

# ***Addressing a Crisis in Leadership***

**A Report by the  
RCMP Veteran Women's Council**

**June 2014**

## **Executive Summary**

The Royal Canadian Mounted Police Veteran Women's Council (RCMPVWC) was created on June 3<sup>rd</sup>, 2013, by the National Board of Directors for the RCMP Veteran's Association to research and promote positive initiatives for members who are serving or veterans of the RCMP.

Members comprising the RCMP Veteran Women's Council are neither associated, nor aligned with, any past, current or foreseeable future legal actions concerning the RCMP or its representatives.

For the purposes of this paper, "harassment" refers to three forms: personal harassment, sexual harassment, and the abuse of authority. Personal harassment and abuse of authority are the most pervasive of the three forms of harassment within the RCMP.<sup>1</sup>

It has been the observation and the experience of members of the RCMP Veteran Women's Council (hereafter referred to as the "Council") that most cases of harassment include a combination of two or more types of harassment and the Council believes there is a strong correlation between leadership and harassment.

The Council believes the majority of the RCMP leadership has failed to comprehend the magnitude of the damage inflicted by harassment – not only to individuals – but to the organization itself. It is the opinion of the Council that the media storm of November 2011 over sexual harassment charges was an organizational self-inflicted wound born out of decades of failure on the broader issue of leadership.

Several of the positions and data contained in this paper have yet to be articulated in the current debate centering on harassment, culture and leadership within the RCMP.

Members of our Council have spent years looking out, beyond the RCMP culture, creating strategic alliances with international agencies, developing and participating in timely research to facilitate organizational change by dealing with root problems.

As retired Lieutenant-General Michael Jeffery so succinctly stated June 3, 2013, while testifying before a Senate National Security and Defence committee, *"It is always about leadership."*

The Council is opposed to the use of quotas, which are discriminatory in design and do not work.

Increasing intake quotas for females<sup>2</sup> has failed in the past<sup>3</sup> to regress the statically significant different attrition rates for female Mounties. Considering the cost of recruitment, training and premature departures, it is not only ethically wrong, it is fiscally irresponsible to continue to use masking strategies (quotas) rather than investigate and correct the root contributing factors.

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<sup>1</sup> Ian McPhail, Interim chair of the Commission for Public Complaints Against the RCMP, Report Feb. 14<sup>th</sup>, 2013 on Harassment in the RCMP.

<sup>2</sup> 2012, 37 RCMP Point Action Plan.

<sup>3</sup> 1986, Fred Stark, The Role of Female Constables in "E" (B.C.) Division.

### **Recommendations of the RCMP Veteran Women’s Council:**

- 1) That the Minister for Public Safety direct the Commissioner of the RCMP to take immediate steps to effect a top down Ethos change within the RCMP through a three pronged approach which integrates new and effective: i. Executive Development; ii. Promotion Processes; and iii. Discipline Processes. This must be supported by requisite funding and outside organizational partnerships to correct long-standing deficiencies within the RCMP.
- 2) That the RCMP replaces the current RCMP action plan’s focus on quotas with new strategies to address systemic artificial barriers which limit gender, racial, sexual and intellectual diversity.
- 3) That **Exit Interviews** – specifically targeting harassment in all its forms – be implemented within the RCMP. The Council further recommends Exit Interviews be administered by an outside agency composed of credible, neutral and non-political capable of protecting the identity of the respondents, make recommendations for action and follow up to the RCMP. If created the Ombudsperson Office would be the agency best suited to implementing and overseeing this process.
- 4) That an Ombudsperson Office be established to investigate issues of concern raised by members that have not been adequately addressed by the RCMP Commissioner. The Ombudsperson Office will report directly to parliament. The Office will serve current members of the RCMP and will be accessible to veteran members who receive services and benefits from the RCMP budget. The Office will be provided with adequate resources to fulfill its duties. This will include senior staff members of both genders to deal with issues that are gender-based.<sup>4</sup>

### **Conclusion**

The time has come to listen to the voices of the majority rank and file. Accept that the culture of the RCMP is indeed “horribly broken”<sup>5</sup>. It is imperative that the RCMP Executive Leadership team recognize that **nothing short of a complete Ethos change will restore trust, and that outside guidance is required to make the change.**

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<sup>4</sup> The Final report of the Standing Senate Committee on National Security and Defence, Conduct Becoming: Why the RCMP Must Transform Its Culture, June 2013 made a recommendation to “Consider the Implementation of an RCMP Ombudsman”.

<sup>5</sup> 2007 David Brown “A Matter of Trust”

## Introduction

The Royal Canadian Mounted Police Veteran Women's Council (RCMPVWC) was created on June 3<sup>rd</sup>, 2013, by the National Board of Directors for the RCMP Veteran's Association to research and promote positive initiatives for members who are serving or veterans of the RCMP.

Members comprising the RCMP Veteran Women's Council are neither associated, nor aligned with, any past, current or foreseeable future legal actions concerning the RCMP or its representatives.

For the purposes of this paper, "harassment" refers to three forms: personal harassment, sexual harassment, and the abuse of authority. Personal harassment and abuse of authority are the most pervasive of the three forms of harassment within the RCMP.<sup>6</sup>

It has been the observation and the experience of members of the RCMP Veteran Women's Council (hereafter referred to as the "Council") that most cases of harassment include a combination of two or more types of harassment. It has also been Council members' experience that there is a strong correlation between leadership and harassment. Weak or toxic leadership breeds harassment. Ethical leadership attacks and eradicates it.

The Council believes the majority of the RCMP leadership has failed to comprehend the magnitude of the damage inflicted by harassment – not only to individuals – but to the organization itself. It is the opinion of the Council that the media storm of November 2011 over sexual harassment charges was an organizational, self-inflicted wound born out of decades of failure on the broader issue of leadership.

Several of the positions and data contained in this paper have yet to be articulated in the current debate centering on harassment, culture and leadership within the RCMP, but not all are new. The RCMP Veteran Women's Council members are uniquely positioned to add to this discussion; we understand the complex, organizational corporate culture, but because we are no longer part of it, we are not "blind"<sup>7</sup> to the aspects of RCMP culture which are preventing the cultural Ethos change the RCMP desperately requires.

Members of our Council have spent years looking out, beyond the RCMP culture, creating strategic alliances with international agencies, developing and participating in timely research to facilitate organizational change by dealing with root problems.

The Council believes the root problems the RCMP is currently facing include:

- lack of standardized and effective executive leadership training;
- inconsistent application of internal discipline and sanctions when dealing with harassment;
- lack of internal trust, born out of decades of organizational indifference to its members concerns and the failure to address unacceptable attrition rates for female members.

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<sup>6</sup> Ian McPhail, Interim chair of the Commission for Public Complaints Against the RCMP, report Feb. 14<sup>th</sup>, 2013 on Harassment in the RCMP.

<sup>7</sup> Linda Duxbury, 2007 "The RCMP; Yesterday, Today and Tomorrow"

Perhaps the greatest asset Council members have to offer is their credibility and established level of trust, both within the rank and file of current and retired members, and with the public.

The Council supports the past recommendation contained in Linda Duxbury's 2007 report "The RCMP: Yesterday, Today and Tomorrow" and David Brown's 2007 report "Rebuilding the Trust". Some of the key conclusions of the former, Duxbury report, are as follows:

*The RCMP is not, by any accepted measure, a change-ready organization. Changes undertaken in the last couple of decades have resulted in an organization:*

- *which is more vulnerable and under intense public scrutiny;*
- *that lacks expertise, depth and corporate knowledge in key areas;*
- *that is too stretched with respect to certain key competencies;*
- *in which employees are change weary, sceptical and cynical about the motivations behind change;*
- *in which employees wonder, who is in charge and who to trust (e.g., management has often over-promised and under-delivered, many managers are not managing and not held accountable, empowerment is misunderstood and misapplied, direction lacking.*

The Council also agrees with the conclusions of Brown's report which placed accountability for the "horribly broken"<sup>8</sup> culture and the lack of trust expressed by the rank and file membership, with the *senior leadership* within the RCMP.

As retired Lieutenant-General Michael Jeffery so succinctly stated on June 3, 2013, while testifying before a Senate National Security and Defence committee, "*[i]t is always about leadership.*"

The 2007 Brown report provided a blueprint for a fundamental Ethos change within the RCMP. It was unanimously endorsed by all parties within the House of Commons. In response, the government appointed an external Implementation Council and an internal RCMP Change Management Team to formulate timetables for implementation and milestones for execution.

Sadly, progress during the past seven years to implement Brown's recommendations has been nothing short of abysmal. This should stand as a cautionary warning to anyone who believes that RCMP leadership has the capacity, the ability, or the appetite to change.

The Council applauds the recent committee hearings held by the Standing Committee on the Status of Women: "*Sexual Harassment in the Federal Workplace*" and the Senate National Security and Defence study titled: "*Harassment in the RCMP*" and its report "*Conduct Becoming: Why the Royal Canadian Mounted Police Must Transform its Culture*". The hearings helped identify many internal RCMP issues needing to be addressed as well as outside agency resources available to partner with the RCMP.

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<sup>8</sup> 2007 David Brown "Rebuilding the Trust."

Council members recognize one of the greatest contributions of the two committees to be the illumination of the institutional experiences in the Toronto Police Service and the Canadian Armed Forces. These two organizations have decades of experience developing executive leadership to address harassment within the workplace. Clearly, there are “Made in Canada” solutions and partners available to facilitate change.

## **Background**

Without question, the issue of harassment within the RCMP is not new, nor are women the only victims of such behaviour. However, because bullies often seek persons whom they consider the easiest targets, women – who remain in a minority status within the RCMP – are more likely to experience harassment. For that reason this paper will highlight female Mounties’ statistics and experiences<sup>9</sup>.

In 1970, the RCMP was mandated by Parliament to hire women as Mounties, and to provide them with unfettered career access. This mandate stemmed from the recommendations of the 1967 Status of Women Committee Report, which sought to address systemic gender bias, not only in the public sector, but within the general population at large.

Four years later, in September 1974, the first female Mounties began training at Depot. In the early days of female Mounties, most were not surprised to encounter harassment. Indeed, harassment within the RCMP predates the acceptance of women as Mounties.

Nevertheless, surveys dating back to 1979 clearly indicate that female members are subjected to harassment and bullying at disproportionately higher rates. These studies include (but are not limited to) the studies listed in the Appendix.

Sadly, rather than digging into the root causes of unacceptable attrition rates, women who prematurely leave the RCMP appear to have been accepted as collateral damage, easily replaced by increasing quota intakes.

## **The Research**

Beginning with Linden and Minch’s 1979 review of “Women in Policing” the conclusion that: “[o]ne of the major problems faced by women police officers is the attitude of their male co-workers”; has received consistent support in the many studies which followed. The consistency of this sentiment leads the Council to wonder:

*If the problems female police officer encounter are the result of male attitudes within the policing culture, why haven’t, past and current ‘Action Plans’, focused on men instead of women?*

In the past three decades the executive leadership of the RCMP has chosen, or been pressured into employing, superficial, quick political “fixes” through the use of hiring and promotion quotas despite its internal reports on gender issues specifically cautioning against the practice. Time and time again, the end result of such reverse discrimination

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<sup>9</sup> That being said, not all victims are female and not all offenders are male.

has proven to be damaging: increased resentment and harassment, and, under-representation at the senior executive level by women.<sup>10 11</sup>

*The present policy which gives females preference over equally qualified males based on education is perceived as discriminatory by males and causes resentment towards female members. (Stark, 1986 page 213)*

*At the same time, the educational factor of the present policy provides an unfair advantage to the male members, in that the female members with minimum education must compete with male members with a university degree. This results in a long-term negative effect on the career of female members. (Stark 1986 page 213)*

Ironically, female members recruited in the 1970s were held to a higher educational standard than their male peers. However, in the early 1980s – in response to a 29.3% rate of attrition among females (compared to an attrition rate of 17.75% for males) – efforts to increase female numbers led to a lowering of the educational standard for women.

RCMP leadership of the time interpreted the statistically significant higher attrition rate among better qualified, and more stringently vetted, early female members as lying primarily with the women's "lack of loyalty" to the Force, rather than with the culture of the Force. This was an inconceivable conclusion considering the Report included many quotes from female members clearly identifying discrimination and harassment. For example:

*Somewhere along the line, someone forgot to tell us in training that it wasn't the public we had to worry about; it was our own members we had to fear. If more of us knew then that we would not be greeted with 'open arms' perhaps we'd have been more prepared." (Stark 1986 Page 63)*

*I think we all expected a degree of resistance upon entering the Force from our peers-however, the out and out bias and lack of support from many Senior NCOs was a shock. (Stark 1986 page 63)*

*Depot teaches you 2 things: (1) that to get ahead or be accepted you must go to bed with a male member, (and) (2) that most men have no use for female members. (Stark 1986 page 64)*

The same study noted many supervisors were much more likely to hold negative views about female members as competent police persons:

*Once again, supervisors appear to feel more negatively than male Constables and of course the female Constables themselves. Since this trend is evident in various other questions, one might speculate that traditional perceptions about the role of female are more deeply engrained in the more senior members. (Stark 1986 page 167)*

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<sup>10</sup> Stark 1986 The Role of Female Constables in E Division.

<sup>11</sup> 1999 RCMP Management, An Equal Opportunity Challenge for Men and Women: A new millennium – a new perspective.

The RCMP leadership of the day had no organizational response to the revelation that a significant number of supervisors had such bias. Many female members of that era felt abandoned and marginalized by the complete lack of response.

The E Division 1986 survey, and later the 1999 Millennium RCMP study, provided female members with a means to voice their opposition to the practice of reverse discrimination for hiring and promotion. Both studies concluded that such practices serve only to increase negativity within the work environment. Disappointingly, neither of these studies suggested any strategies to address the problem with biased supervisors.

A pervasive perception of unfairness in the current promotion system was first identified by Linda Duxbury in her 2007 report and later acknowledged in the RCMP 2012, 37 Point Action Plan, and most recently in the 2013 Police Leadership, Culture and Promotion research study<sup>12</sup>. These problems have resulted in fewer participants competing for executive leadership positions in the RCMP, thus limiting, not only gender diversity, but racial and intellectual diversity as well.

The Police Leadership, Culture and Promotion research study was designed as an organizational diagnostic tool to identify and remove organizational promotional barriers and increase participation in the promotion process.

The five top ways organizations can increase interest in promotion as identified by the Police Leadership, Culture and Promotion study were;

1. Leadership development opportunities should be expanded.
2. Improve the selection process.
3. Ensure past performance counts.
4. Increase transparency and fairness in process.
5. Reduce nepotism/favouritism.

The Council applauds Commissioner Bob Paulson for choosing to participate in this study. We hope the data collected will assist in the reform of the current promotion system<sup>13</sup>. A complete overhaul of the promotion system is indicated and outside advice would be critical to the success of this aspect of cultural change.

The Council also applauds the questions raised at the February 12<sup>th</sup> Status of Women Committee hearings concerning the use of **Exit Interviews** within the RCMP. The personal experience of members of the Council is not consistent with the statements made by the RCMP representative, who suggested that Exit Interviews are the norm. In fact, two Council members requested, and were denied, Exit Interviews upon retirement.

Further, when members of the Council subsequently made enquiries in an effort to locate any retired male or female officer who had been offered an Exit Interview they found only one: an individual who chose not to include in her interview information which could be construed as criticism of the RCMP, for fear of negatively impacting future employment.

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<sup>12</sup> Stephen M. Hennessy 2013, Police Leadership, Culture and Promotion.

<sup>13</sup> "Favouritism and lack of transparency in the process" have been cited in "Rebuilding the Trust" and the 2013 RCMP 37 Point Action Plan.

The Council agrees that Exit Interviews can be an effective tool, particularly when high attrition rates are indicated for minority groups,<sup>14</sup> provided their results are acted upon. The Council recommends an interview specifically designed to deal with harassment, administered at key points in members' careers.

Critical to the success and credibility of the Exit Interview is the protection of the identity of the interviewee. Given the lack of trust and transparency (so well documented from so many sources), any Exit Interview process administered by the RCMP would, in the opinion of Council members, be unreliable. It is imperative, therefore, that a credible outside agency be entrusted with the administration, data collection and analysis.

## **Culture**

The culture of the RCMP is not written in vision statements, it is whispered in locker rooms and evident in the rewards and punishments it administers to those who maintain the silence.

The RCMP's website states that the vision of the force *"will ensure a healthy work environment that encourages team building, open communication and mutual respect."*

Teamwork is a concept rooted deep within the culture of the RCMP and it sounds positive. There are healthy teams, but there are also unhealthy teams within the subculture.

Teams are by nature exclusive. There is a distinct and well accepted hierarchy to RCMP teams. Some teams are marginalized while some teams are revered. Loyalty to the team can be valued over ethics.

*"Taking one for the team"* is not just a sports culture expectation. There is protection provided for being on the winning team, and abuse of authority is all but guaranteed under this model. Even high ranking members have had their careers side-tracked or ended due to the *"penalty box."*<sup>15</sup>

Individuals who are drawn to power quickly learn which teams to seek membership on and how to cultivate the favour of team leaders. These types of teams support artificial barriers to promotions, which inhibits diverse leadership at an executive level; most members refuse to play that game. The concept of "team" modeled within the RCMP subculture is contrary to the stated goal of a healthy work environment.

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<sup>14</sup> With the assistance of the Women in Leadership arm of the Public Safety Leadership Development Consortium and Police Futurists International, an international search has located an Exit Interview model which can be modified for the RCMP for consideration. The model would include the option of an online or in person interview. Point values to responses would automatically trigger further follow-up (interview **and/or** unit audit) for online interviews if harassment was indicated.

<sup>15</sup> The 2007 parliamentary hearings into the pension scandal in which a C/Supt. Macaulay explained how he was put in the "penalty box" and what that means in RCMP culture.

## **The Current State of Affairs**

The current RCMP executive leadership has inherited a legacy of false starts and mistrust. It is the opinion of the RCMP Veteran Women's Council that the current crisis in the RCMP is not a gender issue – it is a **leadership crisis**. The volume and persistence of complaints by RCMP members are indicative of a *systemic failure of leadership* spanning decades; a failure further exacerbated by lack of leadership training and a culture which transfers, and/or promotes problems rather than addressing and resolving them.

***“The only thing necessary for the triumph of evil is for good men to do nothing.”*** Edmund Burke

Despite decades of internal RCMP reports – and failed action plans – not much has changed over the past few decades in the RCMP. Harassment and high female attrition rates appear to have become normalized within the culture. The following are the attrition rates using gender and service as variables as supplied by the RCMP CHRO officer in August, 2013.

### **Average Years of Service at Time of Departure**

<b>Fiscal Year</b>	<b>Male</b>	<b>Female</b>
2008/09	26.5	18.2
2009/10	27.2	18.5
2010/11	26.6	19.3
2011/12	26.4	18.4
2012/13	27.6	21.4

### **Most Common Years of Service at Time of Departure (Mode)**

<b>Fiscal Year</b>	<b>Male</b>	<b>Female</b>
2008/09	35	0, 7, 28
2009/10	35	22, 24, 35
2010/11	35	24, 25, 30, 35
2011/12	35	24, 25
2012/13	35	26

### **Current RM Departures**

<b>Fiscal Year</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total</b>
2008/09	706	90.5%	74	9.5%	780
2009/10	484	86.9%	73	13.1%	557
2010/11	505	85.9%	82	13.9%	588
2011/12	568	87.4%	82	12.6%	650
2012/13	599	86.4%	94	13.6%	693

Increasing intake quotas for females<sup>16</sup> has failed in the past<sup>17</sup> to reduce the statistically significant different attrition rates for female Mounties. Considering the cost of recruitment, training and premature departures, it is not only ethically wrong, it is fiscally irresponsible to continue to use masking strategies rather than investigate and correct the root contributing causes.

The Council applauds the most recent (2012) E Division study which allowed female members to again voice their views. We regret that male members, who also wished to be heard,<sup>18</sup> were not. The message is clear and consistent with similar studies conducted by the RCMP already cited in this paper.

*The majority of the participants expressed that there was a serious issue with harassment within the RCMP....Participants expressed that harassment complaints go unreported due to the perceived negative potential impacts to complainants. They shared their personal experiences with encountering harassment or shared their observations of it happening to colleagues but felt helpless in trying to address it.” (Respectful Workplace, 2012 page 4)*

*Many of the participants expressed a lack of faith in supervisors taking harassment seriously. (Respectful Workplace 2012 page 5)*

*Participants expressed strong views on their disappointment about the number of female members who felt they had to report harassment allegations to the media in order to have their voices heard. They feel this speaks to the lack of transparency and accountability displayed by management. Participants felt they current have no confidence in the fairness and objectivity of the harassment complaint process. ..The lack of transparency leaves employees to speculate that senior management is covering up highly sensitive issues<sup>19</sup>. Participants felt that if the system lacks transparency and the climate of disrespect within the organization continues to increase, the more likely it is that certain inappropriate behaviours will be taken for granted and perceived as normal.” (Respectful Workplace 2012 page 5)*

The two years which have ensued since the aforementioned media storm have afforded yet another opportunity for the RCMP Leadership to “get this right”. Despite a promising beginning under a new and passionate Commissioner, the historic pattern of a lot of talk and no action to address the root causes of the problem, has followed.

Sadly, the 37 Point RCMP Action Plan of 2012 (Gender and Respect, 2012) focuses on superficial benchmarks which, at best, will continue to mask the root causes and systemic issue of harassment.

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<sup>16</sup> 2012, 37 RCMP Point Action Plan

<sup>17</sup> 1986, Fred Stark, The Role of Female Constables in “E” (B.C.) Division

<sup>18</sup> 2012 “E” (RCMP in B.C.) Summary Report on Gender Based Harassment and Respectful Workplace Consultations.

<sup>19</sup> The attrition numbers reported in this document both past (Stark 1986) and present (CHRO 2013), should have prompted an organizational response. The lack of response speaks volumes of the culture.

The Council objects strongly to the Action Plan's focus on artificially inflating female numbers at all ranks in the organization through the use of quotas (the symptom), while failing to provide an effective strategy to deal with the root causes of the **real** issue - that is, the culture which perpetuates harassment and artificial barriers for several minority groups within the RCMP.

On April 23<sup>rd</sup>, 2012, RCMP Commissioner Robert Paulson admitted to the Status of Women's Subcommittee looking into Harassment in the Federal Work Force that female members "*have no reason to trust the RCMP.*"

The lack of trust of the executive leadership that persists within the rank and file of the RCMP has been well documented by both Duxbury and Brown and more recently echoed by the Commissioner for Public Complaints against the RCMP in a report entitled: Public Interest Investigation Report into Issues of Workplace Harassment within the Royal Canadian Mounted Police (February, 2013).

The cultural root of the lack of trust expressed by the rank and file of the RCMP stems from the perception that there are two sets of rules, one for the majority who play by them, and one for the ones who are part of the dominant team.

The majority of the senior executive of the RCMP may believe that this is an incorrect perception, or a product of poor internal communications and that may or may not be the case – however, the members of the Council believe that this perception is reality.

### **Models of Success**

The Senate and Status of Women committees (2012-13) served to elucidate the challenges facing the RCMP to effect an Ethos change. The experts and outside experience of those who presented to each of these Committees not only served to shed light on the very issues being faced by the RCMP – they also provide examples of proven models for success.

Among the many relevant presentations, the Toronto Police Service, and of the Canadian Armed Forces, were notably outstanding in content and relevance.

#### ***Toronto Police Service:***

On March 26<sup>th</sup>, 2013, Deputy Chief Michael Federico addressed the Status of Women Committee, detailing how the Toronto Police Service tackled the issue of harassment via a mandatory training initiative. Deputy Chief Federico stressed the important role that the introduction of Ontario Bill C168 (enacted and brought into force as the Occupational Health and Safety Amendment Act, 'Violence and Harassment in the Workplace') S.O. 2009, s. 23, (referred to as "Bill C68" for convenience), which was designed to specifically address harassment and violence in the workplace, has played in transforming the culture of the Toronto Police Service. In less than ten years the ratio of women in the Toronto Police Service has increased from 18% to 29% without the use of quotas.

#### ***Canadian Armed Forces:***

Similarly, on June 3<sup>rd</sup>, 2013, retired Lieutenant-Generals Michael Jeffery and Andrew Leslie outlined to a Senate Sub-Committee how the Canadian Armed Forces managed to effect an Ethos change within the organization. Having suffered through a series of

public scandals in the 1990s, the Canadian Armed Forces (CAF) found itself 'forced to change.'

To their credit, CAF leadership realized that their internal, cultural problems were a leadership issue – and that the existing leadership within that organization was incapable of effecting the change required without independent oversight from a diverse panel of individuals with unquestioned credibility. The CAF's story not only stands as a testament to success – it also provides a tangible demonstration that systemic organizational obstacles can be surmounted, and requisite training and policies developed, to effect truly meaningful Ethos change.

Both of these powerful Canadian examples demonstrate that – under fully accountable, trained leadership – incidents of harassment can be greatly reduced and effectively dealt with. This is what needs to happen in the RCMP.

### **Recommendations of the RCMP Veteran Women's Council:**

- 1) That the Minister for Public Safety direct the Commissioner of the RCMP to take **immediate steps to effect a top down Ethos change** within the RCMP through a three pronged approach which integrates new and effective: i. Executive Development; ii. Promotion Processes; and iii. Discipline Processes. This must be supported by requisite funding and outside organizational partnerships to correct long-standing deficiencies within the RCMP.
- 2) That the RCMP **replace the current RCMP action plan's focus on quotas** with new strategies to address systemic artificial barriers which limit, gender, racial, sexual and intellectual diversity.
- 3) That **Exit Interviews** – specifically targeting harassment in all its forms – be implemented within the RCMP. The Council further recommends Exit Interviews be administered by an outside agency composed of credible, neutral and non-political capable of protecting the identity of the respondents, make recommendations for action and follow up to the RCMP. If created the Ombudsperson Office would be the agency best suited to implementing and overseeing this process.
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## Conclusion

RCMP members have been asking for an end to harassment and improved executive leadership for decades. They are still waiting. The time has come to acknowledge the leadership mistakes of the past and to exhibit the ***courageous leadership*** necessary to correct them. Most important of all – the mistakes of the past must not be repeated!

The Federal Government must take action to restore trust in the RCMP, not only to the public, but – and perhaps more importantly – internally, within the RCMP itself. A holistic approach to leadership training, integrated with the RCMP's discipline and promotion systems, is necessary.

The provision of requisite federal funding will be paramount to success. As shown by the experience of other agencies, such as the Toronto Police Service, a sound fiscal case can be made that such funding will be more than recovered by means of productivity gains, decreased attrition, and reductions in costly civil law suits.

Given its track record of success, not only within its own force, but in support of other world armed forces such as Australia, the Canadian Armed Forces Leadership Institute ought to be consulted, along with the Toronto Police Service in the development of a credible Action Plan for the RCMP. Blueprints provided by experts such as Linda Duxbury and David Brown should also play a strong role in the development and oversight of the required Ethos change.

The time has come to listen to the voices of the majority rank and file. Accept that the culture of the RCMP is indeed "horribly broken"<sup>20</sup>. It is imperative that the RCMP Executive Leadership team recognize that **nothing short of a complete Ethos change will restore trust, and that outside guidance is required to make the change.**

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<sup>20</sup> 2007 David Brown "A Matter of Trust"

**The members of the RCMPVWC are:**

Jane Hall, 21 year RCMP member, published author [The Red Wall: a Woman in the RCMP]; Coordinator of 2013 Police Leadership, Culture and Promotion, an international study of four police forces; co-chair of the RCMPVWC.

Tim Hoban, 25 year RCMP member, current governor and past president of the National RCMP Veteran's Association; co-chair of the RCMPVWC.

Ron Lewis, 35 year RCMP member, published author [This is Not the RCMP I Joined], now serving as the National Advocate for the RCMP Veteran's Association.

Kathy Long, 27 year RCMP member, founder of the Atlantic Women in Law Enforcement Association, current business person.

Vivienne Stewart LL.B., LL.M., 7 year RCMP member. Today she is a lawyer operating her own firm in Vancouver, B.C., with experience in legal disputes involving breakdowns in a variety of relationships including professional, business, employment and personal relationships.

Darlene Worth, 12 year RCMP Civilian member, former headquarters psychologist and Atlantic Region RCMP Workplace Relations Manager; currently a Regional Director for Health Canada and private consultant.

**Appendix**

Women in Policing (1979)

The Role of the Female Constables in "E" Division (April, 1986)

RCMP Management, An Equal Opportunity Challenge for Men and Women: A new millennium – a new perspective (August, 1999)

"E" (B.C.) Summary Report on gender Based Harassment and Respectful Workplace Consultations in "E" Division (B.C.) (April 2012)

Gender and Respect: The RCMP Action Plan (2012)

Public Interest Investigation Report into Issues of Workplace Harassment within the Royal Canadian Mounted Police. (February, 2013)

Stephen M. Hennessy Police Leadership, Culture and Promotion (2013)

A Matter of Trust and Rebuilding the Trust David Brown (2007)