

Evaluation of Learning and Development (In-Service Training) across the RCMP

June 2022

Context

The Royal Canadian Mounted Police (RCMP) learning and development function includes all training across business lines and divisions. The function is divided into three main areas: the Cadet Training Program, Field Coaching Program, and in-service training. Depot Division has primary responsibility for the Cadet Training and Field Coaching programs. The Learning and Development Directorate (LDD) has a primary responsibility for in-service training, with divisions and business lines also playing significant roles.



Evaluation Scope

- The evaluation assessed the governance and efficiency of the in-service training component of the learning and development function for all employees across the RCMP from **2016-17 to 2020-21**.
- The Cadet Training Program, Field Coaching Program, and mandates of institutions such as the Canadian Police College and the Canada School of Public Service were not included in the scope of the evaluation.



Findings

- The **governance** of in-service training, including roles, responsibilities and mandate, is not clearly defined and understood across the RCMP.
- The level of **coordination** between the LDD and divisions/business lines was generally considered sufficient; however, areas for improvement were noted.
- The RCMP has mechanisms in place to **standardize** in-service training across the organization. However, there are limitations to ensuring that course training standards are followed.
- In-service training activities are not **prioritized** consistently across the RCMP.
- **Official Languages (OL) and Gender-Based Analysis Plus (GBA+)** are considered with regard to in-service training; however, there are areas for improvement.
- Insufficient **infrastructure and human resources**, along with the inability to accurately determine total training **costs**, are the greatest challenges to in-service training across the RCMP.
- The RCMP monitors **compliance** rates for select mandatory courses. However, there are resource and technical limitations that prevent measurement of mandatory course compliance more broadly.
- There is an opportunity to increase the use of **technology** to enhance the efficiency of in-service training and contribute to modernizing the organization.



Recommendations

1. Examine the governance of in-service training with a view to enhancing national oversight of its design and delivery. This includes updating the Learning, Training and Development Manual to clarify the mandate and priorities of the in-service training component of learning and development, as well as the respective roles and responsibilities of the Chief Learning Officer, Learning and Development Directorate, and divisions and business lines.
2. Ensure appropriate resources and infrastructure, as well as a standard methodology for calculating in-service training costs, are in place to fulfill the organization's in-service training mandate and maximize efficiencies.
3. Continue integrating the use of technology through advancements in a learning management system to fully capitalize on functionality and through improvements in the efficiency of compliance reporting.

Methodology

Document Review



- RCMP internal and external documents were reviewed.

Performance and Financial Data



- Data from the RCMP's LMS HRMIS, and TEAMS was gathered and analyzed.

Interviews



- 37 telephone and video interviews were conducted with RCMP staff and other organizations within the public safety portfolio.

Survey



- 221 RCMP course instructors responded to an online survey.