



2026 REPORT OF THE AUDITOR GENERAL OF CANADA
TO THE PARLIAMENT OF CANADA

Recruiting for the Royal Canadian Mounted Police



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

**INDEPENDENT
AUDITOR'S REPORT**

Performance audit reports

This report presents the results of a performance audit conducted by the Office of the Auditor General of Canada (OAG) under the authority of the Auditor General Act.

A performance audit is an independent, objective, and systematic assessment of how well government is managing its activities, responsibilities, and resources. Audit topics are selected on the basis of their significance. While the OAG may comment on policy implementation in a performance audit, it does not comment on the merits of a policy.

Performance audits are planned, performed, and reported in accordance with professional auditing standards and OAG policies. They are conducted by qualified auditors who

- establish audit objectives and criteria for the assessment of performance
- gather the evidence necessary to assess performance against the criteria
- report both positive and negative findings
- conclude against the established audit objectives
- make recommendations for improvement when there are significant differences between criteria and assessed performance

Performance audits contribute to a public service that is ethical and effective and a government that is accountable to Parliament and Canadians.

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At a Glance



Overall message

Overall, the Royal Canadian Mounted Police (RCMP) did not recruit and post new police officers in their first assignments in a timely and effective way to meet operational needs.

Since 2018, the RCMP has identified recruitment as a top priority. However, it did not accurately identify the total number of police officers it needed to fully staff the force. The RCMP set and reported recruitment targets that fell well short of its actual staffing needs, and it did not recruit as many police officers as planned. Our analysis of RCMP data found that the shortage of police officers has gotten worse in the last 2 years, with at least 3,400 additional police officers needed as of September 2025.

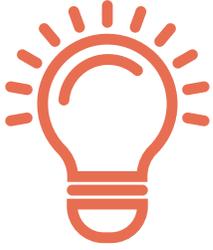
Police officer shortages in front-line Contract and Indigenous Policing were widespread across Canada. As of September 2025, 9 of the 11 divisions had vacancy rates above the RCMP's critical threshold of 7%, despite the RCMP's long-standing target of maintaining a much lower vacancy rate. These high vacancy rates pose a clear risk to the RCMP's ability to maintain operational capacity and deliver policing services in all business lines.

The RCMP did not meet its target processing time for 97% of applications, which made it harder to fill training classes with enough cadets. As a result, some classes were cancelled, and the RCMP trained fewer cadets than expected. This was one of the main reasons that vacancies have continued to increase since 2023. In a survey by the Office of the Auditor General of Canada, both successful and unsuccessful applicants often identified the length of the application process as their biggest frustration.

In order to attract more applicants, in 2023 the RCMP changed its approach by allowing new police officers to choose the division for their first assignment, as long as there was a vacancy. In the first year, this change worked as intended: The RCMP received about 6,000 more applications than in the previous year and surpassed its planned application numbers. However, the change also led to an unintended outcome—chronic vacancies in some divisions increased. In July 2025, the RCMP reversed course and returned to assigning new police officers to divisions according to operational needs. Given the high number of vacancies, it will take many years to fully reverse the impacts of the temporary approach.

As a result of chronic shortages of front-line police officers, the RCMP faces a higher risk of police officer absences and burnout, which could make it more challenging for the force to prevent and investigate crime, maintain peace and order, and contribute to national security.

Key facts and findings



- The RCMP did limited workforce planning and did not know how many new police officers it needed to hire to fully staff the force, including shortages in its Specialized Policing Services and its Federal Policing business lines.
- Despite efforts to reduce the average time to process applications for successful applicants, it increased by 35 days (11%) between April 2023 and September 2025, taking on average 330 days to process.
- The RCMP's Flexible Posting Plan succeeded in attracting more applicants: receiving more than 46,000 applications for the National Recruiting Program during the 30-month audit period and surpassing by several thousand the RCMP's annual goal of 12,000 applications in the 2023–24 and 2024–25 fiscal years.
- Of the applications that the RCMP processed during the audit period, only 6% resulted in an offer to be trained as a police officer because the remaining applicants dropped out of the process (15%), they stopped communicating with the RCMP (24%), they were deemed unsuitable by the RCMP (37%), or their application was still being processed (18%).
- The RCMP filled only 18% of all cadet training classes to capacity.
- The RCMP's average cost across the 2023–24 and 2024–25 fiscal years to attract and train a new police officer was roughly \$247,000.

See [Recommendations and Responses](#) at the end of this report.

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Introduction

Background

Royal Canadian Mounted Police recruitment

1. The Royal Canadian Mounted Police (RCMP) has identified recruitment as a top priority since 2018. For many years, the RCMP has been operating without enough police officers. This situation puts additional pressure on existing police officers and puts the RCMP at risk of not being able to fulfill its mandate. Recent government announcements to further grow the force by 1,000 RCMP personnel, coupled with attrition and planned retirements, place more importance on the recruitment of new police officers.
2. Since 2020, the RCMP has initiated many changes to modernize recruitment, create efficiencies in the recruitment process, and increase the number and diversity of police officers. The majority of recruitment activities fall under the National Recruiting Program and the Cadet Training Program, which together contribute to the Force Generation program. Most new police officers are recruited through these programs.
3. The objective of the National Recruiting Program is to build police officer capacity to meet the RCMP's operational needs. Achieving this objective would help the RCMP maintain the staffing levels needed to carry out its law enforcement responsibilities. Under the National Recruiting Program, the RCMP attracts and screens applicants. Successful applicants enter the 26-week Cadet Training Program operated out of the RCMP Academy, referred to as Depot. Cadets who successfully complete this training are sworn in as police officers and assigned to their first posting.

Roles and responsibilities

4. **RCMP.** Under the Royal Canadian Mounted Police Act, the RCMP is responsible for recruiting, training, and disciplining police officers, assigning them to specific posts, and other human resources management functions.
5. As part of its management of human resources, the RCMP carries out workforce planning to determine the number of police officers it needs to support its law enforcement responsibilities.

It also determines the required funding, human resources, and tools needed to support its recruitment efforts. To recruit new police officers, the RCMP is responsible for

- creating and implementing strategies to attract a diverse pool of applicants from across Canada
- developing and implementing the applicant screening process
- developing and implementing the training program for cadets (police officers in training)
- providing support to cadets while in the training program, such as a weekly allowance, medical care, and spiritual services

The RCMP is also responsible for monitoring and evaluating the performance of its recruitment efforts in meeting its police officer staffing needs.

Core business lines

6. The RCMP is Canada's national police force. Its mandate is divided into 3 core operational business lines:

- **Contract and Indigenous Policing**—community-based police services offered in First Nations, Inuit, and Métis communities, municipalities, and all provinces and territories except for Quebec and Ontario. Contract and Indigenous Policing is divided into divisions. Each province and territory represents a separate division. Divisions are further divided into more than 600 detachments that provide police services to communities.
- **Federal Policing**—services that address national law enforcement concerns, from organized crime and cybercrime enforcement to protection of high-ranking officials and foreign dignitaries.
- **Specialized Policing Services**—specialized services (such as forensics) that support law enforcement operations of the RCMP, other law enforcement agencies, and other government departments.

In addition, the RCMP's internal services support the organization in meeting its corporate obligations and delivering its programs. This includes services such as communications and financial management, among others. Police officers work in all 3 business lines and in internal services.

Focus of the audit

7. This audit focused on whether the RCMP recruited and posted new regular members in a timely and effective way to meet operational requirements. Posting new regular members refers to where they were first assigned to work after graduating from the Cadet Training Program. In this report, we refer to regular members as police officers.
8. The RCMP has initiatives and sets recruitment targets to try to diversify the police force. Because of the high number of applicants who choose not to declare characteristics such as their ethnic group or gender, we could not examine how well these initiatives were working during this audit.
9. This audit is important because the RCMP needs enough police officers to effectively meet its policing obligations and ensure public safety across Canada. A shortage of police officers could impact police officer morale and wellness, increase absences and lead to an overreliance on overtime, and increase risks to public safety and national security.
10. More details about the audit objective, scope, approach, and criteria are in [About the Audit](#) at the end of this report.

Findings and Recommendations

The RCMP failed to recruit the number of new police officers it needed

Why this finding matters

11. It is important that the RCMP have the right number of police officers posted throughout the country to provide community-based police services and to serve in other roles, such as those that support national security. To do so, it is critical that the RCMP have an accurate and up-to-date understanding of gaps in its workforce so that it can effectively plan recruitment efforts and bring the force up to full strength.

Context

12. Under its Contract and Indigenous Policing business line, the federal government enters into Police Service Agreements with provinces, territories, and municipalities to provide police services in their communities. RCMP police officers also provide services in some First Nations, Inuit, and Métis communities as determined in agreements between the federal government, provinces or territories, and the Indigenous communities.

13. The RCMP and its contract partners work together to determine the number of police officers needed, and the RCMP plans to staff to these numbers. Depending on their budget and priorities, some contract partners, in discussion with the RCMP, seek more police officers than stipulated in their agreements to help maintain service levels when police officers are sick or take other types of leave. The number of police officers required to work in the RCMP's other core business lines, Federal Policing and Specialized Policing Services, is determined by RCMP management on the basis of considerations such as operational needs, priorities, and existing resources.

14. The RCMP Academy in Regina, referred to as Depot, has the capacity to train 1,600 cadets annually. Cadets are formed into classes called troops. The maximum and most cost-effective number of cadets in a troop is 32. In this report, we will refer to "classes" when talking about troops.

15. During the Cadet Training Program, the RCMP assigns cadets to the division where they will first be posted to serve as **front-line police officers**¹ on graduation. Divisions are then responsible for assigning their new police officers to the specific detachment where they will work. Typically, about 90% of new police officers are assigned to a front-line position in Contract and Indigenous Policing. Federal Policing accepts the small remaining number of new graduates, and Specialized Policing Services does not typically accept new police officers. Both of these business lines rely largely on transfers of more experienced police officers from Contract and Indigenous Policing. Divisions have the discretion to not release a police officer for transfer to another division or business line.

¹ **Front-line police officers**—In this report, police officers working in policing positions under Contract and Indigenous Policing. These are the police officers who fulfill duties such as responding to calls for service, maintaining public safety, and engaging with community members.

16. In 2023, the RCMP introduced the Flexible Posting Plan, a policy designed to attract more applicants to the National Recruiting Program. Under the plan, if there was a vacancy, cadets could choose which division they would be posted to on graduation instead of being assigned their first posting at management's discretion.

Limited workforce planning meant the RCMP did not know how many police officers it needed across the force

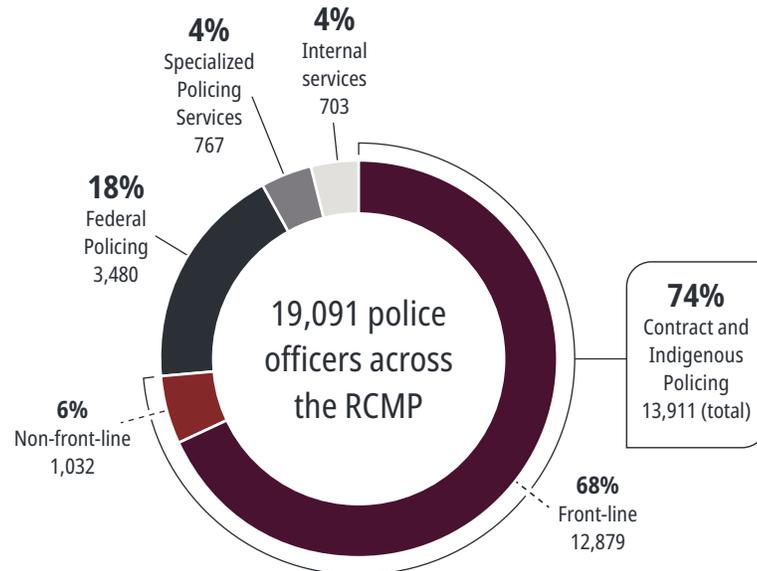
Findings

17. In October 2023, the RCMP changed its approach to workforce planning, moving from a comprehensive approach that factored in all business lines and internal services to focus on front-line needs in the Contract and Indigenous Policing business line, where almost all police officers begin their careers. At the time of the change, the RCMP had significant shortages of police officers across all business lines, including over 1,800 in Federal Policing, Specialized Policing Services, and internal services.

18. After this change in how the RCMP determined the number of police officers it needed, the RCMP stopped including in its workforce planning detailed calculations of current headcounts, vacancies, or the overall need for police officers outside the Contract and Indigenous Policing business line. It also no longer factored in police officers working in non-front-line positions in Contract and Indigenous Policing. Therefore, the RCMP did not know how many new police officers it needed to hire to fully staff the force and ensure that experienced police officers could move from front-line Contract and Indigenous Policing to fill other business-line vacancies. The RCMP did not provide a rationale for these changes.

19. At the end of September 2025, the RCMP employed nearly 19,100 police officers across its 3 core business lines and in internal services ([Exhibit 1](#)). On the basis of the information provided by the RCMP, we calculated that it needed roughly 21,800 police officers at that time to meet operational requirements, without factoring in forecasted attrition.

Exhibit 1—Breakdown of the number of police officers employed across the RCMP as of September 2025



Note: Not depicted in the graph above are 230 police officers whose positions we were not able to determine.

Source: Based on data from the RCMP

 [Read the Exhibit 1 text description](#)

20. We found that over the audit period, the 30 months between April 2023 and September 2025, there was minimal growth in new police officers added to the force. The RCMP hired a total of 2,262 police officers; however, 2,200 police officers left or retired from the force during that time. This resulted in a net gain of only 62 police officers across the entire force. Almost 80% of these new police officers were hired through the Force Generation program, with the remainder recruited after serving in law enforcement outside of the RCMP. More concerning, over the last 6 months of the audit period, the RCMP’s total hiring was not able to offset police officer departures, resulting in a negative growth of 38 police officers.

Recommendation

21. To ensure that its workforce planning can provide a comprehensive basis for recruitment, the RCMP should determine the number of police officers it needs to fully staff all business lines of the force to meet operational requirements.

The RCMP’s response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

The shortage of front-line police officers for Contract and Indigenous Policing has become critical

Findings

22. We found that the RCMP had a chronic shortage of front-line police officers in its Contract and Indigenous Policing business line. The RCMP considered a vacancy rate higher than 7% to be a critical shortage of front-line police officers. We found that at the beginning of the 2025–26 fiscal year, the vacancy rate had surpassed this threshold, reaching almost 8% by the end of the second quarter. Between December 2023 and September 2025, after accounting for attrition, we found that the RCMP added a net total of only 12 front-line police officers while the number of vacant front-line positions increased by 566.

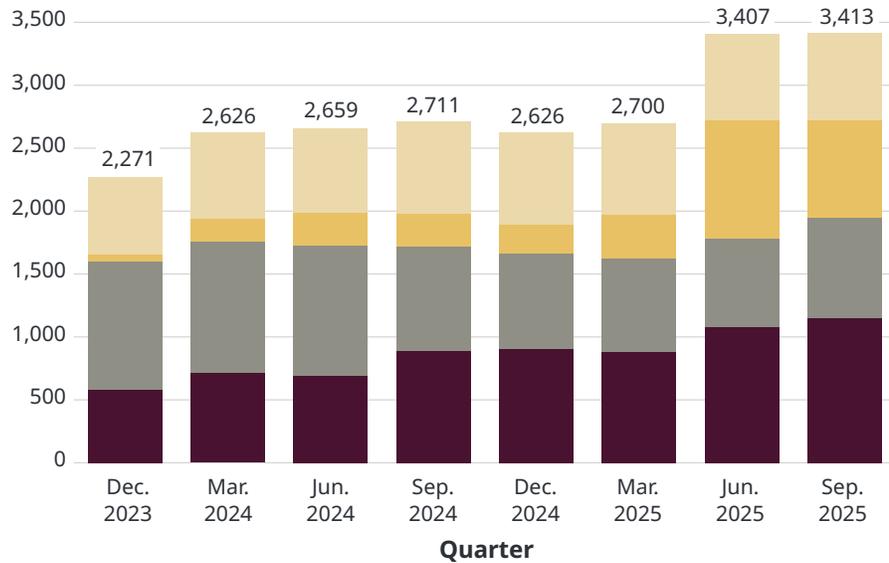
23. On the basis of our calculations ([paragraph 19](#)), at the end of September 2025, the RCMP had a shortage of about 2,700 police officers before accounting for forecasted attrition. To account for this, almost 700 additional police officers were needed. This means that at the end of September 2025, the RCMP needed to hire at least 3,400 more front-line police officers ([Exhibit 2](#)) to manage forecasted attrition and fill vacant positions so as to achieve the policing levels agreed to with its contract partners. This would also allow the RCMP to transfer more experienced police officers to fill vacancies in other business lines and better manage temporary front-line police officer vacancies. Between December 2023 and September 2025, an average of 1,600 front-line police officers were temporarily absent for various reasons, such as being off duty due to sickness or on other types of leave.

24. This shortage of front-line police officers also impacted the RCMP's ability to fill police officer positions in Federal Policing, Specialized Policing Services, and internal services, which relied primarily on the transfer of experienced police officers from Contract and Indigenous Policing to fill their vacancies. Between January 2024 and September 2025, Contract and Indigenous Policing transferred, on average, less than 25% of the number of police officers requested by other business lines.

25. During the 30-month period examined in our audit, 1,811 cadets graduated from the Cadet Training Program and were sworn in as police officers. The RCMP planned for 1,280 graduates in each of the 2023–24 and 2024–25 fiscal years, but it reached only 42% of this target number in the 2023–24 fiscal year and 70% the following year.

Exhibit 2—The minimum number of front-line police officers the RCMP needed to hire increased over time

Police officers needed



Source: Based on data from the RCMP

[Read the Exhibit 2 text description](#)

26. During the audit period, the RCMP granted some cadets extra time to complete parts of their training by moving them to a different class at an earlier stage in the training program. The RCMP was able to reassign cadets because it had not filled classes to the maximum number of 32 cadets, partly because of delays in processing applications. Although the RCMP had information about how many cadets had to re-take a portion of training and why, we found that it did not have any related policies in place to guide how and when it reassigned cadets.

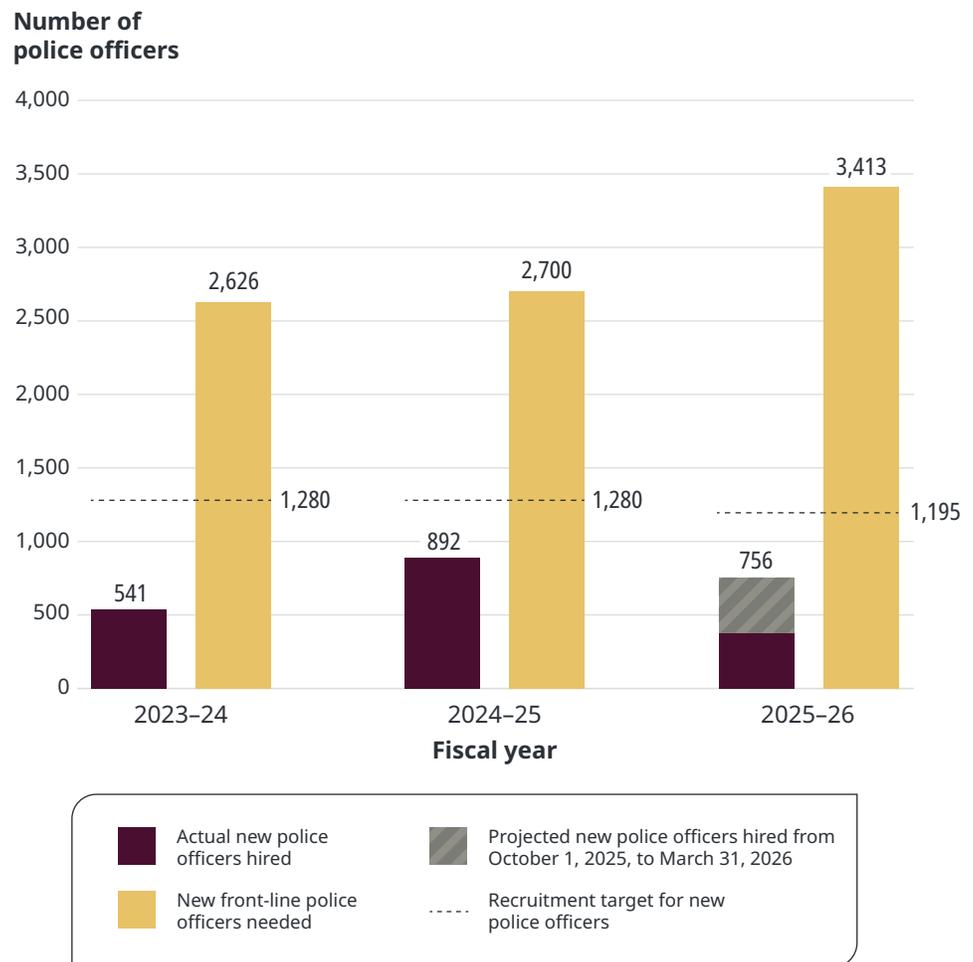
27. In our opinion, without fundamental changes, the RCMP will not be able to hire enough new police officers to meet operational demand. Until the RCMP can hire enough police officers to effectively staff Contract and Indigenous Policing, its ability to fulfill all of its responsibilities will be impacted.

The RCMP did not plan to recruit enough front-line police officers to meet its needs in Contract and Indigenous Policing

Findings

28. We found that the RCMP did not use the human resources data it had to set targets for its recruitment of new police officers. We found that it set recruitment targets on the basis of its funding to graduate 1,280 new police officers instead of the number of police officers it needed to fully staff front-line positions in Contract and Indigenous Policing ([Exhibit 3](#)).

Exhibit 3—Recruitment targets for the number of new police officers were not based on actual needs



Note: For the 2025-26 fiscal year, the number of new police officers needed is based on demand as of September 30, 2025, and the projected number of new police officers hired is based on 378 actual hires as of September 30, 2025.

Source: Based on data from the RCMP

 [Read the Exhibit 3 text description](#)

29. The RCMP set recruitment targets on the basis of graduating 1,280 police officers in the 2023–24 and 2024–25 fiscal years and 1,195 police officers in the 2025–26 fiscal year. We found that between April 2023 and September 2025, approximately 16% of cadets did not complete the Cadet Training Program. We found that the RCMP did not schedule enough classes to reach its recruitment targets, making them unachievable even if all cadets graduated. For example, in 2023–24, the RCMP scheduled only enough classes to accommodate 1,024 cadets at Depot.

30. The cost of recruiting and training new police officers through the Force Generation program totalled nearly \$355 million for both 2023–24 and 2024–25 fiscal years. This included the cost of recruiting, processing applications, salaries for trainers and cadets, infrastructure and overhead costs at Depot, and other associated training costs. This means that, over those 2 fiscal years, the average cost to attract and train a new police officer was roughly \$247,000.

Recommendation

31. The RCMP should align its recruitment targets with the number of police officers required to fully staff all business lines of the force to meet operational needs. These targets should account for the fact that not all cadets graduate from the Cadet Training Program.

The RCMP's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

Recommendation

32. The RCMP should determine how to increase the capacity needed at Depot to train enough cadets to meet operational requirements and implement those changes to bring the force up to full operational strength.

The RCMP's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

New police officers were not assigned according to operational needs

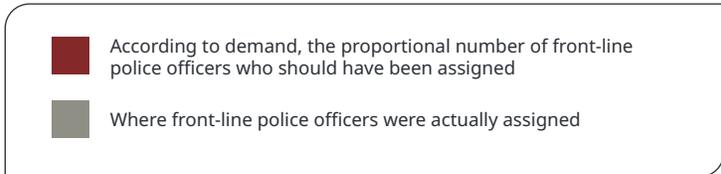
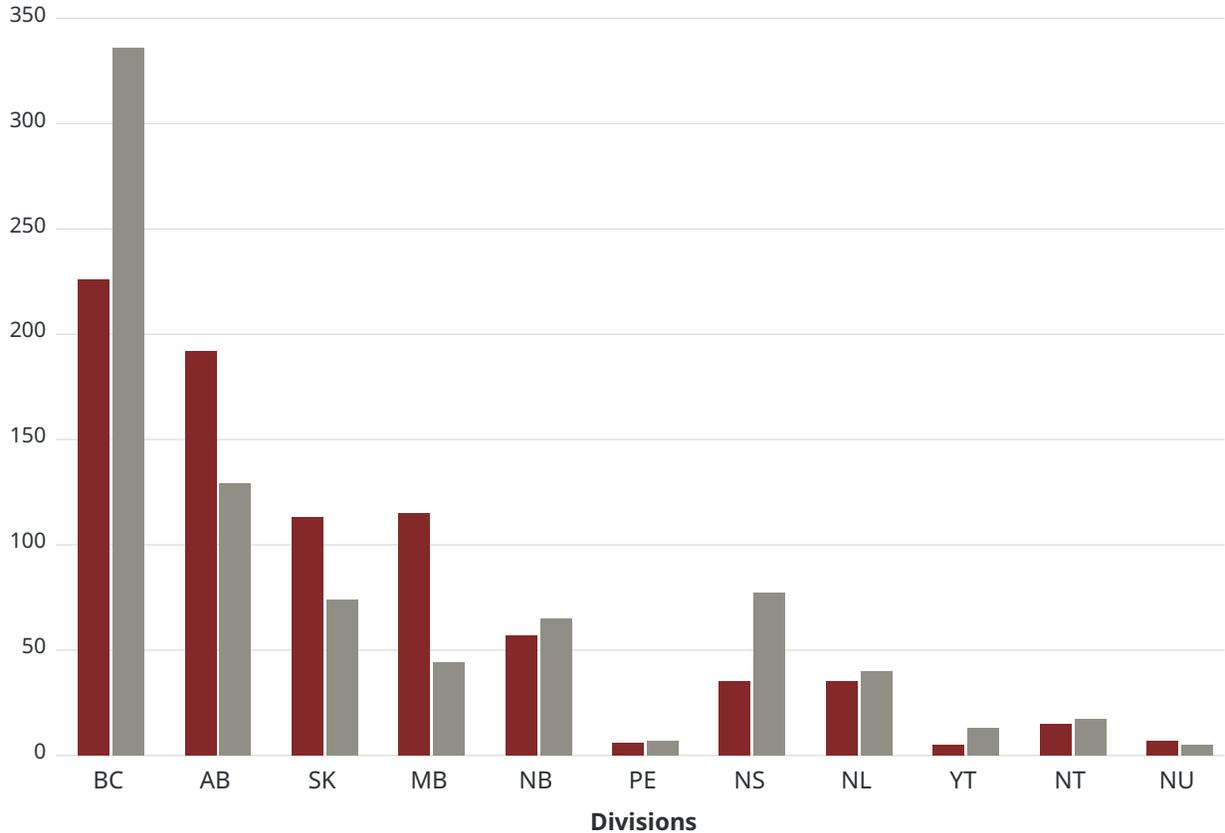
Findings

33. We found that, in implementing the Flexible Posting Plan since 2023, the RCMP focused on increasing the number of applicants without fully considering the impact of the plan on police officer staffing levels across the country. Since all divisions were in need of more front-line police officers, the Flexible Posting Plan effectively meant that cadets could choose the division they wanted to work in when they graduated. The RCMP's annual target for the number of applications it received was 12,000. We found that the number of applications increased; the RCMP received more than 46,000 applications between April 2023 and September 2025.

34. The RCMP no longer assigned new police officers to divisions with the greatest needs. Within 4 months of the start of the Flexible Posting Plan, concerns regarding its potential to cause uneven distribution of new police officers were identified; however, the plan remained in effect. We found that the RCMP attempted to mitigate the unintended outcomes of the Flexible Posting Plan by encouraging cadets to pick divisions with higher vacancy rates. However, the net result was an imbalance of police officers between divisions, with some divisions being chronically understaffed while others were staffed with more police officers than they should have proportionately received based on needs ([Exhibit 4](#)).

Exhibit 4—New front-line police officers were not assigned to divisions based on operational need in the 2024–25 fiscal year

Number of police officers



Notes:

The categories in the exhibit are based on the number of new front-line police officers who were available to be assigned to their first posting and were sent to Contract and Indigenous Policing divisions.

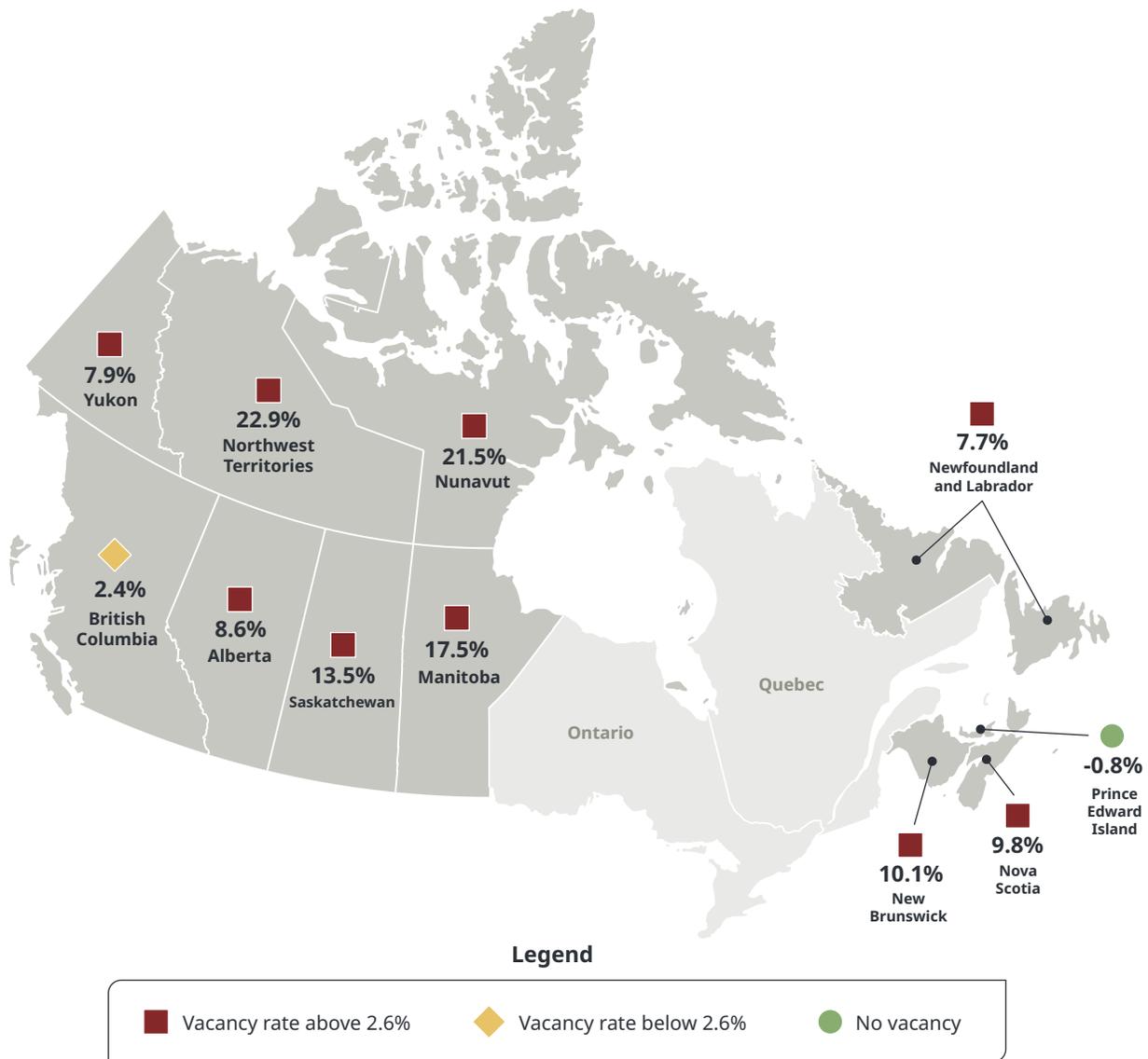
No data is shown for Ontario or Quebec because the RCMP does not provide front-line Contract and Indigenous Policing in those divisions.

Source: Based on data from the RCMP

 [Read the Exhibit 4 text description](#)

35. Since 2018, the RCMP set a maximum vacancy rate target of 2.6% in front-line Contract and Indigenous Policing. We found that as of September 2025, 9 of 11 divisions had a vacancy rate above 7%, which is the level of vacancies the RCMP considered to be critical ([Exhibit 5](#)). In one division, the Northwest Territories, the vacancy rate was almost 23%.

Exhibit 5—All divisions but 2 had a critical shortage of front-line police officers for Contract and Indigenous Policing, as of September 2025



Notes:

No data is shown for Ontario or Quebec because the RCMP does not provide front-line Contract and Indigenous Policing in those divisions.

The vacancy rate is the percentage of unfilled positions out of the total number of funded police officer positions necessary to maintain operational requirements.

Negative vacancy rates indicate a surplus of police officers, while positive vacancy rates indicate a deficit.

Source: Based on data from the RCMP

 [Read the Exhibit 5 text description](#)

36. As shown in [Exhibit 5](#), vacancy rates indicate that understaffing is systemic across the country, rather than an isolated anomaly. On the basis of the RCMP's performance criteria, the vacancy rates show there is a clear and material risk to operational capacity and service delivery, particularly in divisions where the vacancy rates are significantly higher than the critical level of 7%.

37. We interviewed high-ranking police officers responsible for leading 6 detachments across the country that experienced high vacancy rates during the audit period. They were concerned that they did not have enough staff to keep their police officers safe and healthy and that they could not provide their communities with the level of service needed. They told us they sometimes had to adjust shift schedules to ensure they could provide 24-hour policing in the area they served. They also told us they had to reduce the number of officers dedicated to initiatives like crime prevention, community engagement, and traffic stops and that it could take longer to respond to emergencies if the police officers on duty had to provide coverage for a larger geographic area. They also told us that high vacancies negatively affected police officers' morale and that taking on additional cases, being on call, working overtime, and travelling to cover vacancies in other detachments caused burnout.

38. In July 2025, the RCMP reverted back to assigning new police officers to divisions on the basis of organizational needs. The goal of this decision was to achieve a vacancy rate of 10% or less across all divisions. Following this decision, the RCMP began phasing out the use of the Flexible Posting Plan, focusing initially on 4 divisions with a vacancy rate above 10%, a vacancy rate considered above critical. Early results indicated that this change reduced the vacancy rates in these divisions over the first 2 quarters of the 2025–26 fiscal year. While this is a good start, the RCMP will need to increase the rate at which it hires new police officers to reduce the impacts of the Flexible Posting Plan across all divisions. The RCMP did not set a date by when it would completely stop using the Flexible Posting Plan.

Recommendation

39. The RCMP should implement interim measures to reduce the vacancy rates to below the 7% critical threshold in all divisions. It should also establish a timeline and implement actions that will see the RCMP reduce its vacancy rate to below the existing maximum target of 2.6% in all divisions. The RCMP should regularly measure progress against its target and report on this annually.

The RCMP's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

The RCMP’s slow processing of applications limited the number of new police officers

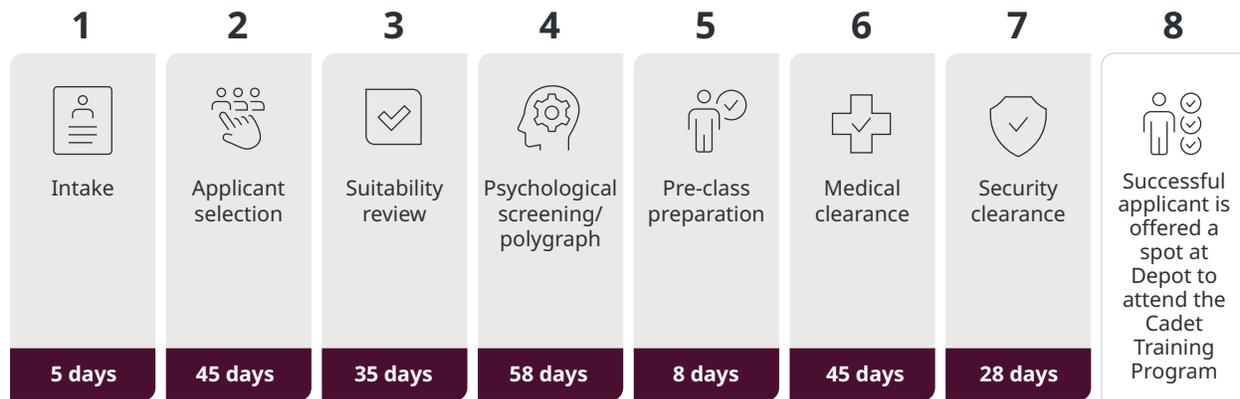
Why this finding matters

40. Timely and efficient processing of applications are critical to the RCMP’s ability to maximize the number of cadets it can train at Depot to help attain the number of new police officers it needs.

Context

41. During the application process, the RCMP assesses applicants’ suitability to hold the authority and responsibilities that a police officer is given. The first 5 phases of the application process are run sequentially, and the last 2 phases can be run concurrently. This means the service standard for processing applications is 224 days when the 7 phases are run sequentially ([Exhibit 6](#)).

Exhibit 6—The RCMP application processing phases and associated service standards



Notes:

An additional 30 days may be added to the service standard at the applicant selection phase if there are concerns related to time the applicant spent outside Canada.

Pre-class preparation is the phase during which arrangements are made for the successful applicant to go to Depot to take a space in a class.

Source: Based on data from the RCMP

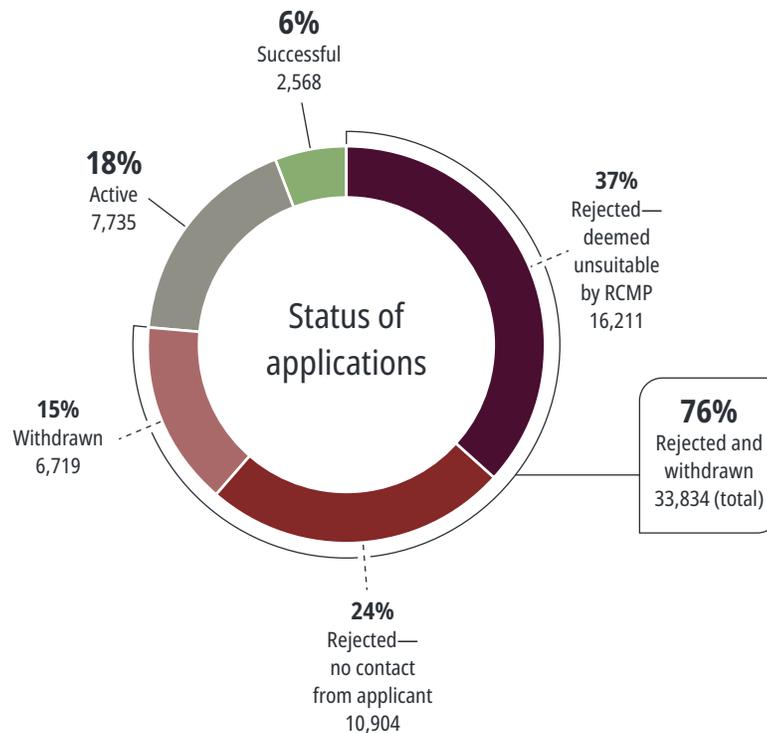
[Read the Exhibit 6 text description](#)

Application processing times got longer over the audit period

Findings

42. We found that between April 2023 and September 2025, the RCMP received more than 46,000 applications and processed more than 44,000 of those applications that were not automatically screened out because they did not meet the essential criteria. We found that 76% of the processed applications were either withdrawn by the applicant or rejected by the RCMP ([Exhibit 7](#)).

Exhibit 7—A large number of applications processed between April 2023 and September 2025 resulted in a small number of offers to attend training at Depot



Notes:

“Active” means the application was still being processed by the RCMP.

“Rejected—deemed unsuitable by the RCMP” means the applicant failed to meet the requirements to be offered a spot in the Cadet Training Program.

“Rejected—no contact from the applicant” means the applicant did not formally withdraw from the application process but the RCMP could not move forward in processing their application because the applicant stopped communicating with them.

“Successful” means the applicant was offered a spot in the Cadet Training Program.

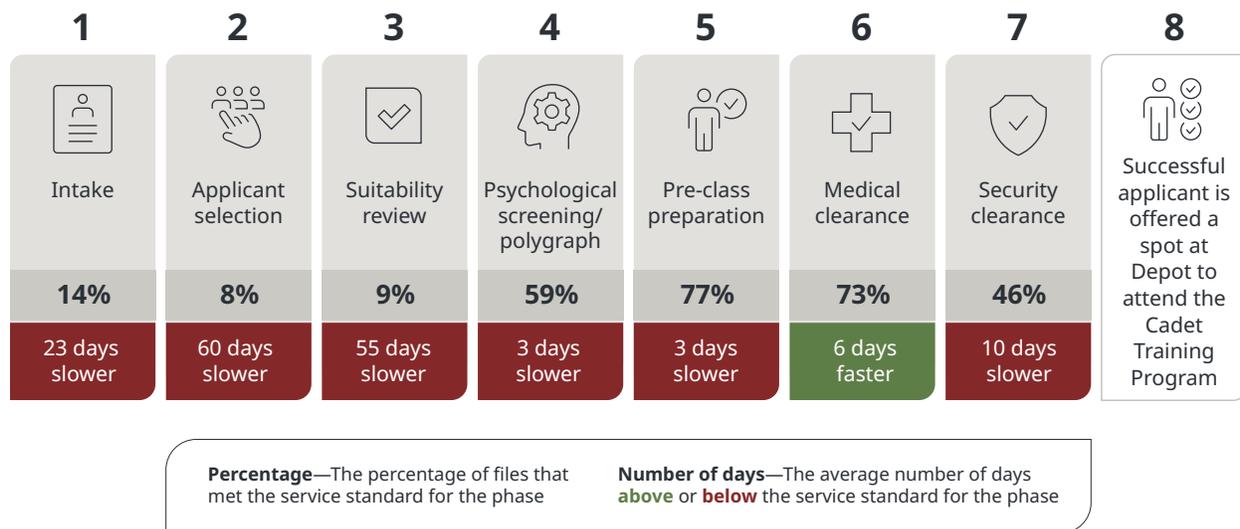
“Withdrawn” means the applicant formally withdrew their application from further consideration by the RCMP.

Source: Based on data from the RCMP

 [Read the Exhibit 7 text description](#)

43. Between April 2023 and September 2025, the RCMP took an average of 330 days to process applications for applicants who were successful in receiving an offer to attend the Cadet Training Program. Over this period, the average processing time for successful applications increased from 314 days in the first quarter of the 2023–24 fiscal year to 349 days in the second quarter of the 2025–26 fiscal year. We found that the RCMP failed to meet its original service standards for 6 of the 7 phases of the application process (Exhibit 8).

Exhibit 8—The RCMP failed to meet its processing service standards during 6 of the 7 phases of the application process



Note: Pre-class preparation is the phase during which arrangements are made for the successful applicant to go to Depot to take a space in a class.

Source: Based on data from the RCMP about applications processed between April 2023 and September 2025

[Read the Exhibit 8 text description](#)

44. In April 2024, the RCMP set a target to reduce the application processing time to 182.5 days for successful applications. We found that since that target was established, the RCMP did not meet it for 97% of applications. Further, the RCMP did not adjust its service standards for the various phases of the application process to reflect the new target processing time.

45. We found that the longest processing delay occurred during the applicant selection phase when applications were waiting to be assigned to a recruiting analyst—the individual who manages the movement of applications through the process. On average, applications waited for almost 60 days before they were assigned.

46. We reviewed a sample of applicant files that were at some phase in the application process between April 2023 and September 2025. Through this work, we confirmed that many files were delayed because they were waiting to be assigned to a recruiting analyst. We also saw delays at the suitability review phase when files were waiting to be assigned to a suitability reviewer—the individual responsible for further reviewing the application and recommending whether an applicant is suitable to be a police officer. For example, 1 file waited 6 months at this stage. Some files also experienced delays waiting for a review of the results of the suitability work.

47. We identified some potential root causes for these delays. In particular, the RCMP's 2024 recruitment strategy noted that roughly 55% of recruiting analyst positions were vacant. The RCMP confirmed that the delays we identified likely occurred as a result of staffing shortages and a high volume of applications. We found that the RCMP could not easily track its human resources that supported the Force Generation program. Although it knew how many people worked to support recruitment, it could not identify which functions they performed without manually verifying this with specific work units. Other challenges stemmed from technical difficulties that applicants faced when trying to communicate with the RCMP, including challenges completing and uploading forms in the applicant portal.

48. The RCMP prioritized nearly 20% of the applications it processed during the audit period. These included applicants from employment equity groups, bilingual applicants, and current RCMP employees. We found that, in general, prioritizing applications did not work. The RCMP took an average of 27 days longer to process prioritized applications that were ultimately successful compared with applications that it had not prioritized.

49. The reasons that applicants were deemed unsuitable by the RCMP included applicants having past criminal offences, admitting to driving under the influence, or having bad credit. Other applications were rejected because the applicants stopped communicating with the RCMP, essentially informally withdrawing from the process.

50. We surveyed a sample of individuals who applied to the RCMP between April 2023 and July 2025 to obtain their perspectives on the application process, including to understand the reasons why some applicants chose to withdraw from the process. The survey results cannot be statistically generalized to the population of applicants; however, the response rate was sufficiently high to provide meaningful insights into the experience of some applicants.

51. The applicants who responded to our survey most frequently cited that the reasons for withdrawing from the process were timing and personal reasons, eligibility requirements such as those related to fitness, and to pursue other opportunities. We also asked them whether they had experienced any challenges with the process. Among applicants who reported that they had, nearly 60% identified the length of the application process as problematic. Other common challenges cited by applicants, whether successful or unsuccessful, were having to provide the same information to the RCMP multiple times and insufficient or inconsistent communication from the RCMP.

52. Delays in processing applications impacts the number of applicants invited to attend the Cadet training program. We found that over the audit period, the RCMP cancelled 3 classes and could fill only 18% of all classes to capacity. Without addressing application processing times, it is not clear how the RCMP will be able to fill its current 40 classes to capacity in addition to the 10 classes it intends to add in the 2026–27 fiscal year.

Recommendation

53. To maximize the capacity of cadet training classes, the RCMP should use the information it has about the bottlenecks in the application process to address delays and improve processing times. This should include staffing key positions that support application processing and allocating internal resources to meet processing time service standards.

The RCMP's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

The RCMP did not measure the performance of its Force Generation program against the number of police officers it needed

Findings

54. We found that the RCMP had not updated the performance measurement framework for the Force Generation program since 2018, despite making many changes to the recruitment process since then. As part of its external reporting, the RCMP reported on its performance for the Force Generation program annually. We found that the RCMP reported annually on the number of cadets who graduated from the Cadet Training Program; however, it did this against a recruitment target of 1,280 graduates, which was much lower than the number of police officers it needed. According to the 2018 performance measurement framework, the RCMP was

supposed to measure graduation numbers against the total number of police officers it needed, which would have shown that the situation was much worse than reported.

55. We examined whether the RCMP had conducted other measurement activities of the Force Generation program. We found that the RCMP analyzed and reported internally on the application processing times, the vacancy rates across the divisions, and the expected and number of graduating police officers. This information was shared broadly throughout the RCMP.

56. During the audit, the RCMP developed a new recruitment strategy even though the previous strategy had been approved in 2024 and the RCMP had not yet measured the results achieved against it. We noted that this new strategy still includes plans to train 50 classes of 32 cadets in the 2026–27 fiscal year, which is much lower than the actual number of new police officers it needs.

Recommendation

57. The RCMP should measure the results of the Force Generation program against the total number of police officers it needs to hire to meet operational demand.

The RCMP's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

Conclusion

58. We concluded that the Royal Canadian Mounted Police did not recruit and post new police officers (regular members) in a timely and effective way to meet operational requirements.

About the Audit

This independent assurance report was prepared by the Office of the Auditor General of Canada on recruiting for the Royal Canadian Mounted Police. Our responsibility was to provide objective information, advice, and assurance to assist Parliament in its scrutiny of the government's management of resources and programs and to conclude on whether the recruitment of new police officers by the Royal Canadian Mounted Police complied in all significant respects with the applicable criteria.

All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001—Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the CPA Canada Handbook—Assurance.

The Office of the Auditor General of Canada applies the Canadian Standard on Quality Management 1—Quality Management for Firms That Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. This standard requires our office to design, implement, and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

In conducting the audit work, we complied with the independence and other ethical requirements of the relevant rules of professional conduct applicable to the practice of public accounting in Canada, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

In accordance with our regular audit process, we obtained the following from entity management:

- confirmation of management's responsibility for the subject under audit
- acknowledgement of the suitability of the criteria used in the audit
- confirmation that all known information that has been requested, or that could affect the findings or audit conclusion, has been provided
- confirmation that the audit report is factually accurate

Audit objective

The objective of this audit was to determine whether the Royal Canadian Mounted Police recruited and posted new regular members in a timely and effective way to meet operational requirements.

In this report we refer to regular members as police officers.

Scope and approach

We examined the effectiveness and efficiency of the Royal Canadian Mounted Police's Force Generation program to determine the progress the RCMP made toward achieving its recruitment targets. The Force Generation program includes 2 key sub-programs—the National Recruiting Program and the Cadet Training Program. We examined elements of both sub-programs.

We examined how the RCMP determined the number of police officers it needed (across the organization's business lines) and how it used this and other information (such as overall attrition of police officers) to establish its targets for the number of applicants to and graduates from the Cadet Training Program.

The audit examined how the RCMP managed aspects of the Force Generation program, including

- the RCMP's efforts to make the application process timelier and more efficient
- the outcomes of these efforts on the number of applicants the RCMP assessed and the length of the recruitment process
- the RCMP's process to form successful applicants into classes (troops) and schedule them for training
- how the RCMP assigned new police officers who graduated from the Cadet Training Program to their first posting
- how the RCMP measured the performance of its recruitment efforts and how it used the information it had to improve recruitment and add new police officers to the force

To conduct this audit, we reviewed documentation and interviewed RCMP officials and cadets. We also conducted site visits to the Saskatchewan Division and the RCMP Academy—Depot Division. We conducted statistical analyses on RCMP data related to the areas under examination, including workforce planning, application processing times, and how the RCMP assigned new police officers to their first posting.

To understand the reasons for delays in application processing, we reviewed a sample of 51 application files in the Applicant Tracking System, the software the RCMP uses to manage applications. The sample was drawn from the population of 44,137 applications that were active in the system (that is, at some stage of being processed by the RCMP) at any point between 1 April 2023 and the date the RCMP extracted the population data from its system—22 September 2025.

To understand the experience of applicants, we sent an anonymous survey to a random sample of applicants to the National Recruiting Program. The sample was stratified proportional to the number of successful and unsuccessful applicants in the population. We sent the survey to 10,000 applicants and received 2,323 responses. The total number of applicants in the population was 34,364. The survey results cannot be statistically generalized to the population of applicants; however, the response rate was sufficiently high to provide meaningful insights into the experience of some applicants.

We did not examine the following areas as part of the audit:

- recruitment of public service employees appointed under the Public Service Employment Act or civilian members appointed under the Royal Canadian Mounted Police Act
- efficacy of efforts to attract applicants
- retention initiatives outside the recruitment process (other than to identify potential links between recruitment challenges and attrition of more experienced regular members)
- initiatives to modernize or change the RCMP's culture in general
- quality and content of the training provided at Depot
- recruitment of regular members through the Experienced Police Officer Program or the Reserve Program

Criteria

We used the following criteria to conclude against our audit objective:

Criteria	Sources
<p>The RCMP effectively plans for the regular members it needs to meet operational requirements.</p>	<ul style="list-style-type: none"> • Royal Canadian Mounted Police Act • Royal Canadian Mounted Police Regulations, 2014 • Commissioner's Mandate Letter, Minister of Public Safety, 2022 • Administration Manual, RCMP, 2020 • People Strategy, RCMP, 2020 • Equity, Diversity and Inclusion Strategy, RCMP, 2020 • Shooting for Growth: The RCMP Recruiting Function's Strategic Plan for Long Term Sustainable Success, RCMP, 2024
<p>The RCMP implements a timely and efficient application process to recruit the cadets it needs to meet operational requirements.</p>	<ul style="list-style-type: none"> • Royal Canadian Mounted Police Act • Commissioner's Mandate Letter, Minister of Public Safety, 2022 • Administration Manual, RCMP, 2013 and 2025 • Shooting for Growth: The RCMP Recruiting Function's Strategic Plan for Long Term Sustainable Success, RCMP, 2024 • Equity, Diversity and Inclusion Strategy, RCMP, 2020

Criteria	Sources
<p>The RCMP effectively allocates cadets to meet operational requirements.</p>	<ul style="list-style-type: none"> • Royal Canadian Mounted Police Act • Royal Canadian Mounted Police Regulations, 2014 • Administration Manual, RCMP, 2020 • Equity, Diversity and Inclusion Strategy, RCMP, 2020
<p>The RCMP measures the performance of its recruitment activities and uses the resulting information to manage and improve recruitment.</p>	<ul style="list-style-type: none"> • Policy on Results, Treasury Board, 2016 • Directive on Results, Treasury Board, 2016 • Performance Information Profile, Force Generation, RCMP, 2018 • People Strategy, RCMP, 2020 • Equity, Diversity and Inclusion Strategy, RCMP, 2020

Period covered by the audit

The audit covered the period from April 1, 2023, to September 30, 2025. This is the period to which the audit conclusion applies. However, to gain a more complete understanding of the subject matter of the audit, we also examined certain matters that preceded the start date of this period.

Date of the report

We obtained sufficient and appropriate audit evidence on which to base our conclusion on March 9, 2026, in Ottawa, Canada.

Audit team

This audit was completed by a multidisciplinary team from across the Office of the Auditor General of Canada led by Sami Hannoush, Principal. The principal has overall responsibility for audit quality, including conducting the audit in accordance with professional standards, applicable legal and regulatory requirements, and the office’s policies and system of quality management.

Recommendations and Responses

Responses appear as they were received by the Office of the Auditor General of Canada.

In the following table, the paragraph number preceding the recommendation indicates the location of the recommendation in the report.

Recommendation	Response
<p>21. To ensure that its workforce planning can provide a comprehensive basis for recruitment, the RCMP should determine the number of police officers it needs to fully staff all business lines of the force to meet operational requirements.</p>	<p>The RCMP’s response. Agreed. The Royal Canadian Mounted Police (RCMP) will establish an organization wide workforce demand and workforce planning methodology and implement relevant processes to identify current and future needs in support of a comprehensive basis for recruitment planning. Methodology development and implementation are expected to occur before the end of the 2026–27 fiscal year.</p>
<p>31. The RCMP should align its recruitment targets with the number of police officers required to fully staff all business lines of the force to meet operational needs. These targets should account for the fact that not all cadets graduate from the Cadet Training Program.</p>	<p>The RCMP’s response. Agreed. The Royal Canadian Mounted Police will use the results of its workforce planning process to align its recruitment targets to the number of police officers (Regular Members) required to meet operational needs. Beginning in 2027–28, the organization will set these targets, factoring for labor market availability, applicant processing times, training capacity, and attrition rates.</p>
<p>32. The RCMP should determine how to increase the capacity needed at Depot to train enough cadets to meet operational requirements and implement those changes to bring the force up to full operational strength.</p>	<p>The RCMP’s response. Agreed. In the 2026–27 fiscal year, the Royal Canadian Mounted Police will review and determine how to increase capacity at Depot with the goal of identifying investments and resourcing needed to generate members at increased levels to fill operational needs up to full operational strength.</p>
<p>39. The RCMP should implement interim measures to reduce the vacancy rates to below the 7% critical threshold in all divisions. It should also establish a timeline and implement actions that will see the RCMP reduce its vacancy rate to below the existing maximum target of 2.6% in all divisions. The RCMP should regularly measure progress against its target and report on this annually.</p>	<p>The RCMP’s response. Agreed. The Royal Canadian Mounted Police is committed to assessing the needs of the organization and ensuring that police officers are assigned in consideration of broader officer demand. This includes tracking vacancy numbers as well as setting critical and evidence-based staffing targets. In parallel with seeking the appropriate investment to augment the number of police officers produced through Force Generation to address long-term vacancies, the Royal Canadian Mounted Police will reassess its key staffing targets against critical risk factors to ensure reasonability and accuracy.</p>

Recommendation	Response
<p>53. To maximize the capacity of cadet training classes, the RCMP should use the information it has about the bottlenecks in the application process to address delays and improve processing times. This should include staffing key positions that support application processing and allocating internal resources to meet processing time service standards.</p>	<p>The RCMP’s response. Agreed. The Royal Canadian Mounted Police completed a comprehensive external review of its entire applicant process in November 2025. Since then, the organization has introduced several changes that have improved service standards. Additional staff will be hired and several more changes will be implemented in fiscal year 2026-2027 and 2027-2028 with the goal of increasing the number of highly qualified applicants sent to Depot.</p>
<p>57. The RCMP should measure the results of the Force Generation program against the total number of police officers it needs to hire to meet operational demand.</p>	<p>The RCMP’s response. Agreed. Over the course of the 2026–27 fiscal year, the Royal Canadian Mounted Police will identify and renew the results measures and performance metrics associated with the Force Generation program to ensure that they fully align with the goal of meeting operational demand.</p>

Appendix—Text Descriptions of Exhibits

Here are the text descriptions of the exhibits.

Exhibit 1—Breakdown of the number of police officers employed across the RCMP as of September 2025

This donut chart shows that 19,091 police officers were employed in the RCMP as of September 2025 and that they were employed in 4 areas of the RCMP: Contract and Indigenous Policing, Federal Policing, Specialized Policing Services, and internal services.

Most RCMP officers were employed in Contract and Indigenous Policing: 74% or 13,911 out of 19,091 officers. In this police service, most were front-line officers (68% or 12,879 officers), and 6% or 1,032 were non-front-line officers.

The second-largest number, 18% or 3,480 out of 19,091 RCMP officers, were employed in Federal Policing.

Specialized Policing Services employed 4% or 767 RCMP officers out of the total of 19,091 officers.

The remaining 4% or 703 employees were employed in internal services.

Note: Not depicted in the graph above are 230 police officers whose positions we were not able to determine.

Source: Based on data from the RCMP

 [Back to Exhibit 1](#)

Exhibit 2—The minimum number of front-line police officers the RCMP needed to hire increased over time

This stacked bar chart shows the number of police officer positions that needed to be filled in 4 categories from December 2023 to September 2025. The number of officers needed increased almost every quarter and increased significantly in the quarter that ended in June 2025.

In the quarter that ended in December 2023, the total number of police officers needed was 2,271. Of this total,

- the number of vacant front-line police officer positions was 581
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 1,019
- the number of experienced police officers transferred out of front-line positions police services for other business-line vacancies was 50
- the forecasted front-line police officer attrition was 621

In the quarter that ended in March 2024, the total number of police officers needed was 2,626. Of this total,

- the number of vacant front-line police officer positions was 711
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 1,047

- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 176
- the forecasted front-line police officer attrition was 692

In the quarter that ended in June 2024, the total number of police officers needed was 2,659. Of this total,

- the number of vacant front-line police officer positions was 688
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 1,040
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 253
- the forecasted front-line police officer attrition was 678

In the quarter that ended in September 2024, the total number of police officers needed was 2,711. Of this total,

- the number of vacant front-line police officer positions was 888
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 828
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 263
- the forecasted front-line police officer attrition was 732

In the quarter that ended in December 2024, the total number of police officers needed was 2,626. Of this total,

- the number of vacant front-line police officer positions was 902
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 758
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 234
- the forecasted front-line police officer attrition was 732

In the quarter that ended in March 2025, the total number of police officers needed was 2,700. Of this total,

- the number of vacant front-line police officer positions was 879
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 745
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 344
- the forecasted front-line police officer attrition was 732

In the quarter that ended in June 2025, the total number of police officers needed was 3,407, a significant increase from the previous quarter. Of this total,

- the number of vacant front-line police officer positions was 1,076
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 706
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 933
- the forecasted front-line police officer attrition was 692

In the quarter that ended in September 2025, the total number of police officers needed was 3,413. Of this total,

- the number of vacant front-line police officer positions was 1,147
- the number of front-line police officers needed to backfill temporary vacancies (police officers on leave) was 800
- the number of experienced police officers transferred out of front-line positions for other business-line vacancies was 774
- the forecasted front-line police officer attrition was 692

Source: Based on data from the RCMP



Exhibit 3—Recruitment targets for the number of new police officers were not based on actual needs

This bar chart compares 3 sets of numbers for 3 fiscal years from 2023–24 to 2025–26. It compares the recruitment targets with the number of new front-line police officers needed and with the number of police officers hired, including projections for the second half of the 2025–26 fiscal year.

Overall, the recruitment targets were less than half of the number of new front-line police officers needed in the 2023–24 and the 2024–25 fiscal years and a little more than one third of the number needed in the 2025–26 fiscal year. Similarly, the number of new police officers hired was much lower than the recruitment targets. The details follow.

In the 2023–24 fiscal year, the recruitment target was 1,280 new police officers. The number of new front-line police officers needed was 2,626, more than twice the target. The number of police officers hired was 541, less than half of the target number.

In the 2024–25 fiscal year, the recruitment target was 1,280 new police officers. The number of new front-line police officers needed was 2,700, more than twice the target. The number of police officers hired was 892, which was a little more than two thirds of the target number.

In the 2025–26 fiscal year, the recruitment target was 1,195 new police officers. The number of new front-line police officers needed was 3,413, almost 3 times more than the target. For the 2025–26 fiscal year, the number of new front-line police officers needed was based on demand as of September 30, 2025, and the projected number of new police officers hired from October 1, 2025, to March 31, 2026, was based on 378 actual hires as of September 30, 2025. This combined total of the number hired and projected was less than two thirds of the recruitment target.

Source: Based on data from the RCMP



Exhibit 4—New front-line police officers were not assigned to divisions based on operational need in the 2024–25 fiscal year

This bar chart compares the provinces and territories where new front-line police officers were assigned in the 2024–25 fiscal year with where they should have been assigned according to demand. In 7 of the 11 provinces and territories shown, more new front-line police officers were assigned than should have been assigned.

The new front-line police officers were available to be assigned to their first posting and were sent to Contract and Indigenous Policing divisions. No data is shown for Ontario and Quebec because the RCMP does not provide front-line Contract and Indigenous Policing in those divisions.

In British Columbia, the number of new front-line police officers assigned was 336, while the number that should have been assigned according to demand was 226. This means that 110 more police officers were assigned to Contract and Indigenous Policing in the British Columbia division than should have been assigned. British Columbia had the largest difference of all the provinces and territories.

In Alberta, the number of new front-line police officers assigned was 129, while the number that should have been assigned according to demand was 192. In the Alberta division, 63 fewer officers than needed were assigned.

In Saskatchewan, the number of new front-line police officers assigned was 74, while the number that should have been assigned according to demand was 113. In the Saskatchewan division, 39 fewer officers than needed were assigned.

In Manitoba, the number of new front-line police officers assigned was 44, while the number that should have been assigned according to demand was 115. In the Manitoba division, 71 fewer officers than needed were assigned.

In New Brunswick, the number of new front-line police officers assigned was 65, while the number that should have been assigned according to demand was 57. In the New Brunswick division, 8 more officers than needed were assigned.

In Prince Edward Island, the number of new front-line police officers assigned was 7, while the number that should have been assigned according to demand was 6. In the Prince Edward Island division, 1 more officer than needed was assigned.

In Nova Scotia, the number of new front-line police officers assigned was 77, while the number that should have been assigned according to demand was 35. In the Nova Scotia division, 42 more officers than needed were assigned.

In Newfoundland and Labrador, the number of new front-line police officers assigned was 40, while the number that should have been assigned according to demand was 35. In the Newfoundland and Labrador division, 5 more officers than needed were assigned.

In the Yukon, the number of new front-line police officers assigned was 13, while the number that should have been assigned according to demand was 5. In the Yukon division, 8 more officers than needed were assigned.

In the Northwest Territories, the number of new front-line police officers assigned was 17, while the number that should have been assigned according to demand was 15. In the Northwest Territories division, 2 more officers than needed were assigned.

In Nunavut, the number of new front-line police officers assigned was 5, while the number that should have been assigned according to demand was 7. In the Nunavut division, 2 fewer officers than needed were assigned.

Source: Based on data from the RCMP



Exhibit 5—All divisions but 2 had a critical shortage of front-line police officers for Contract and Indigenous Policing, as of September 2025

This map of Canada shows the vacancy rates of police officer positions in all provinces and territories except for Ontario and Quebec, where there is no data because the RCMP does not provide front-line Contract and Indigenous Policing in those divisions.

The vacancy rate is the percentage of unfilled positions out of the total number of funded police officer positions necessary to maintain operational requirements. Negative vacancy rates indicate a surplus of police officers, while positive vacancy rates indicate a deficit.

The vacancy rate, if there is one, is shown as either above or below 2.6% as of September 2025. The highest vacancy rates were in 2 of the territories, followed by 2 of the prairie provinces, while there was a surplus of police officers (no vacancies) in 1 province.

The vacancy rates above 2.6% were in the following 9 provinces and territories:

- In the Northwest Territories, the vacancy rate was 22.9%.
- In Nunavut, the vacancy rate was 21.5%.
- In Manitoba, the vacancy rate was 17.5%.
- In Saskatchewan, the vacancy rate was 13.5%.
- In New Brunswick, the vacancy rate was 10.1%.
- In Nova Scotia, the vacancy rate was 9.8%.
- In Alberta, the vacancy rate was 8.6%.
- In the Yukon, the vacancy rate was 7.9%.
- In Newfoundland and Labrador, the vacancy rate was 7.7%.

One province had a vacancy rate below 2.6%: British Columbia had a vacancy rate of 2.4%.

One province had a surplus of police officers: Prince Edward Island had a negative vacancy rate of -0.8%.

Source: Based on data from the RCMP



Exhibit 6—The RCMP application processing phases and associated service standards

This process illustration shows 7 phases of the RCMP’s application process and the service standards for each phase. According to the service standard for processing applications, an applicant can expect 224 days when the 7 phases are run sequentially. If successful, the applicant is offered a spot at Depot to attend the Cadet Training Program.

The first phase of the application process is the intake phase. The service standard for this phase is 5 days.

The second phase is the applicant selection phase. The service standard is 45 days but can be as long as 75 days. An additional 30 days may be added to the service standard if there are concerns about time the applicant spent outside of Canada.

The third phase is the suitability review, and the service standard is 35 days.

The fourth phase is the psychological screening and the polygraph test. The service standard for this phase is 58 days.

The fifth phase is the pre-class preparation, and the service standard is 8 days. Pre-class preparation is the phase during which arrangements are made for the successful applicant to go to Depot to take a space in a class.

The sixth phase is the medical clearance. The service standard for this phase is 45 days.

The seventh phase is the security clearance. The service standard for this phase is 28 days.

Source: Based on data from the RCMP



Exhibit 7—A large number of applications processed between April 2023 and September 2025 resulted in a small number of offers to attend training at Depot

This donut chart shows that 76% of the applications (33,834 in total) between April 2023 and September 2025 were either rejected or withdrawn, 18% were being processed by the RCMP, and 6% were successful. Of the applications that were rejected or withdrawn, 37% or 16,211 were rejected because they were deemed unsuitable by the RCMP, 24% or 10,904 were rejected because there was no contact from the applicant, and 15% or 6,719 were withdrawn.

Status definitions:

- “Active” means the application was still being processed by the RCMP.
- “Rejected—deemed unsuitable by the RCMP” means the applicant failed to meet the requirements to be offered a spot in the Cadet Training Program.
- “Rejected—no contact from the applicant” means the applicant did not formally withdraw from the application process but the RCMP could not move forward in processing their application because the applicant stopped communicating with them.
- “Successful” means the applicant was offered a spot in the Cadet Training Program.
- “Withdrawn” means the applicant formally withdrew their application from further consideration by the RCMP.

Source: Based on data from the RCMP



Exhibit 8—The RCMP failed to meet its processing service standards during 6 of the 7 phases of the application process

This process illustration shows whether the service standards were met for applications processed between April 2023 and September 2025 for each of the 7 phases of the RCMP's application process. Overall, the service standards were not met for 6 of the 7 phases, and the average number of days slower than the service standard reached 60 days for 1 of the phases.

In the first phase of the application process, the intake phase, the percentage of files that met the service standard was 14%. The average number of days was 23 days slower than the service standard.

In the second phase of the application process, the applicant selection phase, the percentage of files that met the service standard was 8%. The average number of days was 60 days slower than the service standard.

In the third phase of the application process, the suitability review phase, the percentage of files that met the service standard was 9%. The average number of days was 55 days slower than the service standard.

In the fourth phase of the application process, the psychological screening and the polygraph test phase, the percentage of files that met the service standard was 59%. The average number of days was 3 days slower than the service standard.

In the fifth phase of the application process, the pre-class preparation phase, the percentage of files that met the service standard was 77%. The average number of days was 3 days slower than the service standard. Pre-class preparation is the phase during which arrangements are made for the successful applicant to go to Depot to take a space in a class.

In the sixth phase of the application process, the medical clearance phase, the percentage of files that met the service standard was 73%. The average number of days was 6 days faster than the service standard.

In the seventh phase of the application process, the security clearance phase, the percentage of files that met the service standard was 46%. The average number of days was 10 days slower than the service standard.

A successful applicant is offered a spot at Depot to attend the Cadet Training Program.

Source: Based on data from the RCMP about applications processed between April 2023 and September 2025

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