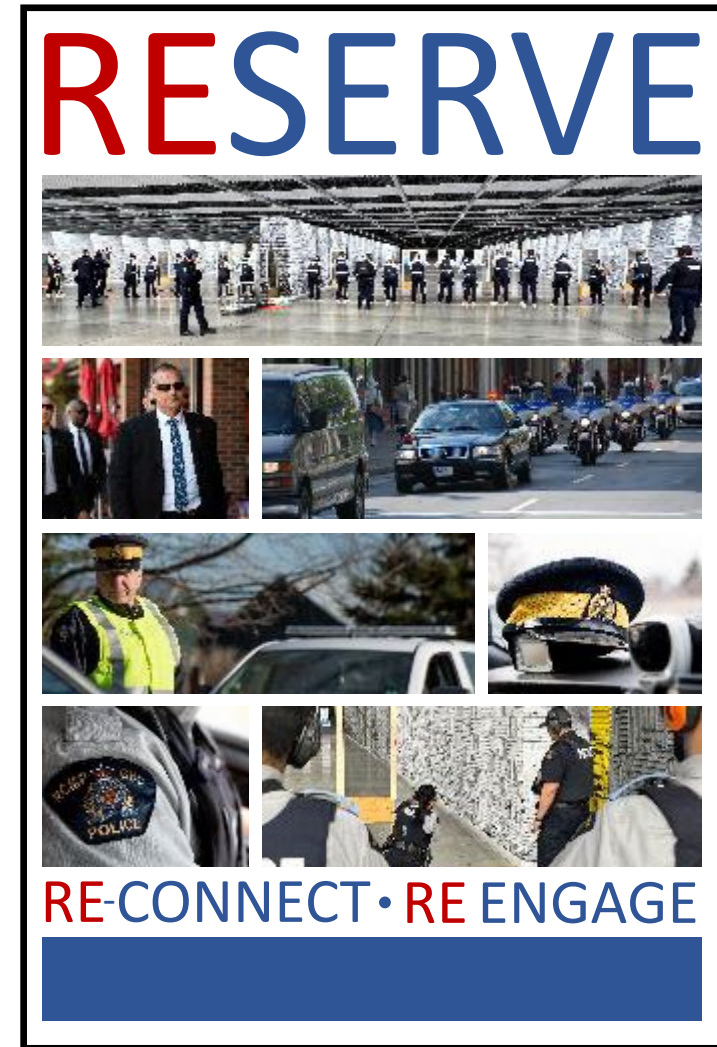


Evaluation of the RCMP RESERVE PROGRAM

Final Report



Aussi disponible en français sous le titre : Évaluation du PROGRAMME DE LA RÉSERVE DE LA GRC

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Acronyms

AFP	Australian Federal Police
C&IP	Contract and Indigenous Policing
CAF	Canadian Armed Forces
FBI	Federal Bureau of Investigation
FP	Federal Policing
FTE	Full-time Equivalent
GBA Plus	Gender-based Analysis Plus
NHQ	National Headquarters
NRP	National Recruiting Program
PFA	Police Fitness Assessment
PHA	Periodic Health Assessment
RCMP	Royal Canadian Mounted Police
RM	Regular Member
SPS	Specialized Policing Services



Executive summary

Context

The Royal Canadian Mounted Police (RCMP) Reserve Program was established in 1919 but was disbanded in 1966 due to low enrollment. In 2004, the Reserve Program was re-launched in E Division and expanded for use by all divisions in 2006. The Reserve Program was the subject of an evaluation (2008) and a review (2018), and these studies found consistent challenges that contributed to the development of a Reserve Renewal Strategy in 2021. The aim of this renewal was to move responsibility for the program to Human Resources, improve consistency in program implementation, increase the capacity to address issues, better promote the program, and coordinate the movement of reservists to better meet policing needs.

The Reserve Program provides divisions access to experienced law enforcement officers and allows the RCMP to quickly deploy resources to emergency situations. Treasury Board has assigned a cap of 800 reservists for the organization. As of December 1, 2024, there were 479 reservists in the RCMP. Reservists perform the same duties as RCMP Regular Members (RM) and therefore must maintain the same training and health qualifications.

Evaluation Objective and Scope

The objective of the evaluation conducted by RCMP National Program Evaluation Services was to examine the effectiveness and efficiency of the RCMP's Reserve Program in accordance with the Treasury Board Policy on Results. A commitment was made to Treasury Board to evaluate the Reserve Program by 2025/26.

The evaluation focused on four questions:

1. Is the Reserve Program delivered effectively?
2. To what extent does the Reserve Program support reservists and prepare them for operational duty?
3. How effectively does the Reserve Program support RCMP police operations and service to communities?
4. Does the Reserve Program operate in a manner that maximizes resources?



Key Takeaways

Overall, the evaluation found that while the Reserve Program continues to support operational needs, many of the previously identified issues/challenges remain.

There has been an increased demand for the Reserve Program due to vacancies within the organization and satisfaction with the program. However, the lack of a clear mandate and dedicated resources to manage the program prevent it from being effectively implemented and may lead to gaps in meeting current organizational needs.

The movement of the Reserve Program to Human Resources under the National Recruiting Program (NRP) has posed challenges with respect to national oversight and governance. With the high number of RM vacancies across the organization, the priority of NRP is on RM recruitment. While the Reserve Program supports human resources, its current focus does not align with recruitment.

Having one category of reservist means that all reservists must meet the same requirements, regardless of the specific duty they perform in their deployments. There are currently high rates of non-compliance with training and medical requirements, posing a risk to reservists, police officers, the public, and the organization.

There are gaps related to pay processes, benefits, and insurance coverage for reservists. Concerns with insurance coverage especially can prevent reservists from volunteering for general duty policing and duties outside their home divisions.

Various recommendations were suggested to address the challenges highlighted in the evaluation and to ensure the sustainability of the Reserve Program. These recommendations focus on reviewing the mandate of the program and the call-out process for deployments, strengthening governance and oversight, and ensuring reservist pay, benefits, training and health requirements are met and are reflective of organizational needs.



Approach

Evaluation Objective and Scope



The objective of the evaluation was to examine the performance (effectiveness and efficiency) of the RCMP Reserve Program in accordance with the Treasury Board Policy on Results.



The evaluation was national in scope and focused on the mandate, management and delivery of the program. The evaluation team engaged RCMP divisions and internal stakeholders across Canada through interviews, surveys, case studies, and site visits.



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Methodologies

Interviews: 24	Document/Literature Review: over 120 documents	Performance and Financial Data Analysis	Review of External Reserve Programs: 4
In-person and video interviews were conducted: ▪ Senior management = 9 ▪ Reserve coordinators= 11 ▪ National Recruiting Program = 1 ▪ Reserve Pay = 1 ▪ Scoping Interviews = 2 *A total of 24 interviews with 34 individuals were included as part of the evaluation analysis.	Internal documentation was reviewed, such as: ▪ Policy and guidance documents ▪ Annual reports ▪ Strategic plan / mission and vision documents ▪ Previous reviews and evaluations ▪ Business cases	Data related to Periodic Health Assessment (PHA) core compliance, training compliance and vacancies were taken from monthly reports provided by the National Recruiting Program (NRP). This data was reported as of March 1, 2025. Data related to the number of RMs and the number of reservists was provided by Human Resources Business Intelligence; this data was reported as of December 1, 2024. Financial data was collected where available.	An analysis was completed of other organizations that have a reserve program to learn about their service delivery models and best practices. Open-source information was gathered, and questionnaires were completed by: • Canadian Armed Forces (CAF) – Military Police Reserve Program • Federal Bureau of Investigation (FBI) Reserve Service • Australian Federal Police (AFP) Reserve • London Metropolitan Police Special Constable Program
Site Visits/Observation: 3/20	Survey of Reservist Supervisors: 115	Case Studies: 7	
Site visits were conducted in three divisions: ▪ E Division (British Columbia) ▪ F Division (Saskatchewan) ▪ T Division (Depot – Regina, SK) As part of these site visits, the work of 20 reservists was observed.	An online survey of reserve supervisors was conducted from January 28 to February 11, 2025 (11 business days). ▪ A survey invitation was sent to 309 potential participants and 115 recipients responded to the survey for a response rate of 37%.	Case studies included a file/data review (Form 6531, Human Resources Management Information System, overtime) and interviews with reservists and their supervisors.	

Limitations

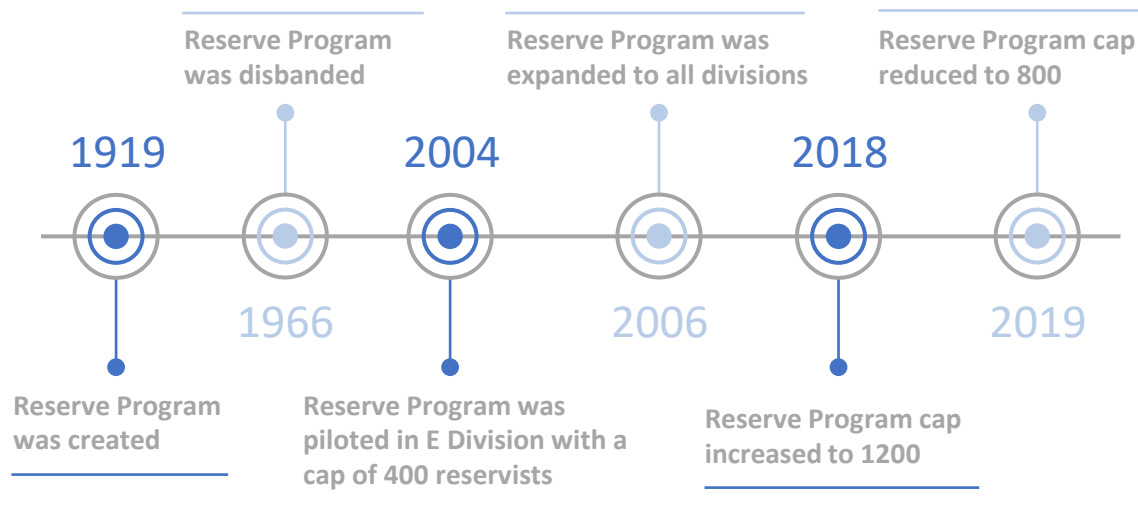
Limitation	Mitigation
Survey response rates	
- Participation was voluntary and may have been influenced by respondents' shift and leave schedules. - There may have been survey fatigue, as there were multiple surveys scheduled over the same period.	- Reminder emails were sent to notify potential respondents of the limited survey administration period. - The surveys were left open for as long as possible to ensure ample time for respondents.
Limited data	
There were inconsistencies in the collection and quality of performance data.	Multiple data sources were used to validate findings, including perspectives of key stakeholders through interviews and a survey.
Representativeness of Sample	
Representatives from all divisions were not included in all methodologies. Additionally, there was an over-representation from one division in survey responses.	- Efforts were made to stagger data collection to reduce the burden on employees. Through these efforts, all divisions were involved in the evaluation. - There was triangulation with other sources of data to validate findings.

Context

Program overview

The RCMP Reserve Program exists to alleviate operational pressures caused by major events, emergencies, and temporary resource shortages resulting from vacancies and employee leave. It represents part of the RCMP modernization agenda and forms part of the overall 'People Strategy'. This program is intended to provide an agile and enhanced service delivery model that enables the RCMP to better meet the demand for policing services in a cost-effective and efficient manner.

The RCMP Reserve Program dates back to 1919 but was disbanded in 1966 due to low enrollment. In 2004, the Reserve Program was piloted in E Division, and it was expanded for use by all divisions in 2006. A departmental review in 2018 identified that the existing cap of 400 reservists was insufficient to meet the demands on the program, given the increase in RM vacancies across the organization. Therefore, Treasury Board increased the maximum number of reservists to 1200 in 2018. However, the cap was reduced to 800 in 2019 due to low enrollment. Management and implementation of the Reserve Program was to come out of existing funds. As of December 1, 2024, there were 479 RCMP reservists.



The program hires retired or resigned RCMP members, as well as former members of other Canadian police services to fill temporary vacancies. According to the 2014 RCMP Regulations, “the Commissioner may appoint reservists for a period of not more than three years and may revoke their appointment at any time.” Reservists can be re-sworn in for additional three-year terms.

The Reserve Program policy center is located in National Headquarters (NHQ) within RCMP Human Resources – NRP but is delivered through different models at the divisional level. Most divisions have a divisional coordinator who is responsible for managing the program. However, in some divisions a pool of resources is used to deploy reservists to detachments/units, while in other divisions reservists are assigned to a home detachment for the duration of their appointment period. Reservists may choose to work outside their home division when needed. Reservists are expected to perform operational duties (e.g., general duty policing, Prime Minister Protection Detail) with the same responsibilities and duties as RMs.

Neither the *RCMP Act* nor the *Public Service Employment Act* apply to reservists. When deployed or participating in training, reservists are expected to comply with the behavioral expectations outlined in their Letter of Expectation / Appointment, which includes:

- Terms and Conditions of Employment for RCMP Reservists
- Values and Ethics Code for the Public Sector
- Core Values of the RCMP
- Other RCMP policies – i.e. Conflict of Interest, Investigation and Resolution of Harassment Complaints, Internal Procedures for Implementation of the *Public Servants Disclosure Protection Act*, and National Memorials.

All reservists must meet the same medical and fitness standards as current police officers expected to perform general duty and ensure their mandatory training is up-to-date (e.g., annual firearms qualification).

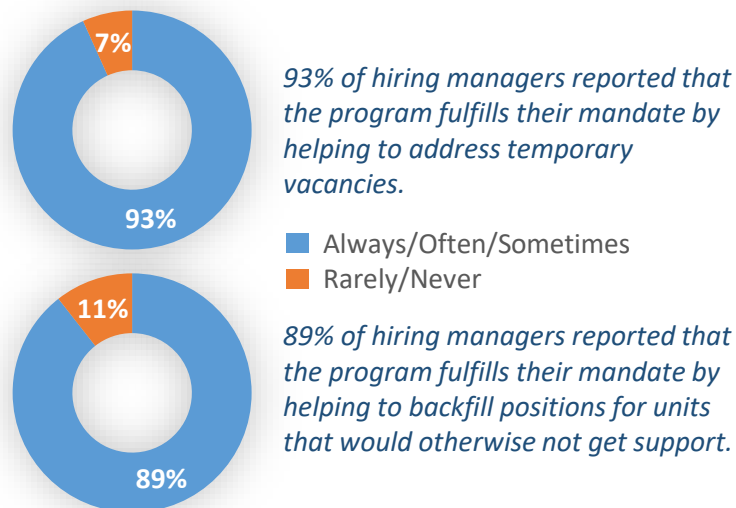
Key Findings



FINDING #1

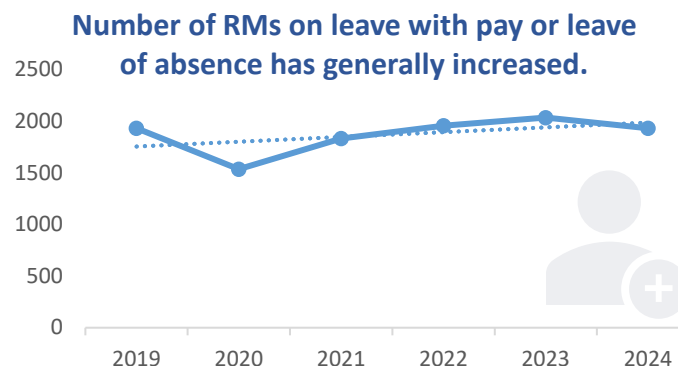
There has been an increased demand for the Reserve Program due to the large number of hard and soft vacancies across the organization, and overall satisfaction with the program.

The program supports the organization by helping to fill soft vacancies, provide relief work, aid in knowledge transfer, and boost morale.



Organizational Trends

The RCMP is experiencing critical RM staffing shortages. The number of short-term vacancies has been trending up from 2019 to 2024. On December 1, 2024, there were 1,933 RMs on leave with pay or leave of absence.



These shortages impact operations across the organization and hiring managers are looking to a variety of solutions, including the Reserve Program, to help manage this issue. The evaluation found that reservists are being used to off-set more than just soft vacancies. For example, V Division relies heavily on the Reserve Program to help fulfill their operational needs. Examining soft vacancy rates and the number of reservists in that division, 292% of soft vacancies are offset by reservists, suggesting that they use reservists to also offset hard vacancies. There have also been instances where reservists are being hired fulltime in divisions or detachments across the country.

Client Satisfaction

According to interviews and survey data, RCMP managers are satisfied with reservist performance.

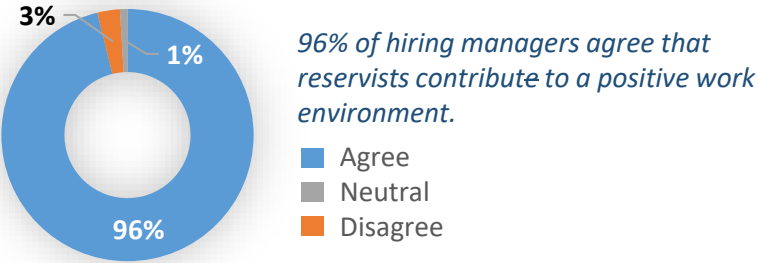


Reservists perform duties in all divisions and within most business lines.

“The RCMP is dependant on reservists”
- interviewee

FINDING #1 (continued)

Interview data suggests that the Reserve Program reduces the reliance on overtime, thereby improving morale and decreasing the risk of fatigue among RMs. The Reserve Program allows RMs to take leave and to get the rest they require for optimum performance, and decreases the risk of health and safety hazards, which the RCMP has legal obligations to control.



Reservist Satisfaction

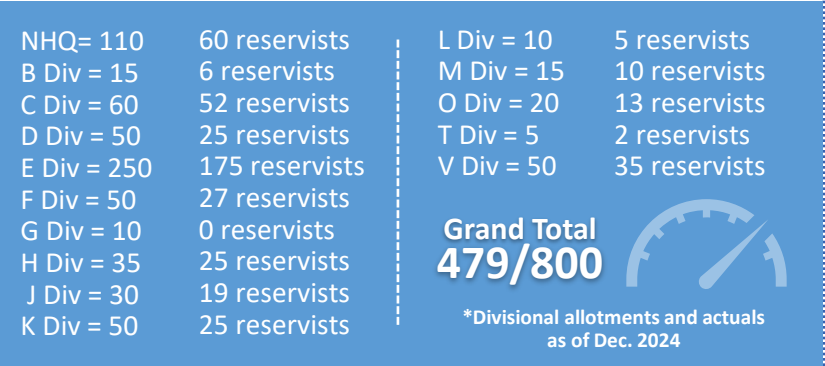
Reservists also report positive experiences with the program, including having access to equipment, performing meaningful work, and supporting their transition to retirement from police work.



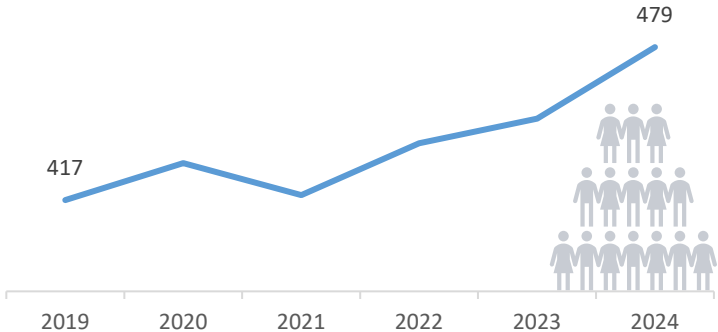
There also may be a benefit in terms of retaining certain RMs who are unable to work full-time due to changing life situations. For example, there are instances where RMs have resigned from the RCMP to become reservists in order to have more flexibility in their schedule and/or location of work.

Demand has increased

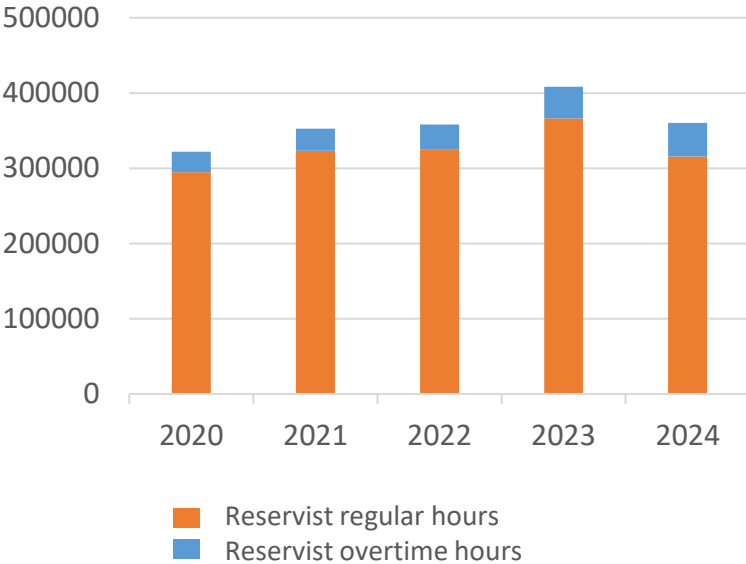
To help manage the number of reservists, divisional allotments were established by the NRP in consultation with the divisions. Divisions may request adjustments by contacting the policy centre. Currently, no division has reached their maximum number of reservists.



Although the RCMP has not been able to hire 800 reservists as per the reservist cap, data suggests that there is an increasing demand for reservists. Many interviewees reported that they need more reservists to help fill vacancies. The number of RCMP reservists has been trending upward since 2019 (15% increase).



The number of reservist hours have increased from 2020 to 2024. Based on total hours, reservists filled the equivalent of 173.3 full-time equivalent (FTE) positions in 2024, up from 154.8 FTEs in 2020.



Why it matters

The RCMP currently does not have the number of RMs required to fill all funded positions. Additionally, soft vacancy rates are high, leaving the organization in dire need of resources. Although reservists are not intended to fill hard vacancies, there is opportunity and room for the program to grow in areas that will help support the organization's current needs and get closer to the 800-reservist cap set by Treasury Board.



FINDING #2

Although the Reserve Program helps fill resource gaps, the lack of a clear mandate results in inconsistencies and an inability of the program to meet current organizational needs.

Program Purpose

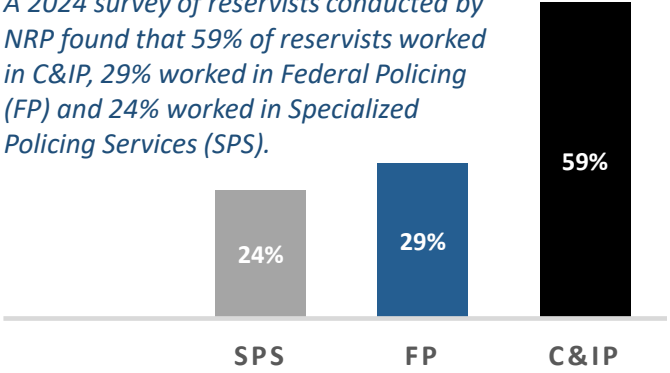
The Reserve Program is intended to provide a temporary human resource option to ensure demands for police resources are met across the RCMP. Although program documentation outlines the purpose of the Reserve Program, the lack of a clear program mandate has led to inconsistencies in program implementation across the country and challenges in meeting organizational needs.

Types of duties

The program has traditionally focused on hiring reservists for contract-centric work, specifically general duty policing. Although the program has expanded to include deployments related to all business lines, the majority of reservist work continues to be related to Contract and Indigenous Policing (C&IP).

Reservists work in all three RCMP operational business lines

A 2024 survey of reservists conducted by NRP found that 59% of reservists worked in C&IP, 29% worked in Federal Policing (FP) and 24% worked in Specialized Policing Services (SPS).



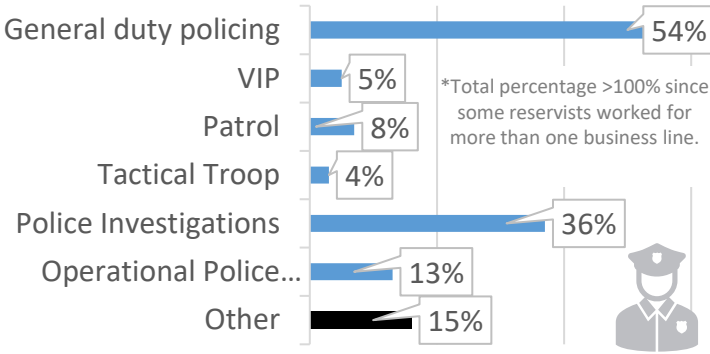
*Total percentage >100% since some reservists worked for more than one business line.

Despite the expansion to include Federal Policing and Specialized Policing Services opportunities, a couple of specific gaps were identified:

- International deployments - according to the RCMP Reserve Program policy, reservists cannot deploy internationally.
- Air Services – pilots, as special constables, are not eligible to become reservists.

When a manager wants to hire a reservist, they complete a Request for Reservist form 6531 identifying which of the duties listed on the form the reservist will perform. The greatest demand for reservists is in general duty policing; however, a 2024 survey of reservists conducted by NRP found that only 37% of reservists were interested in this type of work.

Hiring managers (n=104) reported that they hire reservists for a range of duties



*Total percentage >100% since some reservists worked for more than one business line.

Survey respondents highlighted that the duties listed on the Request for Reservist form 6531 should include other functions where reservists could be helpful. Survey respondents also suggested that it would be beneficial if deployments made more use of the specialized skills reservists have gained throughout their careers.

FINDING #2 (continued)

Types of duties (continued)

According to the RCMP Reserve Policy, reservists are not to be deployed to duties that fall outside those listed on the Request for Reservist form 6531, including “administrative or light duties”. However, the evaluation found that there are instances of this occurring. Supervisors noted that in contract detachments where there is no funding for public servant positions, reservists are sometimes used for administrative duties. Two interview respondents reported that there has been pressure from senior managers in the division to hire reservists in roles not included in the RCMP Reserve Program policy.

RCMP reservists, CAF Military Police reservists, and London Metropolitan Police special constables are all engaged in the same types of duties as their police officer counterparts. The CAF program uses a three-tiered approach for its reservists, with different levels of commitment and expectation, roles, and responsibilities depending on the tier. Responsibilities range from aiding constables in exclusively low-risk situations, to helping other reserve officers who perform the same functions, to assisting full-time commissioned officers.

Gender-Based Analysis Plus (GBA Plus) Considerations

The evaluation found that the majority of reservists are retired members with an average age of 59 years old. As of March 1, 2025, there were 13 reservists over the age of 70. All reservists are expected to complete the same Police Fitness Assessment (PFA) as required by RMs and cadets. This includes a ground fighting component, which was identified as a concern by some reservists who advised that they may not renew their term as a result of this requirement. It was noted that there are many duties reservists could do that would make better use of their specialized skills and knowledge, and that do not require the same level of physical fitness.

The comparative analysis included two organizations that hire retired members (AFP and FBI). These organizations use their reservists for support and sharing of specialized knowledge, rather than front-line operational duties.

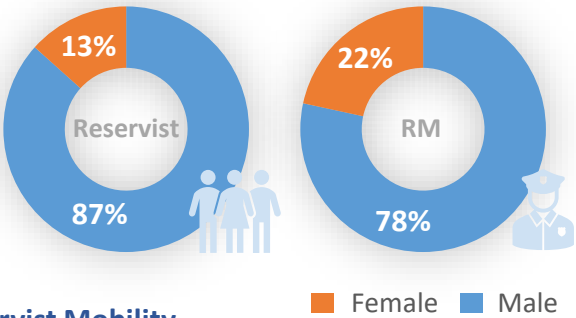
It is important that there is a diverse pool of reservists available to meet various deployment needs, including working in Indigenous communities. The demographic profile of reservists is mostly male and non-Indigenous. While the percentage of Indigenous reservists is comparable to the percentage of Indigenous RMs (14% compared to 13% of RMs), there is a lower percentage of female reservists than female RMs (13% compared to 22%) indicating a potential gap.

Type of Vacancies

According to the RCMP Reserve Program policy, a reservist deployed for service is not to impede the permanent staffing of an RM position, and the use of a reservist is not to remove a developmental opportunity from a serving RM. Most divisions/detachments respect this policy and try not to hire reservists in specialized roles that may be sought by RMs. However, the significant number of vacancies in RM positions across the country can make this difficult, and there was some evidence to indicate that reservists are currently being used to fill more than just soft vacancies.

- *In some detachments, reservists are being hired directly to the division/detachment, without a 6531 identifying the type of vacancy they are filling.*
- *Some reservists are filling full-time jobs intended for RMs (e.g., media relations) since an RM interested in the role cannot be found.*
- *Some reservists are currently working in specialized roles (e.g., Shiprider) since there are no RMs with the required experience.*

There is a lower percentage of female reservists than female RMs



Reservist Mobility

One of the intentions of centralizing the Reserve Program was to help ensure reservists are available to deploy anywhere in the country to meet operational needs. The extent to which this level of mobility is permitted is dependent on the division. Some divisions have no restrictions in place and allow reservists to deploy to other divisions. Other divisions expect reservists to work a certain number of hours in their own division before allowing them to deploy to another division.

Why it matters

Ensuring the Reserve Program is set up to meet current operational needs is key to its continued success and relevance. The program may have to expand the types of allowable reservist duties, update training and health requirements, expand on the types of vacancies reservists fill, and review reservist mobility requirements in order to best address today’s context.



FINDING #3

The RCMP’s ability to expand and manage the Reserve Program is limited by inconsistent and insufficient resources dedicated to the program across the organization.

Program management – Resources

In 2021, Treasury Board approved the renewal of the Reserve Program with no additional funding. Despite a recommendation in the 2008 Reserve Program evaluation to develop a method to uniformly collect cost information across divisions, costs still are not being tracked in a consistent and reliable way in each division. As a result, the total cost of the Reserve Program is unknown.

- Not all divisions have a dedicated cost center to track Reserve Program expenses.
- Divisions charge different Reserve Program related costs to their Reserve Program cost centers. For example, some divisions charge reservist training to the Reserve Program cost center and others charge it to the hiring detachment / unit.
- In some divisions, reservists’ salaries are charged to the divisional Reserve Program cost center and then moved to the detachment/unit where the reservist worked. Therefore, a snapshot taken of the program costs using the divisional Reserve Program cost center would not be an accurate account of program cost.

“We are careful about how much proactive recruitment we do, since that is just asking for more work that we don’t have the capacity to do.”
- interviewee

There have been challenges with the establishment of a centralized oversight model within the NRP.

- The NRP at NHQ is intended to fulfill the role of policy center and program oversight for the Reserve Program; however, the main priority of the NRP is RM recruitment.
- There is currently only one FTE within the NRP with full-time responsibility for the Reserve Program. This position moved some key deliverables forward (e.g., update of RCMP Reserve Program Policy), but support to divisions has been limited.
- Some interviewees reported that NHQ requires additional resources to effectively oversee the Reserve Program and monitor compliance with the policy.

Divisional reserve coordinators continued to support the Reserve Program.

- The number of resources dedicated to the program varies from division to division.
- The ranks and levels of divisional coordinators range from CR-04 to Staff Sergeant.
- Only four divisions have staff dedicated to the program 100% of the time. In all the other divisions, Reserve Program staff have other responsibilities (e.g., managing the Auxiliary Program).
- Many Reserve Program staff reported that they would likely not have the capacity to manage additional reservists.

FINDING #3 (continued)

The number of human resources managing the Reserve Program differs significantly across divisions.

Division	Resources	# Reservists	Reservists per FTE
NHQ Policy Center (NRP)	FTE = 1.0 (100% EC-04)	0	N/A
B (Newfoundland and Labrador)	FTE = 0.15 (15% PE-03)	6	40
C (Québec)	FTE = 2.90 (60% Sgt, 60% Cpl, 20% Cpl, 90% PN-03, 60% PN-03)	52	17.9
D (Manitoba)	FTE = 1.0 (30% Cpl, 70% CR-04)	25	25
E (British Columbia)	FTE = 2.60 (5% Insp, 100% AS-03, 5% S/Sgt, 100% AS-01, 50% PM-05)	175	67
F (Saskatchewan)	FTE = 1.0 (100% AS-02)	27	27
H (Nova Scotia)	FTE = 0.20 (20% PE-03)	25	125
J (New Brunswick)	FTE = 0.60 (30% AS-01, 30% PE-03)	19	32
K (Alberta)	FTE = 1.0 (100% AS-02)	25	25
L (Prince Edward Island)	FTE = 0.08 (8% Sgt)	5	63
M (Yukon)	FTE = 0.30 (30% Sgt)	10	33
National (NCR)	FTE = 2.0 (100% AS-02, 100% AS-01)	60	30
O (Ontario)	FTE = 1.35 (35% Sgt, 60% Cst, 40% CR-04)	13	10
T (Depot)	FTE = 0.10 (10% PE-03)	2	20
V (Nunavut)	FTE = 0.45 (15% Sgt, 10% Cpl, 20%, CR-04)	35	78
TOTAL FTE	13.95	479	34

*Since 2019, G Division has not had a reserve coordinator or a list of reservists to manage.

The potential need for, and distribution of, additional resources to manage the program depends on the desired mandate and the vision for the respective roles and responsibilities of NHQ and the divisions.

Recruiting

There is no formal marketing strategy for recruiting reservists, and very little proactive recruitment is occurring. The evaluation found that most people (potential reservists and hiring managers) learn about the program from other reservists.



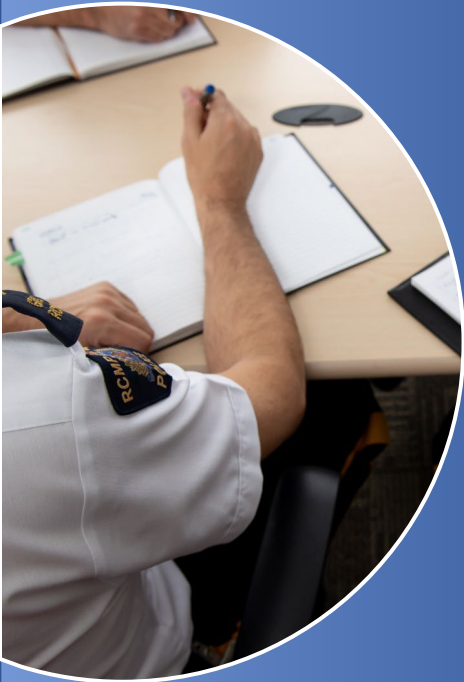
One interview respondent reported that in their division, individuals express interest in the program by checking a box on the RM discharge request form (1733). The form is sent to the divisional reserve coordinator who contacts the potential reservist and provides them with the Reserve Program application package.

Another respondent reported that individuals interested in the Reserve Program approach the officer in charge of a detachment or the reserve coordinator to express their interest in the program and provide a business case highlighting what they could do for the detachment. If the officer in charge accepts the reservist, the hiring process begins.

A consistent recruiting strategy for the Reserve Program would likely increase the number of reservists within the RCMP, which in turn could assist with filling the large number of temporary vacancies across the organization. 37% of hiring managers who responded to the survey reported that they would like to hire more reservists.

Why it matters

The range of classifications and levels of reserve coordinators can lead to inequities in pay and inconsistencies in program implementation across divisions. The heavy workload of reserve coordinators limits the ability of the program to expand, as proactive recruitment is not prioritized or in some cases even possible. The RCMP is approximately 300 reservists away from meeting the national reserve cap imposed by Treasury Board. Although there is an opportunity to hire more reservists to respond to organizational needs, there need to be appropriate resources in place dedicated to managing the program.



FINDING #4

Despite the move to centralize the Reserve Program under the National Recruiting Program, there remain unresolved issues related to governance and oversight.

Centralization

In 2021, the Reserve Program policy center was transferred from C&IP to Human Resources – NRP. This transfer was intended to address issues identified in a 2018 environmental scan conducted by C&IP and in the 2021 RCMP Reserve Program Renewal Strategy in order to improve efficient management and oversight of the program.

The move has allowed the program to update the RCMP Reserve policy and has increased the ability of divisions to use reservists from outside the division to fill empty positions. However, the evaluation found that issues related to governance and oversight of the program remain and some interviewees reported that the program is not properly aligned organizationally as it is unclear how the Reserve Program relates to the mandate of NRP.

Communication

A 2024 Current State Observations document from NRP reports there is no formal engagement model between the NRP and the divisions. Many interviewees reported the need for improvements to communication between the NRP and divisions and the need to enhance national and/or divisional program oversight.

Policies and Procedures

The Reserve Program is governed by the RCMP Reserve Program policy, which was updated in January 2025 by NRP. Reserve coordinators had previously identified the lack of an updated policy as a key challenge, as there were gaps in understanding processes such as how to handle complaints against reservists and reservist injuries.

Since the policy was finalized outside the scope of this evaluation, it is unclear whether updates have addressed all concerns. Additionally, in January 2025, new legislation was enacted which clarified that complaints against RCMP reservists will now be treated the same as complaints against RMs.

A letter of expectation is provided to all reservists by their divisional reserve coordinator, which highlights the expectations of reservists and identifies the acts, codes and policies that reservists must abide by. However, some divisions have also developed divisional standard operating procedures and have revised the letter of expectation to require reservists to commit to a minimum number of hours annually to the program or to their home division first before being eligible for deployment to other divisions. Some letters of expectation also include a minimum hour commitment to specific duties (e.g., 200 hours doing general duty policing). These variations in the letter of expectation make it difficult for reservists to move freely between divisions.

Governance Models

Two different models are used at the divisional level to manage the Reserve Program: divisional pool and detachment resource. Ten divisions manage the Reserve Program as a divisional pool of resources, with reservists deployed to requesting detachments/units. Three divisions assign reservists to a “home” detachment for the duration of their appointment period. These differences can lead to inconsistencies and challenges in general oversight and accountability of the program.

FINDING #4 (continued)

Roles and responsibilities

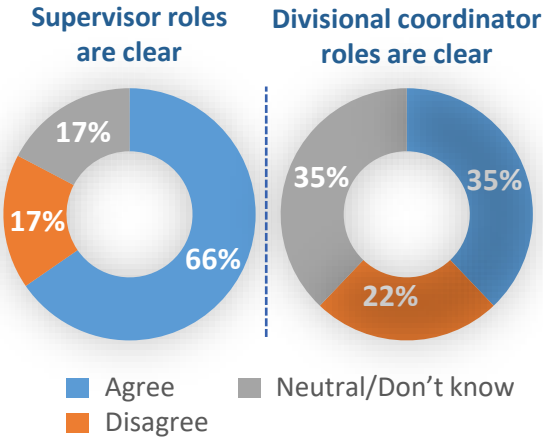
The roles and responsibilities of key positions involved in the management of the Reserve Program are outlined in the RCMP Reserve Program policy, Reserve Coordinator Manual- Standard Operating Procedures and/or the Reserve Renewal Strategy.

- The Reserve Program policy center is responsible for administering the screening and appointment process, ensuring reservists continue to meet the mandatory requirements for participation in the program, and managing special deployments.
- Divisional reserve coordinators are responsible for the management of the Reserve Program in their division, including tasks related to the application, appointment and deployment of reservists, pay and compensation, handling reservist injuries and complaints/misconduct, and overseeing end of contract/resignation/termination and reappointment.
- Detachment or unit commanders are responsible for ensuring form 6531 is completed and sent to the divisional reserve coordinator and ensuring reservists have access to the required equipment.

In the seven case studies examined as part of the evaluation, the role of the divisional reserve coordinators varied and there was no indication in any of the case studies of NHQ involvement. In one of the case studies, it was noted that the divisional reserve coordinator was not involved at all in the deployment of the reservist. Case studies and interviews indicated that the reserve coordinator was most often involved in the initial hiring of the reservist and was in some cases unaware of specific deployments within or outside the division. In only three of the case studies was it noted that the divisional reserve coordinator played a role in arranging for a specific deployment, which aligns with whether or not a 6531 was completed.

66% of survey respondents agreed that their roles and responsibilities, related to managing and/or supervising a reservist are clearly defined. However, only 35% of hiring managers agreed that the roles and responsibilities of the divisional reserve coordinator are clearly defined.

If hiring managers do not understand the role of the divisional reserve coordinator in the hiring process, this could result in improper use of the program or inconsistencies in hiring procedures, which in turn can pose a risk to the organization.



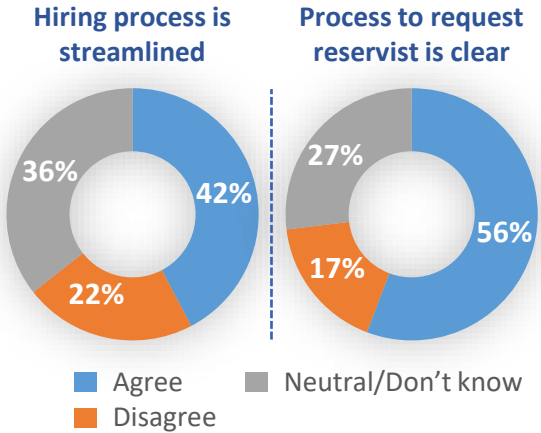
Hiring Process

There are currently national, divisional, regional, and detachment level lists of reservists. This can result in a lack of clarity around which list to use to fill positions, and inconsistencies in the advertisements to which reservists have access.

Only 42% of hiring managers agreed that the process to hire a reservist is streamlined, and just 56% of hiring managers agreed that the current process to request a reservist for deployment and/or duties is clear.

Although the intention is that deployment opportunities are to be open to all reservists in a certain pool, in five of the seven case studies the reservist was recommended to or known to the hiring manager before being hired. Reservists, hiring managers and program staff reported the need for a centralized hub that lists available deployments and hosts reservist information in order to better match reservists with duties.

Completion of the Request for Reservist Deployment/Duties form 6531 is a mandatory requirement under the RCMP Reserve Program policy when hiring a reservist. However, 57% of reservists involved in case studies did not have a 6531 on file. This gap results in the program not being able to track the duties and location of all reservists.



Performance measurement

Although a logic model and performance measurement framework exist for the program, most program staff are unaware of them, and performance data, including financial data, is not tracked consistently.

Official Languages

A few interviewees noted that not all training was available in both official languages. It was mentioned that there was an official languages complaint (now resolved) against one division for not posting material in both languages.

Why it matters

While recent steps have been taken to move the Reserve Program forward and centralize its governance, a continued lack of clear direction and consistency around such issues as reservist releasability, tracking of reservist duties and locations, and roles and responsibilities of Reserve Program staff put the organization at risk and preclude the program from reaching its full potential.

Mandatory Requirements



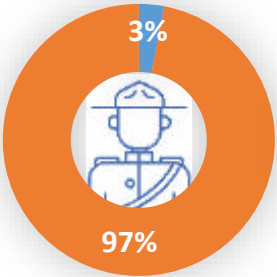
FINDING #5

A large number of reservists do not meet training and physical health requirements set out in policy, which creates risks for the organization and the public.

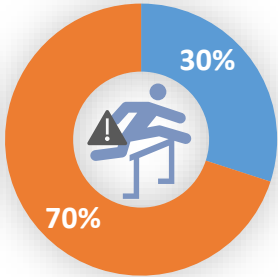
Training

According to the RCMP Reserve Program policy, all reservists require the same training as RMs who perform general duty policing. Based on performance data from March 1, 2025, only 3% of reservists were compliant with all mandatory training requirements. Lowest compliance is with the PFA at 10%. Compliance increased to 30% when the PFA was removed from the analysis. According to the RCMP Reserve Program policy, failure to attain the standard may result in a rescinded appointment; however, there was no evidence of this occurring.

Mandatory Training



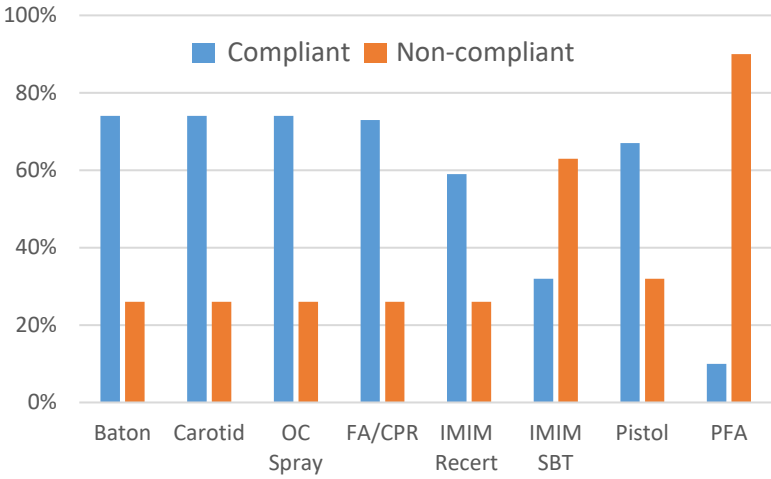
Mandatory Training minus PFA



Compliant Non-compliant

Contrary to low training compliance rates, most Reserve Program staff and reservists feel mandatory training is easily accessible. 84% of hiring managers agree that mandatory training is readily available to reservists.

Mandatory Training Compliance



Training requirements are in place based on the assumption that RCMP reservists are performing the same functions and duties as RMs in general duty roles. However, it is unclear if all deployments require all the same training requirements.

When comparing the RCMP Reserve Program to other external programs, training requirements vary. Although CAF reserve military police members are trained to the same standard as regular force members, they are often not trained to be fully credentialed officers. However, reservists do have the opportunity to train at the Canadian Forces Military Police Academy if they decide they want to be credentialed officers. There are also courses for advancement at every rank so training requirements vary depending on the rank. The FBI does not have any specific training requirements for its reservists, as they already have a working knowledge of the area of assignment.

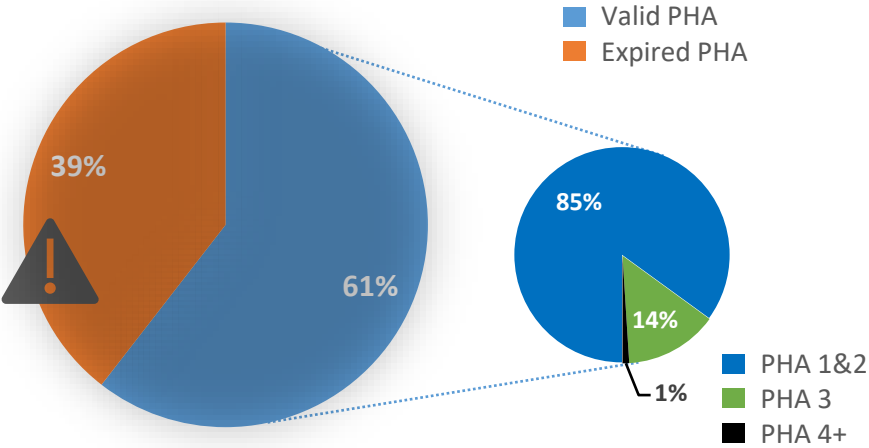
FINDING #5 (continued)

Medical Profile

Reservists must meet the minimum medical profile for frontline operational duties under the PHA, which is a PHA-02 level. When a reservist’s profile falls below that standard, the threshold can be accommodated for general duties if they meet a PHA-03 level. However, there appears to be inconsistencies in determining whether reservists qualify for these exemptions and if so, how this is decided or monitored.

In one division, five reservists were let go from the program because they received a medical profile of PHA-03 and needed hearing aids. In other divisions, reservists still qualified for the program despite having a PHA-03 level.

According to performance data from January 1, 2025, 61% of reservists had a valid PHA level – all others had expired ratings, indicating non-compliance. Although compliance with the medical profile is higher than compliance with training requirements, it is still quite low.



Of those who have a valid PHA ranking, the majority were compliant, with 85% having ratings of PHA-01 or PHA-02. 14% had a rating of PHA-03 and 1% had a PHA-04 rating.

Some interview respondents suggested that there should be some flexibility regarding the medical profile of reservists. It was argued that reservists that have extensive knowledge and experience but do not have a PHA-02 still have a lot to offer the organization and could work in non-general duty roles (e.g., investigations). As a GBA Plus consideration, it would be beneficial to determine the extent to which age impacts the PHA expectations.

Unlike the RCMP, neither of the two comparative organizations (AFP and FBI) that use retired members as reservists require medical checks.



“The Division could use reservists with a health profile of 03 or 04 in investigative units.”

- interviewee

Why it matters

Training and health requirements should match the type of activity and responsibilities required of a position. Non-compliance with these requirements poses a risk to reservists, other RMs, the public and the organization.





FINDING #6

Although there is general agreement that the rate of pay for reservists is appropriate, challenges and gaps related to processes, benefits and insurance coverage can lead to inequities and inefficiencies.

Reservists are paid constable-level wages as set out in the agreement between the Treasury Board and the National Police Federation. Although they perform the same tasks as RMs, they do not receive the same benefits or insurance coverage (e.g., death and injury benefits, sick leave, vacation leave).

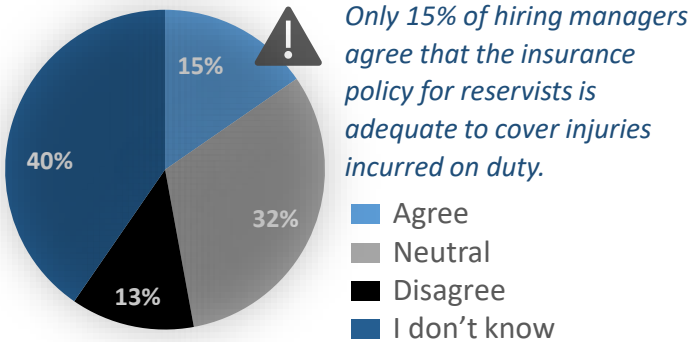
Insurance

As per the RCMP Reserve Program policy, reservists must participate in the life and dismemberment insurance plan at their own expense. The principal sum is \$100,000 and the premium is currently \$28/year per reservist. The evaluation identified inconsistencies in the payment of the \$28 premium for each reservist. As per policy, this payment is at the expense of the employee. However, in some divisions it is paid for by the RCMP. Some interviewees reported that it is difficult and time-consuming collecting this payment from reservists as it must be provided via cheque to the reserve coordinator. A senior manager also expressed concern with whether a reservist would be covered by insurance in the event that they are injured or killed and have not yet sent their cheque to the coordinator.

According to the RCMP Reserve Program policy, the *Government Employees Compensation Act* outlines employment injury benefits (workers' compensation) for reservists. Benefits payable to reservists vary by province or territory, as claims are adjusted and paid by the provincial or territorial workers' compensation board in the home division where the reservist is primarily deployed.

One of the main goals of provincial/territorial workers' compensation is to get employees back to work and often to recommend accommodations or modified duties. In the police environment, this usually includes more administrative tasks, which reservists are not eligible for.

Limitations in death and injury benefits was the largest concern raised by reservists, supervisors and reserve program staff. This was especially a concern for those reservists doing general duty work and was identified as being a deterring factor when it came to accepting these type of deployments, especially in the North. As a result, some reservists are hesitant to accept more dangerous deployments where relief is most needed.

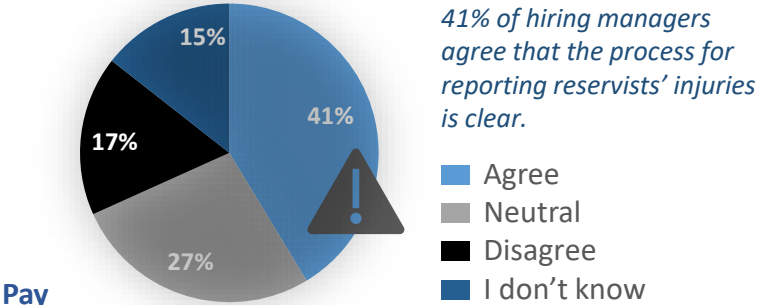


Reservists over the age of 70 are not eligible for the death and dismemberment insurance. As of March 1, 2025, 3% (n=13) of reservists were 70 years old or older.

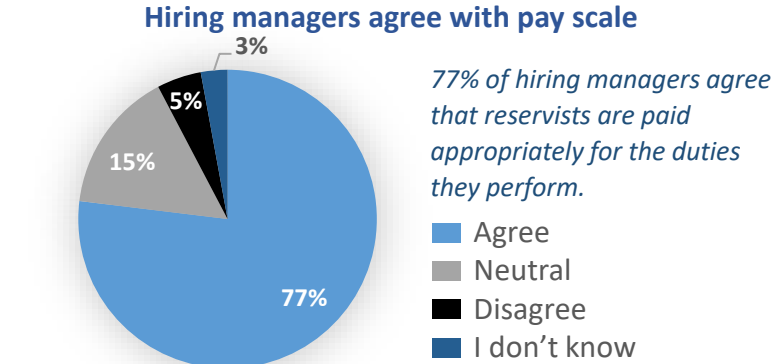
FINDING #6 (continued)

Knowledge of Insurance and Benefits

According to interview data and observations, injuries while reservists are on duty are infrequent. However, there is a general lack of awareness about the benefits that reservists are entitled to or the process to follow if a reservist is injured on the job.



Most respondents agreed that the reservist pay level is appropriate. However, there was some concern expressed that “one level of pay for all reservists” may not be representative of all the various duties that reservists perform. Reservists are only paid when they are called up for service or training, and at a rate equivalent to that of a First Class Constable.



Acting pay is not applicable to reservists even though at times they take on responsibilities of higher ranks. For example, a case study noted a situation where a reservist was performing the same tasks as an RM who was at a higher level.

In a recent comparison with similar programs in external agencies, the RCMP was found to be the only organization that has one rate of pay for all reservists. The other comparators pay reservists based on the type of duties they are assigned.

Overtime

In 2024, reservists worked a total of 44,616 hours of overtime. Reservists are entitled to overtime for hours worked in excess of 40 hours in a work week, paid at time and a half. There are reported issues with this qualification since RMs who work the same schedule are entitled to overtime based on the number of hours worked in a day. Additionally, RMs get an overtime rate of double time. These differences can create a sense of inequity across members performing the same tasks on the same schedule.

Challenges with the Pay Process

A 2024 NRP review of the Reserve Program identified issues related to reservist pay and noted that pay processing could be more effective. These issues were reinforced during this evaluation. Currently, the pay system is paper-based and manual in nature and cannot be automated. Reservists are required to complete fillable PDF time sheets and submit them for approval. The time sheets are then submitted via email to the Reservist Pay Unit at NHQ either by the divisional coordinator/manager, Section 34 signatory, or the reservist themselves. Most divisional reserve coordinators are expected to send one email per reservist with their time sheets vs sending all in one batch, in order to facilitate quality assurance.

This system gets more complicated for reservists who work in multiple units, on-call and/or overtime, as these require separate pay sheets. Charging the appropriate unit for the hours a reservist worked is a complicated and time-consuming process. Most divisions charge a Reserve Program cost center for the reservist’s salary, and these costs are later charged to the unit where the reservist actually worked. Also, reservists can work for a number of different cost centers during a pay period. It can therefore be challenging to keep track of the total number of hours a reservist has worked in a pay period, as the Reservist Pay Unit can receive multiple forms.

Although the Phoenix pay system was initially used to pay RCMP reservists, errors and challenges prompted the program to move to a paper-based system. Many interviewees suggested TEAM as an alternative to the paper-based system; however, this is likely not feasible since this system requires a base salary to be entered and most reservists do not work a set schedule. As a result, the Reservist Pay Unit does pay calculations manually to ensure data is entered correctly.

Why it matters

With the perception that benefits and insurance are not appropriate, retired RMs or other experienced law enforcement officers may not be interested in becoming a reservist or accept deployments in some of the highest need areas (e.g., the North). Additionally, gaps related to processes, benefits and insurance coverage can lead to inequities and inefficiencies amongst individuals performing the same duties.

Conclusions

- The RCMP Reserve Program provides an opportunity for experienced law enforcement members to continue working for the organization after deciding to no longer be a member. Reservists provide knowledge retention while mentoring younger members and provide a cost-effective human resource to the organization.
- In the current environment, reservists are needed more than ever to help fill vacancies across the organization. However, due to limited resources dedicated to the management of the Reserve Program, proactive recruitment is very limited.
- With the centralization of the Reserve Program under the NRP, steps have been taken to improve the program (e.g., updated policy, updated list of reservist duties). However, as recruitment and retention of RMs remains an issue across the RCMP, there is a need for the Reserve Program to develop a clear mandate and identified resources to ensure it meets current and future organizational needs.
- The positioning of the Reserve Program under the NRP poses challenges to supporting its management, as it is not aligned with the NRP's priority focus on recruitment. The program may be better placed in a policy center that is able to dedicate appropriate resources to provide effective oversight and be responsive to the needs of the divisions.
- Low compliance rates with current training and physical health requirements pose a risk to police officer and public safety. These requirements should align with reservists' duties and increased oversight is required to ensure reservists are ready for duty.
- Policy and program gaps related to insurance and benefits available to reservists are preventing reservists from doing general duty work where they are needed the most. The concerns that insurance coverage is insufficient, paired with a lack of awareness about the benefits that reservists are entitled to, put reservists and the organization at risk.



"My year [as a reservist] has been everything I hoped and more. My goal is to experience everything the RCMP has to offer in policing."

- Reservist

"The Reserve Program helps with operations, relief work and knowledge transfer. Reservists are a morale booster for RMs and takes stress off the system."

- interviewee

"Any shift that is covered by a reservist to help the organization to meet their mandate is a success."

- interviewee

Recommendations

1. Clarify the mandate of the Reserve Program to meet the current operational needs of all business lines.
2. Based on the clarified mandate, review and strengthen the Reserve Program governance structure and clarify roles and responsibilities. This includes:
 - Reviewing the place of the Reserve Program within the RCMP's organizational structure;
 - Reviewing the classification/rank and roles and responsibilities of divisional and NHQ reserve coordinators;
 - Standardizing program policies and procedures, including the process for deployments and the management of call-outs; and,
 - Developing a standardized costing framework and updated performance measurement strategy.
3. Enhance internal and external communication. This includes:
 - Promoting the Reserve Program within the RCMP and with other Canadian police agencies;
 - Establishing formal engagement mechanisms among Reserve Program staff at NHQ and in the divisions; and,
 - Ensuring clear and consistent communication with reservists and hiring managers.
4. Review and update reservist health and training requirements and compliance monitoring processes.
5. Review reservist pay/benefits and explore opportunities for streamlining the reservist pay process.

Appendices

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C. Scale of interview responses	32

Appendix A

	RCMP Reserve Program	DND/CAF Military Police (MP) Reserve	London Metropolitan Police Special Constable	FBI Reserve Service	Australian Federal Police Reserve
Description 	To supplement staffing shortages	The MP Reserve are a trade in the CAF Primary Reserve (PRes) sub-component. They are field military police; not involved in law enforcement duties.	To increase the visible presence of police in London.	For former FBI employees to support the FBI on temporary assignments.	For former employees to provide additional capacity to the workforce.
Number / Reservist Cap 	490 / 800	21/46 MP Officers 350/653 MP Non-Commissioned Members Total: 371/699	~2000 / no cap	?? / 500	200+ / no cap
Experience required 	- Two years of Canadian police experience - Canadian police training institution - a field-coaching program	- Education minimum is the completion of 15 high school credits. - Enrolment criteria are component and trade specific	None (Experienced officers are welcome)	- Minimum 3 years of full-time service in FBI - Must have experience applicable to the assignment	Three years of permanent AFP work in the last 10 years
Training 	Must have all Regular Member mandatory training and certifications up to date	Where duties are the same, PRes members are trained to the same level as Regular Force members	Initial training course runs for 23 days	None	All mandatory online training
Duration 	- Hours vary - Three-year contracts - Can release at any time	- Indefinite Period of Service up to mandatory retirement of 60 years old - Release notification is subject agreement with CAF, typically 30 days, unless restricted.	- Indefinite service - Minimum 200 hour annually - Can release at any time	40-hour work weeks - Employees may work up to 12 months and may be extended for additional time based on mission need.	- Hours vary - Reserves may be placed for a period of up to 12 weeks at a time
Medical requirements 	Reservists are expected to meet health requirements for operational duties (general duty policing) and maintain a PHA-02 ranking every three years	Medical standard upon enrollment and requirement to renew every 5 years until 40 and then every 2 years.	Special constables must achieve level 5.4 on their job-related fitness test and medical health assessment.	None	None
Authorities / Duties 	Same authorities and duties as RMs	Same authorities as Regular Force members when training and duties are similar	Same authorities as regular police officers	Not performing duties as special agents for the FBI (Specialized knowledge of a specific topic)	Reserves do not possess the same authorities as operational members
Benefits / coverage 	\$100,000 death and dismemberment insurance (up to 70yrs, paid by Reservists) - Paid 4% for hours worked in lieu of annual leave - Provincial/Territorial workplace compensation coverage.	- May be eligible for a pension plan - Class A are provided in-service injury care/compensation, else partial coverage - Full time (Class B & C) +180 days receive DND benefits	- Occupational welfare counselling - Provided in service injury care/compensation - Free travel on London public transport	RSP employees are offered most of the same benefits as non-RSP federal employee	- Receive 15.4% superannuation. - AFP Reserves have access to the full suite of Health and Wellbeing Services provided by AFP SHIELD - Casual employees – no paid leave
Pay 	Paid same hourly rate as a First Class Constable	92.8% of Regular Force pay rate (Class C receives 100%)	None (Food/Drink Per Diem)	Based on prior federal pay (level of work assigned)	Hourly rate varies, determined by AFP Enterprise agreement (level of work assigned)

Management Response and Action Plan (1/4)

Management Response: The National Recruitment Program (NRP) is grateful for the Evaluation of the Reserve Program. Senior officials responsible for the Program accept the findings and recommendations contained therein. These recommendations will support efforts to enhance the Reserve Program’s effectiveness and efficiency. These recommendations are timely and align with the work currently underway for the development of a national recruitment strategy and a review of the Regular Member application process.

The achievement of the planned actions outlined in this Management Response and Action Plan is contingent upon the receipt of additional resources, including adequate human resources for the management and oversight of the Reserve Program. Without adequate resources, the NRP will not have the capacity to execute the actions outlined below within the specified timelines.

Note: The NRP will lead the execution of the planned actions **unless** a decision is made to move the Reserve Program under another area of responsibility within the RCMP’s organizational structure (as per recommendation #2).

Recommendation	Planned Action(s)	Diary Date
1. Clarify the mandate of the Reserve Program to meet the current operational needs of all business lines.	NRP will update the mandate of the Reserve Program after: i. Consulting with Divisions and all Business Lines to ensure the Reserve Program mandate meets the current operational needs ii. Engaging in discussions with CHRO and SEC (or SEC-CO) about the mandate of the Reserve Program and its place within the RCMP’s organizational structure Final Deliverable: Document outlining the updated Reserve Program mandate	December 2025

Management Response and Action Plan (2/4)

Recommendation	Planned Action(s)	Diary Date
2. Based on the clarified mandate, review and strengthen the Reserve Program governance structure and clarify roles and responsibilities. This includes: • Reviewing the place of the Reserve Program within the RCMP's organizational structure; • Reviewing the classification/rank and roles and responsibilities of divisional and NHQ reserve coordinators; • Standardizing program policies and procedures, including the process for deployments and the management of call-outs; and, • Developing a standardized costing framework and updated performance measurement strategy	NRP will review and strengthen the Reserve Program governance structure by completing the following actions: - In Collaboration with Divisions and Business Lines, explore possible solutions to enhance the effectiveness and efficiency of the Reserve Program, including: • clearly defining roles and responsibilities of divisional and NHQ reserve coordinators • standardizing procedures, policies, process for deployments • developing and providing training to Reserve Program coordinators • reporting on financials, performance, etc. - Engage with Finance to design a standardized costing model to better track expenditures related to the Program and report to management - Identify KPIs to measure the performance of the Program - Develop a monitoring and reporting cycle to track progress Final Deliverable: Document(s) outlining the updated Reserve Program governance structure, clarified roles and responsibilities, standardized procedures, policies and processes, standardized costing model, and performance measurement strategy	July 2026

Management Response and Action Plan (3/4)

Recommendation	Planned Action(s)	Diary Date
3. Enhance internal and external communication. This includes: - Promoting the Reserve Program within the RCMP and with other Canadian police agencies; - Establishing formal engagement mechanisms among Reserve Program staff at NHQ and in the divisions; and, - Ensuring clear and consistent communication with reservists and hiring managers.	NRP, in collaboration with NCS, will develop a Reserve Program communication/marketing strategy, including: - Establishing a unified web presence for the Reserve Program by centralizing key information, resources, and tools on InfoWeb and on the RCMP public-facing webpages - Developing standardized communication tools (e.g. Q&A, key messages) for use by divisional Reserve coordinators, recruiters, HR advisors, and hiring managers to ensure consistent messaging, alignment and clarity across the organization - Increasing awareness of the Program through internal communication channels - Expanding external outreach and engagement with other Canadian police agencies to raise awareness and encourage participation Final Deliverable: Reserve Program communication/marketing strategy	July 2026
4. Review and update reservist health and training requirements and compliance monitoring processes.	NRP, in consultation with OHS and CLO, will update health and training requirements and processes based on updated mandate, after: - Conducting a review of the functions performed by reservists to determine if a tiered approach for health and training requirements can be used, based on specific duties rather than matching the same training as RMs in general duty policing - Establishing a compliance monitoring system at the division level and set up regular audits to ensure greater compliance with the requirements - Defining protocols for non-compliance Final Deliverable: Document(s) outlining updated health and training requirements, as well as compliance monitoring processes	September 2026

Management Response and Action Plan (4/4)

Recommendation	Planned Action(s)	Diary Date
5. Review reservist pay/benefits and explore opportunities for streamlining the reservist pay process.	NRP, in consultation with National Compensation Services, will conduct a review of reservist pay and benefits including: i. Engaging with the Treasury Board Secretariat to inform them of the recommendation and review opportunities to examine reservist pay and benefits since reservists are represented by the National Police Federation, and terms and conditions of employment (including pay and benefits) are established through collective bargaining ii. Exploring the feasibility of reservist pay being incorporated into the roll-out of the new Government of Canada pay system – Dayforce Final Deliverable: Document(s) outlining the results of the review and way forward	September 2026

Scale of interview responses

DESCRIPTOR	MEANING
All	Findings reflect the views and opinions of 100% of interviewees
Most	Findings reflect the views and opinions of at least 75% but less than 100% of interviewees
Many	Findings reflect the views and opinions of at least 51% but less than 75% of interviewees
Half	Findings reflect the views and opinions of 50% of interviewees
Some	Findings reflect the views and opinions of at least 25% but less than 50% of interviewees
A few	Findings reflect the views and opinions of at least two respondents but less than 25% of interviewees