



Objective

To determine whether the Royal Newfoundland Constabulary effectively managed its inventories and its employee training.



Audit Scope Period

April 1, 2022 to March 31, 2024



Why this Audit is Important

The Royal Newfoundland Constabulary (RNC) is responsible for ensuring public safety for approximately 47 per cent of the province's population. As such, it is imperative for the RNC to have well designed and effective systems and controls in place to ensure inventory is protected and available when needed. Many RNC inventory items are highly sensitive and potentially dangerous if access, maintenance, and security are not managed properly. Similarly, the RNC must have well designed and effective systems in place to appropriately manage the extensive training required to ensure officers have the ability to maintain public safety.



Conclusions

The RNC did not effectively manage its inventories or its employee training. Consistent failure to comply with its own inventory and training policies over the course of our audit scope period was underscored by inconsistent, informal, outdated and incomplete policies and procedures.

The public expects the RNC to ensure both the accuracy and security of its inventories through sound policies, procedures, and regular monitoring. However, the RNC's policies and procedures were lacking in clarity and completeness, especially regarding inventory management, monitoring controls, record keeping and documentation. Additionally, existing inventory policies did not always cover all classes of inventory and were not consistently followed.

There was a lack of compliance with mandatory training requirements, with almost every employee we examined missing at least one mandatory training course, including basic training like first aid. The RNC did not have a comprehensive, up-to-date mandatory training list, training documentation requirements or monitoring processes. The RNC didn't know which trainings were required for which officers, and when it did, if that training had been completed. Outside of firearms qualifications, centralized training monitoring was minimal or non-existent.



Summary of Recommendations

1. The RNC should ensure inventory management and security policies, procedures and processes are complete, implemented consistently across the province, communicated and updated in a timely manner.
2. The RNC should ensure that use of force and quartermaster inventories are consistently issued in accordance with their policies and procedures.
3. The RNC should complete firearms and firearms storage areas inspections in accordance with their policy, including the timely reporting of results to the Office of the Chief of Police.
4. The RNC should consistently adhere to the government of Canada's firearms registration, reporting and timeline requirements, with the information submitted federally reconciled with the RNC's inventory records.
5. The RNC should ensure training policies, procedures, processes, documentation and reports are complete, implemented and used consistently, appropriately communicated and updated in a timely manner.
6. The RNC should ensure mandatory training requirements for employees are met, and enforce the consequences of missed mandatory trainings, as required by their policies and procedures.
7. The RNC should ensure the completeness of training needs assessments across the organization and use this information for training planning purposes.



What We Found

Inventory Management

Policies and Procedures

- No specific procedures existed to support the inventory management policies for quartermaster and fleet inventories.
- While most inventory management policies and procedures included inventory monitoring, gaps existed.
- Some inventory management policies and procedures were dated.

Inventory Issuances

- Use of force equipment was not always issued in accordance with policy.
- The process for issuing replacement quartermaster equipment was inconsistent.
- There were three instances in our sample where quartermaster equipment was issued without documentation to demonstrate officers had completed the required training to use the equipment or that it was required for their duties, as required by policy.

Security of Inventory

- We found inconsistencies existed in the safeguarding of use of force, quartermaster, and property and exhibit inventory in all provincial regions.
- Combinations for locks for the shared use of force equipment in the Corner Brook region gun room had not been changed in years.
- Property and exhibit inventory processes were not followed consistently throughout the province.

Inspections of Firearms and Firearms Inventory Storage Areas

- Inspection of firearms and firearm storage areas was not conducted in accordance with policy.
- The annual reports of firearm inspections were not completed and forwarded to the Office of the Chief of Police, as required by policy, for either fiscal year in our audit scope period of April 1, 2022, to March 31, 2024.

Inventory Records

- The RNC's inventory records were not always complete or accurate, with discrepancies noted between records and physical inventory for every inventory type.

Inventory Tracking and Counts

- Quartermaster inventory tracking was inconsistent throughout the province.
- There was no quartermaster inventory tracking performed in the Corner Brook region for our entire audit scope period. All inventory information obtained from this region was manually created for this audit.
- Use of force and quartermaster inventory counts throughout the province were not completed in accordance with policy.
- The RNC had never counted the Explosive and Disposal Unit's use of force inventory, even though required by policy.

Federal Firearm Registration Requirements

- Four of 31 (13 per cent) protected firearms samples we examined had not been registered as required by Federal regulations.
- The RNC did not reconcile its firearms inventory and protected firearms to confirm all were registered federally for 2022 or 2023, for any of its regions, as required by the RNC's firearms policy.

Acquisition of Inventory

- Quartermaster equipment inventory was not always acquired in accordance with policy.

Management of Employee Training

Policies and Procedures

- The RNC did not have a comprehensive list of all mandatory trainings.
- On average, policies that referenced training were 10 years old.
- Policies and procedures that pertained to mandatory trainings lacked detail and clarity.

Provision of Training

- The RNC did not provide all training mandated by its policies.
- Nine (15 per cent) trainings had not been offered at all during our audit scope period.
- The RNC did not always offer trainings at the frequency outlined in policy.
- Thirty-six of 38 (95 per cent) employees sampled were missing at least one mandatory training over our audit scope period. For officers, the number of mandatory trainings required to complete ranged from nine to 29, with officers missing anywhere from one to 13 mandatory trainings. For civilian employees, the number of mandatory trainings required to complete ranged from four to six, with them missing anywhere from one to five trainings over our two-year audit scope period.
- For the 11 use of force trainings, we found an average non-completion rate of 28 per cent, and an additional 15 per cent could not be verified due to missing documentation.
- One officer operating in the Explosives Disposal Unit had expired Police Explosive Technician credentials. We were also not provided evidence of Police Explosive Technician Assistant training for that employee.
- Only one of two (50 per cent) officers of the Tactics and Rescue Unit in our sample had completed the required training in the use of chemical agents.
- Twenty-seven per cent of the Tactics and Rescue Unit and Explosives Disposal Unit did not attend all mandated monthly two-day and bi-annual four-day training sessions during the audit scope period.

Removal of Firearms

- Firearms, including access to shared firearms, were not removed when required.

Planning

- Training needs assessments were not used as intended to identify and plan for mandatory training.



After reading this report, you may want to ask the following questions of government:

1. What actions are being taken to ensure that RNC employees are appropriately trained?
2. What will be done to ensure all types of inventory are properly safeguarded?
3. What actions are being taken to deal with the findings from this audit regarding policies, procedures and processes?