



Workforce Adjustment Guide for CAPE Civilian Members of the RCMP

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The following is intended to provide general information only and should not be relied on as legal advice. If you require specific advice regarding labour relations and/or employment related issues, please contact your CAPE labour relations officer.

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About this Guide

This guide is intended to help CAPE members and local leaders understand how workforce adjustment (WFA) works for Civilian Members working at the Royal Canadian Mounted Police (RCMP).

The WFA process at the RCMP differs from the process used in the core public service. Most federal public servants are covered by the National Joint Council Workforce Adjustment Directive, including CAPE ECs and TRs.

RCMP Civilian Members, however, are subject to the *RCMP Career Management Manual Chapter 6 – RCMP Workforce Adjustment*, and CMM Appendix 6-1 Treasury-Board approved *RCMP Workforce Adjustment Directive*.

These policies apply when the RCMP determines that the services of Civilian Members may no longer be required due to:

- lack of work
- discontinuance of a function
- organizational restructuring
- relocation of work

RCMP policy emphasizes retaining members within the organization wherever possible and minimizing involuntary discharges.

This guide explains the RCMP workforce adjustment process in plain language, highlights key considerations for members, and identifies when to seek assistance from CAPE.

Principles of RCMP Workforce Adjustment

A workforce adjustment situation occurs when the RCMP determines that certain positions or functions are no longer required. Under RCMP policy, workforce adjustment will only occur when the services of Civilian Members are no longer required due to operational or organizational reasons.

The policy framework is intended to:

- minimize involuntary discharges
- support reassignment within the organization
- provide training where appropriate
- allow members to continue their careers within the RCMP

Overview of the RCMP Workforce Adjustment Process

The RCMP workforce adjustment process follows these steps:

1. Identification of workforce adjustment situation

2. Selection for Member Retention Process
3. Notification of affected members
4. Six-month surplus priority period
5. Search for reasonable job offers
6. Reassignment, relocation, or substitution
7. Continued employment or discharge

Step 1 – Identification of Workforce Adjustment Situation

The commissioner has authority under the *RCMP Act* to determine the organization and distribution of work within the force.

Workforce adjustment begins when the RCMP determines that certain positions or functions may no longer be required. At this point, members would get a notification of affected status by way of email or official letter.

Step 2 – Selection for Member Retention Process

If only some Civilian Members in a unit are affected, the RCMP conducts a *Selection for Member Retention Process* (SMRP) to determine which members will remain in positions.

SMRP is a merit-based process and may consider:

- essential qualifications
- competencies and experience
- education
- language requirements
- security clearance and medical profile
- operational requirements
- future organizational needs

Assessments are conducted within the same group and level. Seniority is not a determining factor. If the process appears unclear, inconsistent, or unfair, RCMP Civilian Members should contact CAPE as early as possible. Depending on the situation, recourse options may include requesting clarification of the assessment, raising concerns with management, or filing a grievance where the process is not conducted in accordance with policy or merit principles.

Step 3 – Notification of Affected Status

RCMP Civilian Members who are impacted will receive a written notice of workforce adjustment.

An affected RCMP Civilian Member is defined as someone who has thus been informed in writing that their services may no longer be required due to a WFA situation. At this point, affected members are expected to report to work and continue to carry out their responsibilities. They should also be seeking

alternate opportunities with their human resources career development and resourcing advisor (CDRA/HRA) in Executive/Officer Development and Resourcing.

Being declared affected does not automatically mean the member will lose their job. Once a member is declared surplus, they would then have six months to find another position.

Step 4 – Surplus Priority Status

Affected members receive surplus priority status. This status lasts until:

- the Civilian Member is reassigned
- the six-month surplus period, which begins when a member receives an official notice of workforce adjustment, expires
- the Civilian Member is discharged

Members must actively participate in the placement process and update their career preferences, including updating their career preferences in HRMIS to enhance placement opportunities.

How Placement Works in Practice

The placement process is structured and not automatic. Affected Civilian Members are placed on a priority list and are considered for vacancies across the RCMP. CDRA/HRAs screen candidates based on qualifications, experience, and preferences. Qualified candidates are then referred to hiring managers, who assess suitability and make final decisions.

Members must actively participate in the process. This includes updating preferences, responding to opportunities, and engaging with advisors.

Step 5 – Search for a Reasonable Job Offer

During the surplus period, the RCMP attempts to identify reassignment opportunities.

Placement efforts occur in the following order:

1. Opportunities that do not require relocation
2. Opportunities within the division
3. Opportunities within the geographic region
4. Opportunities nationally

In some cases, relocation may be required.

Mobility Expectations in RCMP Workforce Adjustment

Mobility is a fundamental condition of employment within the RCMP.

Unlike the core public service, Civilian Members may be required to accept positions in different locations across the country. While the RCMP will attempt to identify job opportunities without relocation, this is not always possible. Refusing relocation may have serious consequences if the position is considered a reasonable job offer.

Members who have legitimate limitations affecting mobility should ensure these are properly documented and communicated.

Supports to Affected Members

Affected RCMP Civilian Members can request financial assistance for support services such as job counselling, preparing their CV, or job placement agencies (see CMM Appendix 6-1)

According to RCMP policy, every reasonable effort will be made to train affected Civilian Members to meet the requirements of existing or anticipated vacancies. A training plan should be mutually agreed upon in writing.

Step 6 – Reasonable Job Offer

A reasonable job offer (RJO) normally means:

- employment within the RCMP
- a position at the same group and level

However, an RJO may also include:

- a higher-level position
- a lower-level position with salary protection

Civilian Members normally have:

- 48 hours to accept an offer that does not require relocation
- 7 working days to accept an offer that involves relocation

Can You Refuse a Reasonable Job Offer?

Members may refuse a job offer, but the consequences can be significant.

If a reasonable job offer is refused without a valid reason the employer may order a transfer. Refusal of an ordered transfer may result in discharge

Where a reasonable job offer involves relocation, Civilian Members cannot be physically compelled to move. However, if a member does not accept such an offer within the prescribed timelines, the employer may place the member on leave without pay while a decision is pending. During this period, the member remains an employee and continues to have access to priority placement opportunities and may apply for other positions. Prolonged refusal to accept a reasonable job offer may ultimately result in further administrative action, including potential discharge.

There is no option to delay or wait for a more desirable offer.

Civilian Members should seek advice from CAPE before refusing any job offer.

Challenging a Reasonable Job Offer

RCMP Civilian Members who believe a job offer is not reasonable can request a review through their CDRA/HRA.

The delegated manager for human resources will review the job offer to determine whether it is reasonable. If it is found not to be reasonable, the member will be returned to the priority placement process. If the offer is determined to be reasonable, it will be reviewed by the chief human resources officer (CHRO). Where the CHRO confirms that the offer is reasonable, the employer may proceed with an ordered transfer, and the affected member will have up to 14 days (or the end of the surplus priority period, whichever occurs first) to accept the transfer for continued employment.

RCMP Civilian Members who believe that a job offer is not reasonable should contact CAPE immediately, as recourse may include a review of the decision and, where appropriate, a return to the priority placement process.

Step 7 – Possible Outcomes

There are several possible outcomes during the surplus period.

Placement

The Civilian Member accepts another position within the RCMP

Lower-Level Placement

The Civilian Member accepts a lower-level position with salary protection at their previous level.

Substitution

An affected Civilian Member exchanges positions with another RCMP Civilian Member willing to leave the organization in their place. The substitute will not be eligible for a transition support measure.

No Placement

If no position is secured during the surplus period, discharge may occur.

Accelerated Discharge

Affected RCMP Civilian Members may choose to resign prior to the end of their surplus period, and with the agreement of the employer, upon discharge they may receive up to six months pay in lieu of regular pay during the unfulfilled surplus period. Approval of pay in lieu of the unfulfilled surplus period is at the discretion of management but shall not be unreasonably denied. The member may also be eligible for a transition support measure.

Substitution, not Alternation

RCMP Civilian Members who have worked elsewhere in the federal public service may be familiar with a mechanism called “alternation”.

Alternation does not apply to RCMP Civilian Members. RCMP positions are not part of the Public Service Commission staffing system used for alternation.

As a result:

- RCMP Civilian Members cannot alternate with employees in other departments
- public servants cannot alternate into RCMP Civilian Member positions
- RCMP Civilian Member positions cannot be exchanged through the public service alternation process

Instead, RCMP policy provides a mechanism called “substitution”. Substitution allows an affected RCMP Civilian Member to exchange positions with another RCMP Civilian Member willing to leave the organization, subject to the following conditions:

- same group and level
- both positions within the RCMP
- management approval

A “substitute member” is not eligible to receive a workforce adjustment transition support measure. However, they would be eligible for pay in lieu of the unfulfilled surplus period.

What Happens if No Job is Found?

If no position is secured during the surplus period, the member may be discharged under RCMP legislation.

Transition Support Measure

A non-executive Civilian Member who is at least 55 years of age with at least 10 years of service in the RCMP will, on discharge, be paid a workforce adjustment transition support measure equal to one week's pay for each year of service in the RCMP, up to a maximum of 15 weeks' pay.

Financial and Pension Considerations

Workforce adjustment may have financial implications depending on the outcome.

RCMP Civilian Members may be eligible for:

- transition support measures based on years of service
- pay in lieu of the remaining surplus period in certain situations (up to a maximum of six months)

Pension implications vary depending on individual circumstances.

Members should seek advice from qualified advisors before making decisions. The RCMP Pension and Benefits Centre can be contacted at pensioncentrercmp.centredespensionsgrc@pwgsc-tpsgc.gc.ca or at 1-855-502-7090.

Special Situations

Leave Without Pay and Parental Leave

RCMP Civilian Members on leave are informed of workforce adjustment situations, but formal options are generally provided upon return.

Acting Assignments

RCMP Civilian Members are assessed based on their substantive position.

Accommodation Situations

RCMP Civilian Members requiring accommodation may still be included in workforce adjustment processes. Each case is assessed individually.

Appendices

RCMP vs Core Public Service Workforce Adjustment Terminology

Topic	Core Public Service	RCMP
Governing framework	NJC WFA Directive	RCMP CMM Chapter 6 and Appendix 6-1
Legislative authority	Public Service Employment Act	RCMP Act
Selection process	SERLO	SMRP
Opting options	Yes	No
Surplus period	12 months	6 months
Priority system	Public Service Commission	RCMP internal priority
Alternation	Available	Not applicable
Equivalent mechanism	Alternation	Substitution
Final outcome	Layoff	Administrative discharge

What To Do If You Are Affected

If you receive a notice of workforce adjustment:

1. Read the notice carefully
2. Contact your CAPE local or representation@acep-cape.ca
3. Update your career preferences
4. Actively pursue opportunities
5. Document communications with management

Key Things RCMP Civilian Members Should Know

- Being declared affected does not mean you are losing your job
- The RCMP WFA system is different from the rest of the public service
- The retention process can be challenged
- A reasonable job offer must meet policy requirements
- Relocation may be required
- Salary protection may apply

- Alternation is not available, substitution is the RCMP mechanism
- Members must actively participate in the process
- Documentation matters
- Contact CAPE early

Red Flags During Workforce Adjustment

RCMP Civilian Members should seek advice if:

- the retention process appears arbitrary or unclear
- explanations for decisions are lacking
- they are pressured to accept a position immediately
- a job offer appears unsuitable or inconsistent with policy
- opportunities are not being considered
- training is dismissed without consideration
- substitution is discouraged without explanation
- communication stops during the surplus period
- relocation decisions appear unreasonable
- they are unsure of their rights

Contacting CAPE

RCMP Civilian Members who have questions about workforce adjustment should contact:

- their CAPE local representative
- representation@acep-cape.ca
- the CAPE national office

CAPE representatives can help ensure the process is applied properly and that members understand their rights.