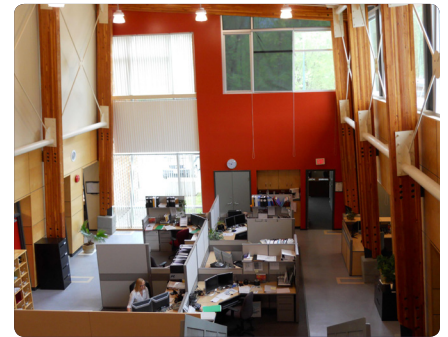


Service Squamish Initiative



RCMP Support Services



Core Service Review



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Executive Summary

The District of Squamish (DoS) RCMP Support Services (RSS) group has a strong base of knowledge, experience and capabilities to manage the RCMP support services, processes and information.

The RSS, the DoS, the Public Service and the RCMP has been facing a number of challenges over the last few years regarding RSS changes, people & relationships, leadership and communication. These challenges and issues are now beginning to affect the services the RSS delivers and recognition and action are required immediately.

The RSS group generally has the process task skills and good intent to make service and process improvements and evolve the services as required, however the interpersonal communication, conflict resolution and leadership skills required to manage the next 24 months will need to evolve in order address the issues successfully.

There is a wide spread and sincere intent by all RSS stakeholders that any work/processes that can be improved, limited, or shifted to RSS staff will help the RCMP uniformed officers by providing them with the maximum amount of "street" time and an ability to focus on policing rather than the supportive administration elements of policing.

The findings and recommendations in this report surround four themes;

1. **Relationships** – Some of the relationships as a whole and some aspects of some of the other relationships have been damaged and are, or are on the verge of being, irreparable. Some of the relationships have escalated to being seriously disruptive (for the individuals as well as the organizations) and require sensitive and assertive resolutions. There is wide spread recognition of this condition and a sincere desire to change its course and find realistic and productive approaches to mending or managing these relationships. Amongst these relationship issues, there does still exist positive and productive relationships – the problem is the negative ones dominate the culture more than the positive.
2. **Communication** – Although there is a strong and consistent recognition from all stakeholders of the importance of communication and the role it plays in the workplace, there is significant communication issues within the RSS group including:
 - a. A lack of honesty in many of the team and interpersonal communications.
 - b. A lack of trust that has been built up as a result of limited and surface communications in many of the areas.
 - c. A lack of involvement and communication regarding changes, improvements and decisions.
 - d. A lack of a desire and/or ability to give constructive feedback and input.
 - e. An inability to manage or resolve interpersonal conflicts in a productive and respectful manner.

Again, despite these issues there are many examples of positive and productive communications – the trouble is that the issues affect everyone and are unavoidable in smaller workgroups and offices.

3. **Resourcing** – There is significant evidence that the current organizational structure and workload distribution may be contributing to some of the interpersonal issues and that role and individual workloads vary, are inconsistent and warrant a full review and assessment. An assessment would ensure that there is balance in the workloads, process improvement and automation are appropriately utilized, and the organizational structure

is providing a balance between workload management, work process & role specialization and staff development and advancement opportunities. This assessment should not start until the interpersonal conflict and communication elements have been acknowledged and started to be worked on.

4. **Leadership** – Interpersonal and group dynamic issues are some of the most challenging for leaders to resolve and manage through. It typically takes a balance of sensitivity and constructive assertiveness from leaders and each situation has unique elements to it. In this situation the leadership;
 - a. Needs to stop the erosion of trust and confidence within all areas of leadership through sensitively and directly dealing with the issues, especially the “tough” ones.
 - b. Enhance the involvement of RSS stakeholders early on in changes and communicate throughout the process – even when it doesn’t seem maybe worthwhile to you!
 - c. Develop an initial performance management process so that leaders and individual staff understand how and when they are being measured.
 - d. Sincerely praise the successes and constructively manage the issues.
 - e. Create, maintain and reporting on service level metrics in order to benchmark improvements and changes.

The responsibility, and likelihood of success, for working through the issues lies with the DoS leaders, the Public Service leaders, the RCMP (Squamish Detachment and the Sea-to-Sky Region), the RSS staff and the CUPE union. These are issues and a culture that evolves over a number of years at the minimum. The solutions surrounding many of these recommendations involve interpersonal approach changes and cultural evolutions. These process require patience and due diligence by all in order to ensure success.

The suggested first step, after digesting this report, is to conduct a stakeholder workshop to gauge perspectives on the findings and recommendations and review in detail the Action Plan (Page 20) which provides a summary and estimated budget implications of the recommendations and should assist the DoS in the decision and execution process.

Background

OBJECTIVES

In April 2010 the Service Squamish Initiative was introduced by the District of Squamish to envision a new approach to achieving excellence in local government for its residents, investors, Council and employees. This core service review of the Information Services function is the fourth in a series of reviews to be conducted in 2010. The core objectives of this review are to;

1. Provide an external view of the DoS's RSS in terms of service scope, general effectiveness, focus, structure, culture, environment, and share observations and recommendations relating to the RSS capacity for servicing the District's and the RCMP's needs.
2. Provide an opportunity for DoS & RCMP stakeholders to provide input on the RSS delivery capacity and quality.
3. Provide an opportunity for RSS employees to share ideas and thoughts on their service capacity and quality.

APPROACH

This review was conducted based on two primary approaches;

1. Individual or group discussions (interviews) to get the input of all, or a representation of all, key stakeholders.
2. Independent reviews and comparisons of the District's RSS through documentation (strategy, plans, policy, procedure, contracts, surveys, etc.)

SCOPE

The scope of the activities for this review included, but were not limited to:

- Interviews with RCMP Staff
- Interviews with District of Squamish employees
- Review of RCMP administrative support systems
- Review of RCMP administrative support operating budget, capital budget, invoices and expenditures
- Preparation of final report including findings & recommendations

Note: The nature of the security required for the RSS function has limited to some degree this reviews ability to gather some information for assessment and comparison to other organizations.

REVIEW ELEMENTS

This review generally followed the process used in current and previous District Core Service Reviews and focused on;

TYPE	ELEMENTS
Service Levels	Service levels, priorities, department performance metrics, monitoring processes and tools.
People	Culture(s), behaviours, group and individual development, relationships
Resourcing	Roles, responsibilities, structure, level of resourcing, process for acquiring
Leadership	Guidance, support, coaching, measuring, performance management, development, work design, process management, issue resolution, change management
Policy & Procedures	Operations, applicability
Communication	Skills, types/mechanisms, style(s), preferences, effectiveness, conflict management

Note: This report will refer to the RSS group with the intention of sharing findings and making recommendations for the DoS staff component of this service model. It is important to recognize that some content from this report will refer to or be focused on non-DoS elements because there is managers/supervisors, policies & procedures, processes, systems and cultural norms that are wholly or partially a part of the RCMP or the Public Service.

Most of the discussion in this review revolved around the Client Services, Record Management, Ops Support (Cell Block Security, Court Liaison, Evidence Management) and general process administration tasks. The RSS includes Community Policing and Victim Services functions, that were discussed to some degree, however are somewhat detached from many of the core RSS processes.

Because the DoS policing model is based on shared resources (people, processes, facilities, etc.), by sharing this report with all stakeholders there is an opportunity to discuss and manage the report findings and recommendations collectively.

Findings & Recommendations

1.1 Service Levels - FINDINGS

This section looks at the Service Level elements of the RSS in terms of delivery, priorities, performance, metrics and monitoring. The key findings relating to Service Levels are;

- 1.1.1 The RSS group is generally considered to provide a strong level of services for the RCMP in terms of capabilities and knowledge.
- 1.1.2 There is a strong recognition that RSS staff look for new ways to support the RCMP uniformed officers and processes.
- 1.1.3 The Community Policing function is well recognized to be one of the important key public interfaces between the RCMP, policing processes and proactive and prevention activities.
- 1.1.4 Victim Services is well recognized to be a critical aspect of the RCMP support services to the community of Squamish. This function is going through a “start-up” phase and is being re-built from a previous model.
- 1.1.5 Although there appears to be relatively clear processes in most cases, there is still some tasks/processes that “fall through the crack” and are not picked up by someone. This appears to be minimum and not the norm.
- 1.1.6 There was very little information (data, metrics) available for this review regarding service levels (frequency, quality, trends, etc.) currently or over time. If asked about the levels of service, interviewees would typically give a qualitative subjective response and when asked about service level measurements, there was little known. Further when asked about other detachments of District support models, there was very little understood about how similar or dissimilar they were and if there were recognized models to learn from.
- 1.1.7 Further to the finding on service level metrics, there is very little information available in terms of the scope of the RSS services (detailed terms, budgets, etc.). Generally the RSS staff are looking for ways to add work so that they take administrative work away from the RCMP uniformed officers. Although this appears to be a worthwhile and productive approach, there appears to be very little direct/intentional connection to this strategy between the RCMP, the Public Service group and the DoS.
- 1.1.8 There has been some process backlogs in the past year or so, and although it is being addressed and improving, there is some questions as to how vulnerable the services are to resource changes/constraints for the future.
- 1.1.9 One of the key weaknesses of delivering services for the RSS is with the groups ability to manage change (technology, processes) in a way that enables stakeholders to understand the change and adapt appropriately. Note: there is a recognition that this finding is effected by more than just the RSS staff and there are process and technology stakeholders to consider within the RCMP, the Public Service and the DoS.

1.2 Service Levels - RECOMMENDATIONS

- 1.2.2 DoS leaders engage the RCMP and Public Service in discussion and details on the service levels required and how to measure them.
- 1.2.3 Conduct research on other RSS models and workplaces as a way to look for improvements.

1.2.4 Change Management (see Recommendation 4.2.1)

1.2.5 Service Level metrics (see Recommendation 4.2.5)

2.1 People - FINDINGS

This section looks at the People element of the RSS in terms of culture(s), behaviours, group & individual development, and relationships. The key findings relating to People are;

- 2.1.1 The RSS staff typically enjoy their job and are proud of the work they do. Understandable they are not always happy with some elements of their work environment (discussed within this report).
- 2.1.2 Generally, and at a functional and leadership level, the RCMP, the Public Service and the DoS work well together on policing and administrative issues.
- 2.1.3 There is substantial negative friction and issues within some of the areas and relationships within the RSS. This friction has evolved to a point where it is affecting the service levels in addition to the morale and culture of the RSS group. This is causing an erosion of trust. This friction appears to vary and can be generally described as;
 - 2.1.3.1 Social – relationships have evolved in some cases to where people are simply not acknowledging each other, finding non-face-to-face means to communicate (email), demonstrating negative body language and in some cases being non-productively contradictory. Much of this behaviour is not addresses directly between people and is left to be passive friction/communication which is often the most destructive and difficult to deal with.
 - 2.1.3.2 Process – There is direct and in-direct (passive) friction over processes and process improvements. Generally there seems to be a lack of ability to openly and productively challenge, collaborate and resolve process issues and changes. There is constant challenges to the source and rationale for the changes.
 - 2.1.3.3 Role/Skills – There is some friction (rarely verbalized) over skill, ability and experience levels of individuals. It is likely that some of this is due to a lack of an in-depth understanding of the job duties (some of changed), different working patterns of individuals and some under performance issues.
 - 2.1.3.4 Regulatory – there is evidence that some of this behaviour is clearly contravening the DoS Respectful Workplace Policy.
 - 2.1.3.5 It is important to note that not everyone is exposed to the friction noted above. There are some cases of individuals who see what is happening around them but do not feel overly affected by it.
- 2.1.4 Negative behaviour issues (perceived or real) are not uncommon in a workplace, however the RCC group has a significant series of issues that appear to have been developing over a number of years. The relatively small size of the group makes these issues more important to deal with as they are prevalent in all aspects of the daily work and if left unresolved will only grow and cause larger and more intense problems for both the DoS, the Public Service and the RCMP.
- 2.1.5 Defining a culture is typically a difficult task, so for the purpose of this report and based on the limited exposure, the culture elements will be limited and focused on observations and collective inputs on what is working and what needs work rather than an in-depth cultural assessment and change plan.

- 2.1.5.1 The RSS staff are very aligned to the RCMP uniformed staff culture to a greater degree. This means that they are connected to the purpose of the police services and identify themselves strongly with a police service. There is a sense of pride and commitment with this culture that is not always prominent in other government services.
- 2.1.5.2 Despite this strong connection to the police culture, the RSS staff also feel very disconnected from the DoS people and culture. There is a perception that they are possibly missing out on both learning and career opportunities and well as a social connections.
- 2.1.5.3 The "Dispatch" culture plays a significant role within the current RSS staff and processes. Given the large percentage of current staff had a dispatch role at the DoS offices before it was centralized to the ECOMM centre in Vancouver, this is understandable. The challenge will be to ensure that the people/resourcing skills, knowledge and experience and the recruiting process reflect the needs of the current RSS needs and not legacy ones. It is foreseeable that a new RSS staff might find it challenging and intimidating to learn and perform given the breadth and depth of 911 dispatch experience and knowledge that exists today. This is also an important element of designing and improving processes – processes should be developed based on the current resourcing needs and specifications, not previous ones.
- 2.1.6 The process for assigning and attending training/learning opportunities appears to be ad-hoc and different within the different functions of the RSS. There is indications that training/learning opportunities are not always linked directly to job descriptions/needs or future needs (cross-training, advancement preparation, etc.). Except for core and basic programs, it appears that an individuals research and initiative to identify training/learning opportunities is a key indicator to getting access to training/learning programs.

2.2 People - RECOMMENDATIONS

- 2.2.1 Development Opportunities
 - 2.2.1.1 Conflict Resolution skills – there is a need and opportunity to combine a refresher of public/service conflict resolution skill training with personal communication and workplace conflict resolution training from the RSS staff.
 - 2.2.1.2 Teambuilding targeted work activities – social team building activities are sometimes created in order to bring a team closer together, get to know each other more as a personal than a colleague, etc. This approach can also work against all good intentions – a sincere team building event is often a product of strong teams not the cause of them. For RSS team the recommendation is to find work related opportunities that involve the larger group, such as facilitated process reviews (some of this has been done somewhat recently) as a way of creating and supporting opportunities to manage and demonstrate critical thinking and dialogue.
- 2.2.2 Behaviour Management – DoS, Public Service and Union representatives should review and reinforce the current process for managing discipline in the event that an unacceptable behaviour continues despite progressive coaching and communication by the manager. It is always important to act early, fairly and be focused on helping the employee understand and achieve the expectations.
- 2.2.3 Connections with DoS peers – linked to Interdepartmental Communications (see Recommendation 5.2.5)
- 2.2.4 Training/Learning - The process for assigning and attending training/learning opportunities needs to be linked directly to job descriptions/needs or future needs (cross-training, advancement preparation, etc.). Leaders to create a learning plan with priorities and budget for each area and discuss outcomes with staff.

3.1 Resourcing – FINDINGS

This section looks at the Resourcing element of the RSS in terms of roles, responsibility, performance management, organizational structure, resourcing levels, and the recruitment process. The key findings relating to Resourcing are;

- 3.1.1 Generally individuals seemed to understand their individual role and responsibilities as well that of the RSS in general. There is indications that there is not enough awareness of other roles/jobs within the RSS. Job descriptions were also provided for most of the roles within the RSS.
- 3.1.2 There is a common frustration with the length of time (+1year) it has been taking to fill vacant jobs. There is a belief that other people are having to take on those jobs and it is causing hardship and backlogs.
- 3.1.3 Re-establishing the use of casual employees as a way to avoid the delays of recruiting and security clearances and providing backfill during other absences was raised by many of the interviewees.
- 3.1.4 There is a general lack of understanding for employees and managers regarding link between an employees performance and the job/role expectations. There was no indication of a performance management process within the RSS – formal or informal. Feedback appears to be provided when ever possible however not consistently.
- 3.1.5 There are a number of issues with the RSS group and function that are strongly felt and appear to have a strong legacy behind them. Although these issues need to be addressed to varying degrees, it is highly likely that they are wholly or partially characteristic or products of other issues and seem to be distracting efforts to make improvements. Specific issues include;

- 3.1.5.1 **Management and supervisory employer status** – significant amount of the interviews conducted for this review focused on or at least touched on the fact that a “non-District” employee was managing “District” employees and that this was an issue in Collective Agreement interpretation and general management and leadership. Further examination of this issues revealed that staff often agreed that this did not “have” to be an issue and that a good manager/supervisor and employee relationships (leadership) could be provided from a number of and varying types of employment agreements (other employers, agencies, contract, etc.)

It seems that this issue may be more of a symptom than a cause. There are specific needs that are important in managing in this environment such as; understanding the business, understanding the collective agreement and understanding the culture in addition to standard leadership qualities such as providing guidance, support, coaching, vision, planning, performance management, issue resolution and change management to name a few. It is highly likely that addressing the interpersonal issues and creating a workplace that understands and is able to have conversations revolving around disagreements, constructive feedback in a non-personal manner will put the “non-district leader” issue into a proper perspective.

In addition to these observations, it is very important that the managers/supervisors understand this dynamic and ensure that they are not un-intentionally contributing to the issue by not be fully transparent surrounding decisions and approaches.

- 3.1.5.2 **Organizational Structure & Workloads** – there is a wide variation of input on the topic of resourcing and specifically if there enough people to do the work as well as what structure is best? Similar to the issues of manager/supervisor employer status, this issue is highly likely to be impacted by the other and over arching issues relating to interpersonal and conflict management. However, there is significant evidence that the current organizational structure may be contributing to some of the issues and that workloads vary, are inconsistent and

warrant a full review and assessment. This assessment, and any resulting changes, ensure that:

- there is balance in the workloads,
- process improvement and automation are appropriately utilized,
- and the organizational structure is providing a balance between workload management, work process & role specialization and staff development and advancement opportunities.

Previous organizational structures of the RSS work appear to have been more generalist in nature and were somewhat based from the 911 dispatcher model that existed at the time. Once the dispatch role was moved to ECOMM, and the remaining roles were focused on RCMP support and administration, it meant that there was less opportunity for specialization and promotion. Since that time, a restructuring process was implemented as a way to provide promotional levels and specialization. This structure, although attempting to address valid considerations, is not necessarily a fully balanced model. A balanced structure would be based on measurements of the work required to be performed (frequency, duration, complexity, etc.), as well as it should consider the effects that too many levels can have within a small group. In the RSS example, the multi-levels is misleading on promotional opportunities – these roles are filled by long-term employees and the turn-over rate means that vacancies are rare. So the chances of promotion are low. Further, the specialization of work restricts growth opportunities and reduces opportunities for work sharing and cross-training.

Although a review should be conducted, it would be difficult to fully understand the resourcing needs at a time when there is so much energy around the way people communicate, don't communicate, interact and resolve issues. It is quite likely that much of the resource concerns are directly related to how people feel about their workplace, their work and their value within it. This is not intended to avoid the possibility of work imbalances or overloads – it is just to say that the latter will be difficult to truly understand without addressing the other issues to some degree.

3.1.6 There is a desire to have more information (welcome package) when joining the DoS and the RSS.

3.2 Resourcing - RECOMMENDATIONS

- 3.2.1 RSS leaders to review the process for filling vacant jobs quicker including consider merits of bringing back a casual pool.
- 3.2.2 Role and Responsibilities – schedule, design, solicit input, execute and communicate a review of all of the RSS roles and responsibilities to;
 - 3.2.2.1 Ensure each person/staff member (not just role) understands their individual role and the impact, contribution and dependencies it has with others. Include key peak work load times and indicators.
 - 3.2.2.2 To better understand role-based workload distribution and adjust as needed.
- 3.2.3 Leadership Employers – DoS leaders sit down with RSS staff and discuss the merits and challenges of having non-DoS resources as leaders. This conversation should be an example of all parties being open to honest and productive dialogue and potentially constructive criticisms.

- 3.2.4 Conduct a full review and assessment of the organizational structure and workload distribution. This assessment should be focused on ensuring that there is balance in the workloads, process improvement and automation are appropriate utilized, and the organizational structure is providing a balance between workload management, work process & role specialization and staff development and advancement opportunities.
- 3.2.5 RSS leaders explore the need for and access to materials for a welcome package for new RSS staff.
- 3.2.6 Performance Management (see Recommendation 4.2.3)
- 3.2.7 RSS leaders solicit input from the Public Service staff that reside in the RCMP detachment building and that were not a part of this review.

4.1 Leadership - FINDINGS

This section looks at the Leadership element of the RSS in terms of guidance, support, coaching, metrics, performance management, work design/improvements, process management, issue resolution, and change management. The key findings relating to Leadership are;

- 4.1.1 There is strong agreement that the leadership changes that have occurred over the last few years are a conceptually a good idea and attempt to resolve issues and improve the working environment.
- 4.1.2 The managers and supervisors (from all three “employers” – DoS, Public Service and RCMP) have sincerely attempted to resolve issues and include people in decisions. Further, they have demonstrated a desire to make improvements despite exposure to stress and uncomfortable discussions.
- 4.1.3 Although further assessment would be needed, it appears that some of the change initiatives (process, technology, structure) have not been designed or implemented with extensive enough change management principles such as input, communicating, interest alignment, and consideration of some of the complexities that come with the multi-stakeholder work and process environment. Part of this may be attributed to time and resource constraints at the time, however the effects of not fully engaging people in the processes seems to be lingering. Typically the less connected a work group is the more these process are required.
- 4.1.4 There is varying opinions to what degree leaders do, or should, understand about the micro details of the roles they are managing. This is commonly the rationale for ensuring someone has “done” the job they are managing. Although there is obvious examples of how this recruitment strategy is useful – it is rarely discussed how this strategy can also perpetuate cultures, processes and thinking that is not always healthy for a work group or service business.
- 4.1.5 There is concerns that a non-resident/locally based leader from the RCMP, DoS or the Public Service will not be able to provide the necessary leadership to the RSS group. Further discussion of this perception often came to an agreement that that an effective leadership relationship can be provided from a number of and varying in-person arrangements.
- 4.1.6 The union (CUPE Local 2869) has been involved to some degree in elements of the RSS workplace and has some level of awareness surrounding some of the challenges and issues. The unions involvement is typically processed based and are brought in for grievances and similar processes. The union representatives were interested in ensuring that their members were looked after and that the DoS was addressing issues. There biggest concerns were;
 - 4.1.6.1 Resource backfilling – timing of replacing resources – filling positions

- 4.1.6.2 Training availability
- 4.1.6.3 Employee workloads
- 4.1.6.4 Reclassifications - timing
- 4.1.6.5 Impact of reviews and changes on employees
- 4.1.6.6 Lack of regular meetings with RSS managers – other than the District Labour Meetings

4.2 Leadership - RECOMMENDATIONS

- 4.2.1 Change Management -
 - 4.2.1.1 Provide appropriate levels and types of change management training opportunities for both leaders (managers, supervisors, leads) and employees. This will improve the process and communication of change and establish some base awareness that will assist in preventing future issues.
 - 4.2.1.2 Standardize and utilize a basic (not a complex version) change management framework for medium to large projects/changes such as process improvements.
- 4.2.2 Collective Agreement interpretation and support – DoS to review the need for CUPE Collective Agreement support for RSS leaders
- 4.2.3 Recognition – Leaders to monitor and utilize recognition when and where appropriate to ensure that model behaviours are recognized.
- 4.2.4 Establish, communicate, invite feedback and manage an employee performance process. Start with a simplified process of establishing goals and a regular feedback cycle. Afterwards a more sophisticated process can be established.
- 4.2.5 Establish, communicate, invite feedback and manage RSS business metrics within each functional area (Client Services, Records Management, Community Policing, etc.) for the core services (call volumes, counter volumes, referrals vs. managed interactions, records processed, etc.)
- 4.2.6 Involve the RSS staff and stakeholders in this core review process. Consider sharing the report and conducting a review and input sessions to generate ideas and gain engagement prior to implementing any of the recommendations.

5.1 Policy & Procedures - FINDINGS

This section looks at the Policy & Procedures element of the RSS in terms of operational and applicability. The key findings relating to Policy and Procedures are;

- 5.1.1 Much of the RSS service level based Policy and Procedures are derived from the RCMP and Public Service business units. The RSS Policy and Procedures relating to managing resources mostly comes from the DoS. There has been some questions regarding the purpose and source of policies.
- 5.1.2 Other Policy related issues discovered during the review:
 - 5.1.2.1 Working Alone Policy/Procedures in the Cell Block: There does not seem to be a proactive policy and/or procedure for checking in on the Guards working in the Cell Block area. There appear to be long timeframes (+5 hrs) where a guard will be working alone and there is no one or process for checking with them.

5.1.2.2

5.2 Policy & Procedures - RECOMMENDATIONS

- 5.2.1 RSS leaders to ensure staff understand the source and rationale of new policies and policy changes as well as be given opportunities for input to help staff fully understand and adopt the changes.
- 5.2.2 Other Policy related recommendations:
 - 5.2.2.1 Establish, communicate and monitor a Working Alone Policy and Procedures in the Cell Block for guards.
 - 5.2.2.2 Review all DoS RCMP Services roles/activities for potential Working Alone Policy and Procedure requirements.

6.1 Communication - FINDINGS

This section looks at the Communication element of the RSS in terms of effectiveness, skills, types, mechanisms/processes, style(s), preferences and conflict management. The key findings relating to Communication are;

- 6.1.1 Need and Desire – there is a strong need and desire to improve communications at all levels of the RSS. This ranges from interpersonal to group and team communications. Examples have been shared (perceived or real) of changes and decisions being made that were not discussed fully or input solicited.
- 6.1.2 Interpersonal - The interpersonal communications, although some are strong amongst some of the RSS staff, for others they have evolved to a critically unproductive and destructive nature. This has created perceptions that some people are not being honest with others and with holding information. It is critical to build a culture that enable critical thinking and dialogue without fear of back lashing. The idea that the longer you have worked somewhere instantly creates more value to your input is unproductive and is at risk of becoming a part of this culture. This part of the findings and recommendations will be the hardest to face and resolve – however it is the heart of many of the issues. Giving and receiving feedback, praise and criticism is critical for this group.
- 6.1.3 Inter-role/function – There is a perception in many cases that the “chain of command” style of communication is the default style for the RSS group and that it is difficult, unnatural and unproductive for some people to not deal directly with a person regarding a work task/file.
- 6.1.4 Interdepartmental – As a result of some of the cultural characteristics of the RSS and the RCMP noted earlier in the report, people generally being busy, the physical separation and some lack of full understanding of roles and responsibilities as well as knowledge, skills and abilities of the other DoS departments/functions, there appears to be “room for improvement” between the DoS departments and relationships.
- 6.1.5 Processes – there is some indication that documentation at meetings is not occurring or capturing ideas, concerns and commitments discussed.

6.2 Communication - RECOMMENDATIONS

- 6.2.1 Establish a process to help RSS employees to understand both the different communication styles that exist as well as how certain types of styles impact others. There are a number of communication audit

processes and personal communication style process that work very well to both align communication styles and intents and ultimately reduce the personal element of a communication style.

- 6.2.2 Coaching – leaders to take a course or refresher course (depending on current competency with coaching) and begin using coaching techniques as a mechanism for giving feedback – asking questions about a person thinking regarding a particular approach can give much insight into the issues and resolutions.
- 6.2.3 Leaders and staff to encourage constructive and effective face-to-face communications as much as possible in order to prevent people from avoiding issues that can potentially escalate.
- 6.2.4 Interdepartmental – create an opportunity for DoS staff to get exposed to other departments, functions and opportunities. Consider;
 - 6.2.4.2 Create 2-day job shadowing experiences in other departments for RSS staff.
 - 6.2.4.2 Hold a half day Open House for Emergency and Protective Services where people from other departments visit some of the Emergency and Protective Services facilities (non-secured portions) and staff provide overviews of services, opportunities to collaborate, and interesting statistics.
- 6.2.5 RSS leaders create a workable guideline for when RSS staff can and should communicate directly with RCMP uniformed officers and communicate it to the staff. RSS staff should respect the guidelines and seek individual approval for exceptions.
- 6.2.6 Conflict mediation – establish an approachable conflict mediation process that provides a safe and effective structure for resolving issues.
- 6.2.7 Communication Process – ensure that the use of Agendas and Minutes are used when ever reasonable to help track ideas, concerns and commitments discussed. This is one of the trust rebuilding elements.
- 6.2.8 Establish a process (survey and sessions) for checking in with RSS staff and stakeholders going forward from this review to ensure changes made are in fact improving the services and the work environment.

6. Other Findings and Recommendations

We have documented RCMP Support Services related findings and recommendations from previous reviews in order to ensure that any relevant context is considered for this review as well as a way to manage any duplications.

Review	Finding and/or Recommendations	Reference
1. "Employee Engagement Survey Results Summary RCMP- September 2010"	<ul style="list-style-type: none"> The post-survey Action Plans had not yet been completed at the time of this report writing. However, the content of the survey – data and themes were considered as content to the writing of this report. The following observations are offered by this report; 3 of the 9 of the categories were relatively similar for the RCMP as the District Combined scores. "The Organization, Leadership, Value of Work" and match reasonable well with similar organizations on average. The RCMP "Customer Care" score is significantly lower the District Combined score. It is possible that this score is related and impacted by a number of other score categories including the "Relationship with co-workers" score. The "Relationship with co-workers" score is significantly lower for the RCMP than the District Combined. This is significant because even the District Combined scores would be considered lower than similar organizations on average. Given the findings within the this report this score does not come as a surprise. The RCMP "Benefits and Compensation" scores are quite lower than the District Combined scores. In some circumstances it is normal for this type of a category to have a low score when so many of the other core categories are also so low. Sharing with employees the benchmarks used for current benefits and compensation is worth considering. The RCMP "Working Conditions" score is significantly lower than the District Combined score. Given that the "Have the materials / tools to do the job" question was consistently favourable within this reports interviews, the "Amount of work expected is reasonable" question is most likely the source of this score. The RCMP "Career Development" score is significantly lower than the District Combined score. The RCMP "Overall" score is very significantly lower than the District Combined score. Again, this is not a surprise given the feedback during the interview process. 	Pages 5, 6, 8 & 9
2. Concerns, Complaints and Grievances.	There has been a number of concerns, complaints and grievances (formally and informally) brought forward over the past few years that provide additional insight into the findings and recommendations of this report. Confidentiality precludes us from reviewing or including them within this review, however they will provide important information regarding many of the report categories in this report and should be considered when looking at this report.	n/a

Action Plan

Below is a list of actions derived from the Findings and Recommendations section. Please refer to the Findings and Recommendations section for more details. All Budget implications are high-level estimates and would most likely change once more in-depth assessments within each recommendation are conducted.

No.	Category	Action Item	Priority	F&R	Budget Implications
1	SERVICE LEVELS	DoS leaders engage the RCMP and Public Service in discussion and details on the service levels required and how to measure them.	MEDIUM	1.2.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
2	SERVICE LEVELS	Conduct research on other RSS models and workplaces as a way to look for improvements.	MEDIUM	1.2.3	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
3	PEOPLE	Development Opportunities - Conflict Resolution skills – there is a need and opportunity to combine a refresher of public/service conflict resolution skill training with personal communication and workplace conflict resolution training fro the RSS staff.	HIGH	2.2.1.1	COST – approximately \$5000 (10 employees @\$500 each – based on estimated 1 day program).
4	PEOPLE	Teambuilding - find work related opportunities that involve the larger group, such as facilitated process reviews (some of this has been done somewhat recently) as a way of creating and supporting opportunities to manage and demonstrate critical thinking and dialogue.	MEDIUM	2.2.1.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
5	PEOPLE	Behaviour Management – DoS, Public Service and Union representatives should review and reinforce the current process for managing discipline in the event that an unacceptable behaviour continues despite progressive coaching and communication by the manager. It is always important to act early, fairly and be focused on helping the employee understand and achieve the expectations.	HIGH	2.2.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
6	PEOPLE	Training/Learning - The process for assigning and attending training/learning opportunities needs to be linked directly to job descriptions/needs or future needs (cross-training, advancement preparation, etc.). Leaders	MEDIUM	2.2.4	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.

		to create a learning plan with priorities and budget for each area and discuss outcomes with staff.			
8	RESOURCING	RSS leaders to review the process for filling vacant jobs quicker including consider merits of bringing back a casual pool.	HIGH	3.2.1	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
9	RESOURCING	Role and Responsibilities – schedule, design, solicit input, execute and communicate a review of all of the RSS roles and responsibilities to ensure each person/staff member (not just role) understands their individual role and the impact, contribution and dependencies it has with others, and to better understand role-based workload distribution and adjust as needed.	MEDIUM	3.2.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
10	RESOURCING	Leadership Employers – DoS leaders sit down with RSS staff and discuss the merits and challenges of having non-DoS resources as leaders. This conversation should be an example of all parties being open to honest and productive dialogue and potentially constructive criticisms.	HIGH	3.2.3	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
11	RESOURCING	Conduct a full review and assessment of the organizational structure and workload distribution. This assessment should be focused on ensuring that there is balance in the workloads, process improvement and automation are appropriate utilized, and the organizational structure is providing a balance between workload management, work process & role specialization and staff development and advancement opportunities.	HIGH	3.2.4	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
12	RESOURCING	RSS leaders explore the need for and access to materials for a welcome package for new RSS staff.	LOW	3.2.5	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
13	RESOURCING	RSS leaders solicit input from the Public Service staff that reside in the RCMP detachment building and that were not a part of this review.	MEDIUM	3.2.7	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
14	LEADERSHIP	Change Management - provide appropriate levels and types of change management training	MEDIUM	4.2.1	COST – approximately \$7200 (12 employees @\$600)

		opportunities for both leaders and employees as well as standardize and utilize a basic (not a complex version) change management framework for medium to large projects/changes such as process improvements.			each – based on min. 2 day course)
15	LEADERSHIP	Collective Agreement interpretation and support – DoS to review the need for CUPE Collective Agreement support for RSS leaders	LOW	4.2.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
16	LEADERSHIP	Recognition – Leaders to monitor and utilize recognition when and where appropriate to ensure that model behaviours are recognized.	MEDIUM	4.2.3	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
17	LEADERSHIP	Establish, communicate, invite feedback and manage an employee performance process. Start with a simplified process of establishing goals and a regular feedback cycle. Afterwards a more sophisticated process can be established.	HIGH	4.2.4	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
18	LEADERSHIP	Establish, communicate, invite feedback and manage RSS business metrics within each functional area (Client Services, Records Management, Community Policing, etc.) for the core services (call volumes, counter volumes, referrals vs. managed interactions, records processed, etc.)	HIGH	4.2.5	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
19	LEADERSHIP	Involve the RSS staff and stakeholders in this core review process. Consider sharing the report and conducting an review and input session to generate ideas and gain engagement prior to implementing any of the recommendations.	MEDIUM	4.2.6	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
20	POLICY & PROCEDURES	RSS leaders to ensure staff understand the source and rationale of new policies and policy changes as well as be given opportunities for input to help staff fully understand and adopt the changes.	MEDIUM	5.2.1	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
21	POLICY & PROCEDURES	Establish, communicate and monitor a Working Alone Policy and Procedures in the Jail for guards as well review all DoS RCMP Services roles/activities for potential Working Alone Policy and Procedure requirements.	HIGH	5.2.2.1 & 5.2.2.2	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
22	COMMUNICATION	Establish a process to help RSS employees to	HIGH	6.2.1	COST – approximately \$3000

		understand both the different communication styles that exist as well as how certain types of styles impact others. There are a number of communication audit processes and personal communication style process that work very well to both align communication styles and intents and ultimately reduce the personal element of a communication style.			(10 employees @\$300 each – based on estimated 1 day program) – then there would be additional time by leaders to establish process and communicate to employees
23	COMMUNICATION	Coaching – leaders to take a course or refresher course (depending on current competency with coaching) and begin using coaching techniques as a mechanism for giving feedback – asking questions about a person thinking regarding a particular approach can give much insight into the issues and resolutions.	HIGH	6.2.2	COST – approximately \$6000 (6 leaders @\$1000 each – based on min. 2 day course)
24	COMMUNICATION	Leaders and staff to encourage constructive and effective face-to-face communications as much as possible in order to prevent people from avoiding issues that can potentially escalate.	HIGH	6.2.3	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
25	COMMUNICATION	Interdepartmental – create an opportunity for DoS staff to get exposed to other departments, functions and opportunities. Consider; Create 2-day job shadowing experiences in other departments for RSS staff. Hold a half day Open House for Emergency and Protective Services where people from other departments visit some of the Emergency and Protective Services facilities (non-secured portions) and staff provide overviews of services, opportunities to collaborate, and interesting statistics.	MEDIUM	6.2.4	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
26	COMMUNICATION	RSS leaders create a workable guideline for when RSS staff can and should communicate directly with RCMP uniformed officers and communicate it to the staff. RSS staff should respect the guidelines and seek individual approval for exceptions.	LOW	6.2.5	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
27	COMMUNICATION	Conflict mediation – establish an approachable conflict mediation process that provides a safe and effective structure for resolving issues.	HIGH	6.2.6	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.

28	COMMUNICATION	Communication Process – ensure that the use of Agendas and Minutes are used when ever reasonable to help track ideas, concerns and commitments discussed. This is one of the trust rebuilding elements.	LOW	6.2.7	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.
29	COMMUNICATION	Establish a process (survey and sessions) for checking in with RSS staff and stakeholders going forward from this review to ensure changes made are in fact improving the services and the work environment.	MEDIUM	6.2.8	None – work to be conducted by the District's and/or RCMP's current resources and within their current responsibilities.

Appendices

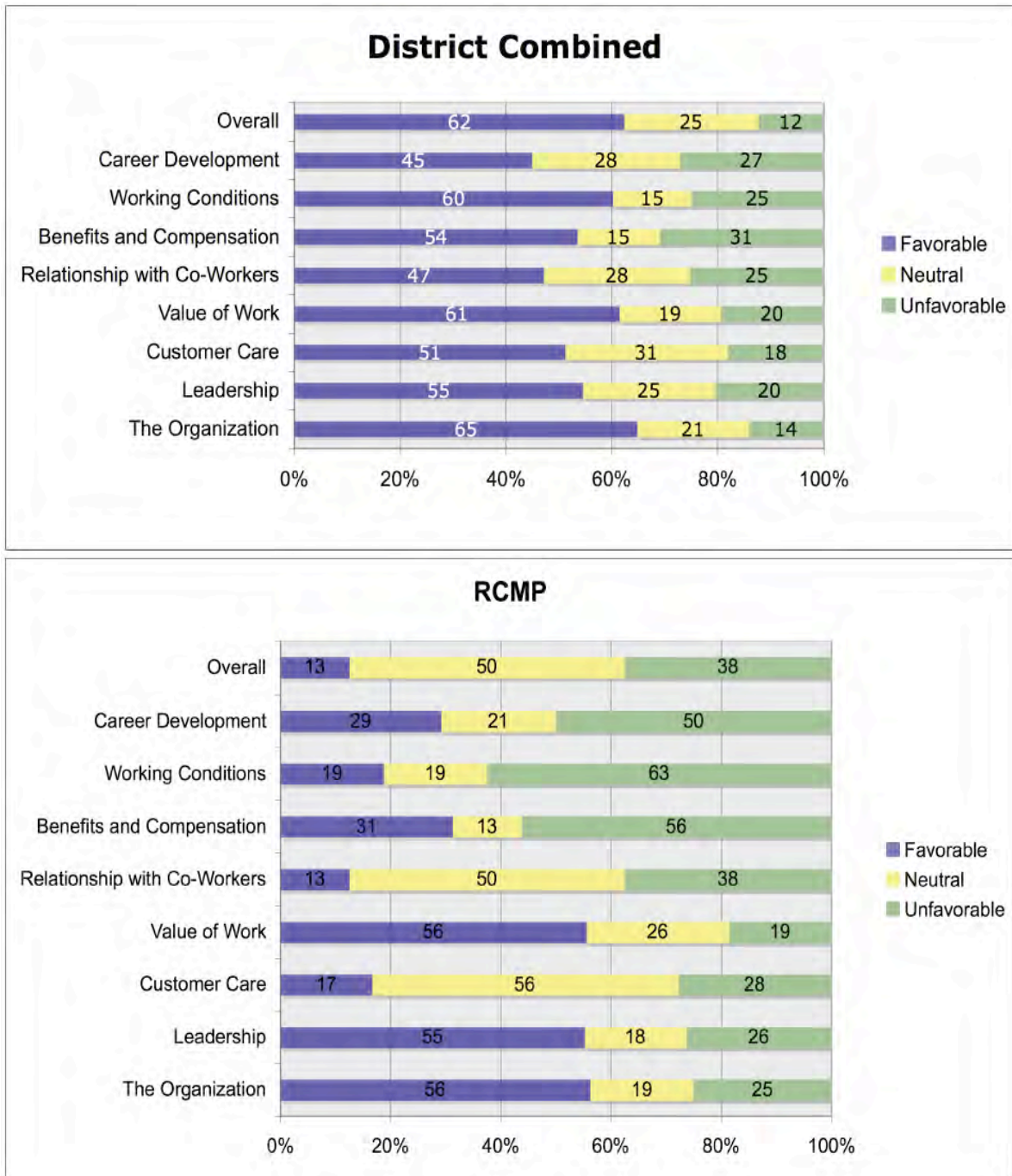
Appendix 1: Interview List

Names and roles of interviews conducted for this review and report.

NO.	NAME	TITLE/ROLE
1	Kristen Hall	Records Team Lead
2	Candice Richardson	Client Services
3	Ed Suarez	Records Clerk
4	Andrea Hunter	Client Services
5	Cory Lancaster	Operations Support Clerk/Guard
6	Rachel Williams	Victim Services Coordinator
7	George Fault	Guard (Part-Time)
8	Kathryn Hennigar	Community Policing Coordinator
9	Grant Wilson	Guard (Part-Time)
10	Linda Glenday	General Manager Protective and Support Services
11	Cpl. Pete Cross	GIS Lead
12	S/Sgt. Guy Pollock	Squamish Detachment Lead
13	Lee Brodowski	Senior Administration Manager
14	Dawn Marie Haldenby	Administration Supervisor/Office Manager
15	Kevin Ramsay	Chief Administration Officer
16	Evelyn Harrison	Operations Coordinator/Court Liaison
17	Shelley Gatzke	Lead, Client Services
18	Cpl. Dave Richie	Senior Constable
19	Wayne Chadwick	CUPE (Local 2869) Vice President
20	Evelyn Harrison	CUPE (Local 2869) Board Member

Appendix 2: Employee Engagement Survey Results Summary RCMP – September 2010

During the writing of this review report the results of the District's Employee Engagement Survey we presented to the RCMP team. The following information was extracted from the survey results summary document.



Categories	RCMP	DoS Overall	RCMP Diff.
Our Organization			
▪ Proud to work here	56/19/12 %	65/21/14 %	-9/-2/-2 %
▪ Optimistic about the future			
Our Leadership			
▪ Providing you with the information you need			
▪ Encouraging you to do your best			
▪ Likeliness to act on the issues	55/18/26 %	55/25/20 %	0/-8/+6 %
▪ Treating you with respect			
▪ Dealing fairly with everyone			
Our Customers [Customer Care]			
▪ DOS is customer focused	17/56/28 %	51/31/18 %	-34/+25/+10 %
▪ DOS insists on high quality of work by employees			
Value of Work			
▪ Chance to have my ideas adopted			
▪ Understand how my job relates to the Mission	56/26/19 %	61/19/20 %	-5/+7/-1 %
▪ Job makes good use of my skills			
My Relationship with Co-Workers			
▪ Cooperation amongst co workers	13/50/38 %	47/28/25 %	-34/+22/+13 %
▪ When conflict arises - deal with it well			
My Benefits and Compensation			
▪ Shown appreciation when things go well	31/13/56 %	54/15/31 %	-23/-2/+25 %
▪ Paid Fairly			
Our Working Conditions			
▪ Amount of work expected is reasonable	19/19/63 %	60/15/25 %	-41/+4/+38 %
▪ Have the materials / tools to do the job			
My Career Development			
▪ Will be able to meet my career objective at DOS	29/21/50 %	45/28/27 %	-16/-7/+23 %
Overall			
▪ Overall rate your satisfaction with working for the DOS	13/50/38 %	62/25/12 %	-49/+25/+26 %

