

## ROYAL CANADIAN MOUNTED POLICE Detailed Action Plan

to the recommendations of the *Mental Health Support for Members* of the Spring 2017 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	<i>Indicator of Achievement</i>  (For Committee Use Only)
4.43	The RCMP should support the full implementation of the programs and services that support its 2014–2019 Mental Health Strategy by preparing a business plan to guide the final two years of implementation.	Agreed. When the RCMP Mental Health Strategy was introduced in 2014, it included a requirement for the preparation, on an annual basis, of a Mental Health Strategy Action Plan. The purpose of the action plan is to identify the components of the strategy that will receive particular attention each year, to identify the specific activities that will be undertaken to address them, and to indicate their target completion dates. As the annual action plan does not include resource requirements, the RCMP will transform it into a business plan designed specifically to guide implementation efforts for the final two years of the strategy. This business plan will clearly articulate resource requirements, highlight specific areas of priority, convey any risks to the full implementation of the strategy, and indicate the strategies that will be employed to mitigate risks. The business plan will be developed by June 2017.	<ul style="list-style-type: none"> <li>• A completed business plan will clearly articulate resource requirements; highlight specific areas of priority; convey any risks to the full implementation of the Strategy; and indicate the strategies that will be employed to mitigate risks.</li> <li>• The plan will provide a foundation on which the RCMP will build on to identify adequate source of funding of its programs and services available to employees in support of their mental health.</li> </ul>	June 30, 2017	<ul style="list-style-type: none"> <li>• June 12, 2017 - Matrix developed identifying level of effort and associated costs and validate with divisions.</li> <li>• June 19, 2017 - First draft completed. Sent for management review.</li> <li>• June 30, 2017 – Final draft sent to senior management for approval.</li> </ul> <p><b>NOTE:</b> This business plan will address gaps and resource requirements. However, it cannot be expected that this Business Plan would be approved for implementation unless there would be additional funding provided to the RCMP.</p>	<a href="#">Isabelle Grenier</a> Director, Organizational Health and Well-being (OHWD)  613-843-3864	



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	<p>management have a clear understanding of their roles and responsibilities, and that they fulfill them; and</p> <ul style="list-style-type: none"> <li>the required number of disability management advisers are hired and trained.</li> </ul>	<p>will publish a comprehensive policy that will clearly outline the roles and responsibilities of all stakeholders within the disability management and accommodation program. The policy will be supported by a suite of guidelines and working tools designed to guide activities. The RCMP is also developing an online supervisor training course to help educate supervisors on their roles and obligations in supporting members in the area of disability management and accommodation.</p> <p>A total of 25 disability management advisers and 11 disability management coordinators will be hired. As of 28 February 2017, 24 of the 25 disability management advisers and 7 of the 11 disability management coordinators will have been hired. An orientation and training program will be held the week of 28 February 2017 to familiarize disability management advisers and disability management coordinators with the enhanced disability management and accommodation program. A primary focus of this training is on the roles and responsibilities of stakeholders in the disability management and accommodation process.</p>	<p>management and accommodation program is adequately resourced to meet the needs of clients and staff.</p>		<ol style="list-style-type: none"> <li>Staffing of Disability Management Advisors (DMA-AS-05): <ul style="list-style-type: none"> <li>Completed (25 DMAs have been hired).</li> </ul> </li> <li>Staffing of Disability Management Coordinators (DMC-AS-02): <ul style="list-style-type: none"> <li>Completed (7 DMCs have been hired).</li> </ul> </li> <li>DMA Orientation / Training: <ul style="list-style-type: none"> <li>Completed (Orientation for both DMAs and DMCs held at Depot February 28 – March 03, 2017).</li> <li>Ongoing training via monthly video-conferences over fiscal year 2017/18.</li> </ul> </li> <li>Disability Management Policies and Tools: <ul style="list-style-type: none"> <li>Completed (Disability Management and Accommodation Program Manual has been published April 3, 2017 - effective April 1, 2017) and can be accessed via the RCMP's internal website.</li> <li>National Drive with tools and guidelines are available to DMAs/DMCs and the</li> </ul> </li> </ol>		

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					<p>Occupational Health Team. These set out processes to be followed in disability management and accommodation process.</p> <p>5. Supervisor Training Anticipated availability of online training (English version) in Agora is June 26, 2017. French version to follow shortly thereafter.</p>		
4.96	<p>The RCMP should assess how well managers and supervisors support and respond to the mental health of their employees and should include these assessments in their performance reviews. For managers and supervisors who are eligible for performance pay, the RCMP should consider linking it to how well they have fulfilled their roles and responsibilities related to disability case management, return-to-work accommodation, and the support of members' mental health more broadly.</p>	<p>Agreed. In recognition of the importance of mental health, a May 2016 directive from the Commissioner required that all executive performance agreements for the 2016–17 fiscal year include a commitment to “build a healthy and respectful workplace with an emphasis on mental health.”</p> <p>While the majority of managers and supervisors within the RCMP are not eligible for performance pay, they are expected to uphold the Treasury Board of Canada Secretariat’s competency of Integrity and Respect by implementing practices to advance an inclusive, healthy organization, respectful of the diversity of people and their skills, and free from harassment and discrimination. This encompasses giving consideration to the mental health of employees and supporting the disability case management process.</p>	<p>RCMP employees with supervisory responsibilities will be assessed through existing performance management programs to ensure that mental health support is provided to employees.</p>	June 30, 2017	<ul style="list-style-type: none"> <li>• April 30, 2017 – Met with key players (Executive Officer Development Resourcing &amp; Learning and Development) to discuss options available.</li> <li>• May 15, 2017 – Objective and performance indicators developed and sent for management review.</li> <li>• May 30, 2017 – Objective and performance indicators approved by senior management.</li> <li>• June 30, 2017 – Objective and performance indicators have been included in the 2017-18 performance review cycle for managers/supervisors.</li> </ul>	<p><a href="#">Isabelle Grenier</a> Director, Organizational Health and Well-being (OHWD) 613-843-3864</p>	

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		<p>Through annual performance management agreements, managers and supervisors will be assessed on how they fulfill their roles and responsibilities in support of mental health in the workplace, including how they support implementation of national programs and initiatives related to mental health. In accordance with the May 2016 directive from the Commissioner, executives will be evaluated on their commitment to “build a healthy and respectful workplace with an emphasis on mental health” for the 2016–17 fiscal year.</p> <p>To better equip supervisors to meet their roles and responsibilities for disability case management, an online supervisor training course will be launched in spring 2017. This course emphasizes the role of supervisors in supporting members and includes effective communication practices, identifying early warning signs, understanding the accommodation process, and return-to-work planning.</p>			<ul style="list-style-type: none"> <li>• March 31, 2018 – Year-end performance assessment on how managers/supervisors have fulfilled their roles and responsibilities.</li> <li>• April 30, 2018 – New objectives and performance indicators developed and included in beginning of year performance plan.</li> </ul>		
4.113	The RCMP should develop and implement a performance measurement and monitoring framework in a timely manner to know whether it is achieving the Mental Health Strategy’s objectives. The framework should include performance indicators and specify	Agreed. Consistent with government requirements and expectations around results, the RCMP will establish a working group, made up of subject matter experts from health services, disability management and accommodation, and organizational health and well-being groups, with the specific purpose of developing and implementing a performance measurement and monitoring	A Mental Health Strategy performance measurement and monitoring framework will guide RCMP actions and will support evidence-based decision-making to address employee mental health needs.	Nov. 30, 2017	<p>May 31, 2017 - Working group will be established.</p> <p>Oct. 31, 2017 – 1st draft of the framework developed.</p> <p>Nov. 30, 2017 - A quality measurement and monitoring framework will be established.</p>	<a href="#">Isabelle Grenier</a> Director, Organizational Health and Well-being (OHWD) 613-843-3864	

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	responsibilities for collecting, maintaining, analyzing, and reporting on performance information that is of good quality. The information should be used to continuously improve and plan for future mental health programs and services. These actions would better position the RCMP to address members' mental health needs.	framework for its mental health programs and services. This framework will include performance measurement indicators and will specify responsibilities for the collection, maintenance, analysis, and reporting of qualitative and quantitative data. This information will be used to improve current, and to plan for future, mental health programs and services. The working group will be created in spring 2017, with a goal of establishing a performance measurement and monitoring framework by fall 2017.					
4.118	The RCMP should develop and implement a quality measurement and monitoring framework in a timely manner to measure whether the mental health services provided by treatment providers are meeting members' needs. The framework should include client satisfaction surveys and quality management indicators. It should also specify responsibilities for collecting, maintaining, analyzing, and reporting on the indicators. The information should be used to continuously improve and plan for future mental health programs and services	Agreed. The working group established to develop and implement a performance measurement and monitoring framework for the RCMP's mental health programs and services will also be used to create a quality measurement and reporting framework to measure whether the mental health services provided by treatment providers are meeting members' needs. This framework, which will be incorporated into the larger performance measurement and monitoring framework for mental health programs and services, will specify responsibilities for the collection, maintenance, analysis, and reporting of both qualitative and quantitative indicators so as to ensure that all members' mental health needs are addressed. The working group will be created in spring 2017, with a goal of establishing a quality measurement and reporting framework by fall 2017.	A fully implemented quality measurement and monitoring framework will guide RCMP action to continuously improve and plan for mental health programs and services.	Nov.30, 2017	<p>May 31, 2017 - Working Group will be established.</p> <p>Oct. 31, 2017 - A quality measurement and monitoring framework will be established.</p> <p>Nov. 30, 2017 - Client satisfaction survey and quality measurement indicators developed.</p>	<p><a href="#">Sylvie Chateauvert</a>, DG, Occupational Health and Safety Branch (OHSB) 613-843-5319</p>	

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	to help ensure that members' mental health needs are addressed.						
4.123	The RCMP should move forward in a timely manner with its plan to put in place a national integrated case management information system to better monitor and manage members' mental health outcomes.	Agreed. The need for a national integrated case management system has already been identified by the RCMP, and a procurement process to acquire a disability case management solution to support a timely and consistent approach to disability case management is now under way. The disability case management solution will help to facilitate members receiving the support they need to return to work as soon as it is safe for them to do so. The solution, which is projected to be in place in 2018, will also provide a means to monitor and evaluate the performance of the disability management and accommodation program, and to identify trends that highlight potential issues that will be used to inform the disability management and accommodation program, along with occupational health and safety initiatives.	A fully implemented Disability Case Management IT Solution will facilitate trend analysis, support program monitoring and evaluation and ongoing improvement.	2018 Note: It is not possible to provide a specific date at this time as the implementation is contingent on, among other things, the procurement process and security clearances for vendor personnel.	<ul style="list-style-type: none"> <li>• June 15, 2017 - Statement of Work/Requirements and RFP for a Disability Case Management IT Solution finalized and posted.</li> <li>• RFP will be posted for 40 days.</li> <li>• August/September 2017 - Evaluation of bids.</li> <li>• September/November 2017 - Security clearances.</li> <li>• Contract Award</li> <li>• December 2017/January 2018 - Environment security assessment and business needs assessment.</li> <li>• 4-6 months - Compliance to security requirements and configuration and implementation of solution</li> <li>• Training</li> </ul>	<a href="#">Christine Sakiris</a> Director, Disability Management and Accommodation Program 613-843-6826	

