



RCMP National Recruitment Strategy



2026-2029



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada



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Message from Commissioner Duheme

Since stepping into the role of Commissioner in March 2023, I have had the opportunity of touring RCMP divisions across this country. I have seen firsthand the courage, commitment and professionalism of our members, uniformed, reserve and civilian.

The **RCMP's National Recruitment Strategy 2026-2029** is essential to sustaining our workforce and ensuring the safety of Canadians. Recruiting and training police officers remains a top priority for the organization. This multi-year plan will ensure we achieve our recruiting goals to address vacancy rates across the country and provide ongoing support to our frontline workers who dedicate their personal welfare to the public safety and the well-being of Canadians.

This strategy is timely as we move forward with hiring 1,000 additional personnel dedicated to enhancing border security, transnational organized crime, financial crime and money laundering, while enhancing our intelligence and national security capacity. We must recruit, train and retain officers who can protect Canada's borders, safeguard communities, and uphold the values of the RCMP for years to come.

Canada is changing, as are the threats we face. The RCMP needs to adapt to the ever-changing environment and hire people who possess the right aptitudes to meet the demands of modern policing. That requires more than just filling positions, it means improving our hiring practices, appealing to a diverse pool of candidates to become an employer of choice.

The RCMP offers opportunities to serve in every corner of the country, from wide-open landscapes to remote and northern, close-knit communities. Policing with the RCMP can take officers to places where resilience and resourcefulness matter as much as self-composure and compassion. Every call is a chance to have a meaningful impact – serving where you are needed the most and forging lasting connections with the community. It is more than a duty; it is an opportunity to lead with purpose, make a difference and build trust with those we serve.

To those considering a career with the RCMP: the opportunity is yours; join us in this next chapter. Bring your strengths as we continue to build a Royal Canadian Mounted Police service that is modern, inclusive, resilient and always ready to serve.

Mike Duheme
Commissioner

Message from the CHRO

The strength of the RCMP has always been reflected in the dedication of all those who serve, working together to uphold the safety and security of communities across Canada. Today, as we write the next chapter in our history, we are calling on those who believe in more than a career – we are calling on those who believe in serving and making a difference from coast to coast to coast.



This recruitment strategy is more than a plan – it is a pledge.

A pledge to welcome people from every walk of life, to reflect the strength and diversity of our nation, and to support them as they grow into the leaders of tomorrow. Above all, it is about **hiring the right people** – because the future of the RCMP depends on the quality of service we provide. Together, we will shape a police service that not only protects but uplifts the communities we serve.

Ensuring the RCMP has sufficient capacity to deliver its mandate is critical. It is not just about hiring more police officers; it is about finding diverse and capable candidates, including hiring Indigenous Peoples, bilingual candidates, and other under-represented groups, to work with us. It's no secret that recruitment has been a challenge for the RCMP, however we continue to strive towards an improved application process and retaining qualified applicants to meet our current and future needs.

Over the next three years, the RCMP will endeavour to transform our recruitment process by improving the application process. Together, we are **aligning our efforts** and taking a targeted approach to recruiting to enable the RCMP to become an employer of choice for those who share our core values to: Act with Integrity, Show Respect, Take Responsibility, Demonstrate Compassion, and Serve with Excellence.

A handwritten signature in white ink that reads "Shelley Peters". The signature is written in a cursive, flowing style.

Shelley Peters

Chief Human Resources Officer

Executive summary

Recruiting regular members is at the core of the RCMP's ability to deliver its mandate and ensure the safety of Canadians. Keeping Canadians safe and reinforcing law enforcement is one of the seven priorities of the Government of Canada.

As Canada's national police service, the RCMP works to prevent crime at the municipal, provincial/territorial and federal levels. Providing Contract Policing services to eight provinces, three territories, 150 municipalities in Canada, and approximately 550 Indigenous communities is a critical element of the Government of Canada's commitment to keeping Canadians safe and secure.

In addition, in its *Canada Strong Budget 2025*, the Government of Canada recognized the unique role of Federal Policing and committed funding to hire 1,000 RCMP personnel, including those with specialized skills to strengthen key investigative areas.

To build a strong, diverse, and capable RCMP, we need to attract and **hire the right people** and deploy them where they are needed the most. Our future regular members must possess the specific skills we are seeking for our Contract, Federal, and Specialized Policing mandates, reflect the communities we serve, uphold our core values, and foster public trust across Canada and the world. With a broad and complex mandate, the RCMP continues to adjust to the evolution of policing with a renewed focus on digitalization which will serve as the catalyst to revolutionize and modernize the way we operate with our partners and interact with Canadians.

The **RCMP National Recruitment Strategy** is an organization-wide approach to reforming how regular member recruitment is done at the RCMP. This strategy prioritizes immediate, high-impact improvements to strengthen our recruitment process, particularly in how we attract, assess, and retain top talent. This will lay the groundwork for a new recruitment model that is dynamic and responsive to the needs of the organization.

The strategy focuses on three key priorities moving in parallel:

- **Transform processing** – implement changes and modernize technology to reduce the time to process applicants and troop them to the RCMP Training Academy, Depot
- **Hire the right people** – define and target who we need to hire to meet the needs of Contract and Federal Policing and develop a comprehensive approach to workforce planning
- **Align efforts** – introduce a more coordinated, organization-wide approach to recruitment, staffing, and training that meets the needs of our entire workforce

Under the leadership of the **Chief Recruiting Officer**, this strategy is the undertaking of the National Recruitment Program and stresses the importance of developing a strategic collaborative approach with other areas of the Human Resources Sector, business lines and divisions to be truly successful in addressing current and future staffing challenges we face as an organization.

The RCMP is committed to strengthening recruitment, training, onboarding and retention to support these new resources and ensure the long-term ability of the RCMP to fulfill its mandate.

To track progress against these priorities, the strategy includes performance measures. The first year of the plan focuses on immediate improvements and completing reviews that will lead to further improvements and the rollout of a new regular member recruitment model for the RCMP in years 2-3.





Context, challenges & scope

Context

In [Our Next Chapter: The RCMP 2024-2027 Strategic Plan](#), the RCMP Commissioner identified three core priorities that will guide the focus of the organization's investments and its efforts: **recruitment, workplace culture and operational excellence**.

The recruitment process is the machine that drives the RCMP – it ensures the right skill sets come into the right place, contributing to the organization's growth and success. Recruitment is a multi-faceted process that involves collaboration and partnerships among many parts of our organization. The National Recruitment Program is the leading program for regular member recruitment, though divisions and business lines all play a key role.

In line with our push toward continuous improvement, the recruitment process has undergone multiple comprehensive and targeted reviews. Significant and sustained effort has been dedicated to modernizing our approach, with various models, steps, and strategies explored. These initiatives have yielded valuable insights and incremental successes, shaping a more effective and responsive recruitment framework.

The strategy is intended to build upon the good work that has been completed to date. It also includes measures to build and sustain a high-performing program team that is resourced and supported over the long-term to drive this strategy forward.



Current challenges

Building on its 150-year legacy of service, the RCMP is entering a pivotal moment of renewal. Strengthening recruitment and deployment of Regular Members presents an opportunity to modernize the organization, ensuring it remains well positioned to meet the evolving needs of Canadians today and into the future.

Expectations are high for the RCMP to deliver exceptional policing services in the eight out of ten provinces, three territories, over 700 detachments, and more than 550 Indigenous communities we serve across Canada. Our Contract Policing partners and communities expect no less and some are now contemplating their future with the RCMP.

Questions have also been raised regarding the RCMP's ability to maintain the necessary tempo to respond to national security, border security, cybercrime, and other national and international threats. In addition, pressure continues to mount for the RCMP to deliver its specialized investigative and operational services to other law enforcement agencies. To respond to an ever changing landscape, Budget 2025 provided \$1.8 billion over four years to strengthen the organization's response to these threats by hiring 1,000 RCMP personnel to support the Federal Policing mandate.

Further, external factors add pressure to meet this demand. We compete with other police organizations for talent. With their smaller scope and perhaps more responsive recruitment systems, these organizations challenge the RCMP's ability to keep applicants moving through a system that can take longer, is more complex and far ranging.

While this strategy focuses on attracting and hiring the right people, the RCMP relies on a broad array of expertise to serve Canadians. There are over 150 different career opportunities across advanced and essential support roles in Contract, Federal, and Specialized Policing. This includes front-line policing at the provincial and municipal levels.

Federal Policing National Security, Border integrity, Intelligence and Protective Services, and Specialized Policing programs such as air support, national criminal repositories, and forensic analysis.

With a growing need for more resources in Contract, Federal, and Specialized Policing, along with ongoing attrition and significant levels of regular members leaving the organization each year, the RCMP has seen virtually no growth in its total regular member population.



Meanwhile, since COVID-19 the current vacancy rate has experienced some challenges, hiring on average 900 people to Depot in recent years, resulting in a current Regular Member demand of 2,213 (2025-26).

With these forces in play, the RCMP has an opportunity to reform its recruitment model to meet the current and future demands and fulfill our obligations. The status quo is no longer sustainable. The RCMP must change the way it does business and hire the best and the brightest who will protect and serve the communities we police. The RCMP must deliver the same excellent service in recruiting as it does in policing.

Scope

The recruitment process

Recruitment begins with showcasing the iconic institution in the country the “Mountie” and the RCMP’s excellence to **attract people to apply**. Advertising, branding, community engagement, events, career aspirations, and personal fulfillment, all contribute to a person’s decision to apply. Divisional proactive recruiters, along with all employees who represent the face of the organization, play a vital role in attracting diverse and talented individuals to join the RCMP.

Following the initial application, there is the **selection process** involving several requirements and steps to determine if an applicant is qualified. This process is largely managed by the program, though some steps rely on other sections in the RCMP and some are outsourced.

Once applicants are successful in the process, they are **trooped** to the RCMP Training Academy, Depot Division. The program, along with Depot and the divisions work together at this step to ensure there is a robust plan in place to train and allocate those cadets once they graduate to the divisions.

A strategic plan is needed to address this current context. The following section outlines the strategy to modernize Regular Member recruitment, beginning with targeted optimizations to the current approach and progressing toward a renewed model that aligns with future needs.



National Recruitment Strategy

Mission, targets & strategic priorities

The mission of the program is to attract and recruit diverse, skilled future police officers who embody the RCMP core values ensuring a safe future for the communities we serve.

The program plans to process 1600 applicants to attain the target of 50 troops of 32 cadets ready for training for 2026-2027.

To effectively achieve the mission, the following strategic priorities need to be implemented and measured over a 3-year timeframe:

- **Transform processing** – implement changes and modernize technology to reduce the time to process applicants and troop them to Depot
- **Hire the right people** – define and target who we need to hire to meet the needs of Contract and Federal Policing and develop a comprehensive approach to work force planning
- **Align efforts** – introduce a more coordinated, organization-wide approach to recruitment, staffing, and training that meets the needs of our entire workforce

Our commitment to transform processing

Every individual who applies to the RCMP should feel valued and have a positive experience throughout the recruitment process. From the moment a person applies to join the RCMP each interaction should be helpful, intuitive and seamless. Improved communication along with **focusing on “hiring in” as opposed to “screening out”** are key. Whether an applicant is successful or not, they should be given the best opportunity to succeed. We want applicants to share their positive experience with others and remain motivated and encouraged to reapply should they be unsuccessful.

On average, it takes a successful applicant 446 days before they are given an offer of a position in a troop at Depot. This lengthy timeline presents significant challenges in retaining strong applicants. A key area of focus will be undertaking a Lean Six Sigma exercise of the current selection process which will encompass an end-to-end review assessing every step in the process from big to small. The Lean Six Sigma review **optimized the selection process** and informed a new recruitment model that is both dynamic and responsive. The final report provides **20 recommendations** that primarily focus on transforming the intake process to increase the quality of the applicants that reach the processing centre. This can be accomplished by increasing automation, modifying the online assessment, adding fitness and language assessments, and re-introducing human interactions with applicants up front. Other key areas include finding efficiencies via simple automation and available technologies, as well as consideration of a new case management system. Several of the recommendations have been initiated for implementation with analyses and working groups underway.

The National Recruitment Transformation (NRT) team, was stood up in September 2025 to examine the current system of recruiting, screening and processing. NRT undertook a research project to consult 22 external police agencies (Canada, US, UK, Australia, New Zealand), and federal partners (e.g. CBSA, DND, CSIS) and review their recruitment processes and best practices. Their work also included consultations with the Commanding Officers and recruitment staff in every Division, as well as the National Police Federation. The project will also include exploring the various requirements and screening tools used to assess candidates.

NRT examined all processes, from attraction and recruitment activities to trooping at Depot, and in December 2025 delivered options to address misalignments of responsibility, authority and accountability in the process. A pilot project is being launched in February 2026 to test new models, that include regionalizing screening and processing.

The focus in the first year of our strategy is to address attrition drivers such as long processing times. Immediate changes will be introduced to expedite and reform key steps in the process including the suitability interview so that we retain a pool of strong applicants and increase their chances of success. Communications and proactive recruiting efforts will focus on encouraging people to apply so that we continue to have a sufficient applicant pool.

The goal is to enhance processing efficiency by aiming to reduce overall timelines to six months, while consistently delivering a client-first experience – ensuring each applicant is met with courtesy, responsiveness, and accessibility throughout the process. Our recruitment process must be equitable, data-driven, dynamic, and modernized to respond directly to where we're seeing the greatest challenges.

Finally, as the work of the RCMP evolves, so must its recruitment process. The recruitment process must be designed to adapt and respond to emerging career pathways as the organization evolves.

Our commitment to hire the right people

In 2024-2025, interest in joining the RCMP reached new heights, with approximately 20,000 applications received. This growing enthusiasm highlights the RCMP's strong reputation and

appeal. Each year, the program produces at most 1,200 cadets to the RCMP Training Academy, Depot, ensuring a high standard of excellence. By continuing to focus on supporting applicants throughout the selection process – the RCMP is committed to attracting and retaining talented individuals who are well-prepared to thrive and succeed as future members.

The program must also focus its efforts on bringing in the right people including those with key skills and diverse life experiences needed to be successful at Depot and in their career as a police officer. Recruitment must be strategic and targeted to address organizational gaps in the long-term. The current challenge is not the number of applicants but **rather improving screening and processing systems and improving the experience of applicants in the process to better retain them**. With that, the process will be modernized to focus efforts on retaining “ideal applicants” (e.g., attributes, fitness level, etc.).

Attracting and processing diverse and talented applicants who align with the RCMP core values and who possess the skills and abilities needed is essential. Our commitment to recruiting, supporting, and retaining a **diverse range of applicants, including Indigenous Peoples, bilingual candidates, and other under-represented groups** is central to our mission. To deliver public safety, successful applicants must represent the communities we serve and have the skills and experiences necessary for the specific role they will be assigned.

In addition, recruitment must be informed by **workforce data and analytics**. Robust Human Resources (HR) planning will require proactive workforce planning to ensure we have the right people in the right roles. This means using workforce data and predictive analytics to anticipate future needs and challenges. This is particularly important as we look at the evolving nature of work and the increasing importance of digital skills, leadership development, and public trust. HR planning efforts will ensure that we’re prepared for whatever comes next, whether it’s a shift in public safety priorities or new technological developments. Strategic workforce planning will ensure alignment with future operational needs.

The program will explore developing a modular approach to streamline applicant placement based on interests and organizational needs, starting at induction. Work will also be undertaken to advance the RCMP First Nations, Inuit, and Métis Recruitment Strategy through attraction, barrier reduction, and applicant support.

Our commitment to align efforts

Given the multi-faceted nature of recruitment, this strategy must also be prioritized by the business lines and partners that hold responsibility for their part in the process.

Recruitment is a critical entry point, but it must be part of a coordinated, organization-wide approach to workforce sustainability.

To support increased hiring, the organization is embracing a transformative approach to recruitment – shifting perspectives and strategies to better align with evolving needs and opportunities. A broader definition of recruitment would include not only attracting people to apply and loading applicants to Depot, but also training cadets at Depot, allocating and onboarding new regular members to their first detachment, retaining employees, and



supporting staff to return from sick leave. This priority will take more time to realize but should be part of the longer-term recruitment strategy. Activities falling under this priority will therefore be targeted for implementation in years 2-3.

The Senior Executive Committee endorsed the strategy and directed the Chief Recruitment Officer to stand up a **Director General steering committee on recruitment** to ensure sustained focus on this organizational priority, where roles and responsibilities are understood, and implementation is monitored. The committee will also consider how the recruitment process described above fits into **a broader definition of recruitment and retention**.

In addition, the program will work to support capacity requirements and employee well-being within the program. Investing in training, career development, and top talent is essential to meeting organizational demands and delivering on our commitments, while supporting the Chief Recruiting Officer in mobilizing the organization to address recruitment.

Our commitment to First Nations, Inuit and Métis Peoples

The RCMP is committed to building a renewed relationship and trust with Indigenous Peoples. The divisions are working closely with local Indigenous communities and leaders to recruit candidates in a meaningful, culturally appropriate and community-informed way that removes barriers to recruitment.

Initiatives such as the Diverse and Inclusive Pre-Cadet Experience and the Indigenous Pre-Cadet Training Program are designed to target underrepresented persons and provide Indigenous young adults with modified training to highlight the realities of policing and support successful application and training. These and other efforts demonstrate a growing commitment to building recruitment practices that are culturally grounded, community informed, and responsive to the unique realities of Indigenous Peoples.

Efforts to increase Indigenous representation are important given that the RCMP provides policing services to a significant number of Indigenous communities across Canada, functioning as the primary police service in approximately 60% of Indigenous communities that have formal policing agreements.

Aligning our efforts with the National Recruitment Strategy, the RCMP has recently developed the **2027-2030 First Nations, Inuit and Métis (FNIM) Recruitment Strategy: Rooted in Community, United in Service to raise awareness, provide support, and prioritize Indigenous applicants.**

The FNIM Recruitment Strategy, will build on existing activities underway to support Regular Member, public service and student recruitment and set achievable targets to maximize applications from Indigenous Peoples for all categories of employees: regular members and public service employees. It seeks to improve existing steps in the recruitment process by prioritizing FNIM Peoples, addressing barriers for remote applicants and ensuring mentorship access.

Through prioritized efforts and processes, the RCMP will ensure that the organization continues to grow and respond to community needs from coast to coast to coast.

Monitoring, evaluation and continuous National Recruitment Program improvement

To support these priorities, the strategy includes **metrics** to implement, monitor, and evaluate. The program will track progress and clearly communicate to all employees where we are in the transformation process.

In its first year, the strategy emphasizes achieving immediate results and completing critical reviews, laying the groundwork for broader long-term improvements which would ultimately culminate in the rollout of a new member recruitment model for the RCMP.

Other key areas of continuous improvement:

- **Director General steering committee:** Chaired by the Chief Recruiting Officer, the committee will guide and monitor the implementation of the activities in the plan
- **Evidence-based decisions:** Collect and analyze data from the recruitment process to identify areas of improvement, track progress toward goals, and inform and refine the recruitment strategy
- **Candidate and employee feedback:** Regularly seek feedback from both recruits and newly hired regular members regarding their experiences in the recruitment, selection, and onboarding processes
- **Risk mitigation:** Develop a risk mitigation strategy with responsibility centers for each metric – include risk mitigation strategies to ensure accountability
- **Annual review:** Monitor the strategy and report on progress annually and adjust based on data and outcomes. Frequent reviews of process changes will also occur
- **Effective workforce planning:** Workforce planning will be key to identifying key roles/capabilities required to meet the organization's long-term plans/strategies

Communications and institutional branding

- Develop a **communications plan** for internal and external audiences
- Engage partners (e.g. Canadian Association of Chiefs of Police) to amplify recruitment efforts
- Use **testimonials** from current members to humanize the profession and share personal stories of what it means to be a police officer

Conclusion

To ensure the continued success and resilience of the RCMP, it is imperative that we undertake a comprehensive transformation of our National Recruitment Program. At the heart of the strategy is a commitment to attracting and retaining diverse talent that aligns with our core values of integrity, respect, accountability, compassion, and excellence.



Appendix 1: Performance Measures

	Metrics	Targets
1	Ratio of graduating cadets to member attrition	Greater than 1:1 by 2028-2029
2	Ratio of applicants to cadets	10:1 by 2028-2029
3	Amount of time to process ^[1] applicants (average number of days/months)	Reduce average applicant processing time to six months by 2028-2029
4	Amount of time from successful completion of application process to arrival at training	Six weeks starting in 2026-2027
5	Number of troops loaded at 32 cadets	2026-2027: 50 troops at 32 cadets (1,600 cadets) and ongoing
6	Percentage of applicants deferred and type of deferrals	Reduce deferrals at Psychological Suitability Screening to 20% by 2028-2029 ^[2]
7	Percentage of applicants who voluntarily withdraw from the application process before conclusion	Reduce to 10% by 2028-2029
8	Representation of cadets by employment equity group ^[3]	RM targets: 24% women, 9% Indigenous Peoples, 20% members of racialized groups by 2028-2029
9	Total number of cadets who graduate each year	1,360 by 2028-2029

^[1] Processing starts once full applicant package has been received and verified.

^[2] A 20% deferral rate at PSS would align the RCMP with other law enforcement agencies.

^[3] Self-identification is voluntary.