



## Stage 2 – Institutional Report Unclassified Annex

In response to Question 10 contained in the Stage 2 Institutional Report, below are the substantive updates to the RCMP's Stage 1 Institutional Report:

- Update to the following program areas within Federal Policing (FP):

**FP Criminal Operations (FPCO)** manages the oversight and governance of files relating to serious and organized crime, financial crime and cybercrime. It is also responsible for sensitive international investigations, covert operations, operational information and data science, and the federal Witness Protection Program. Specifically, for cybercrime, the focus is on criminality involving the use of computer systems with high economic or cross-jurisdictional impact and national interests of significance to the domestic or international law enforcement community. This could include cybercrime directed against institutions of government, critical infrastructure of national importance, or key Canadian institutions and business assets.

- Updates to the FP organizational list of senior management in foreign-interference related roles:

FEDERAL POLICING NATIONAL SECURITY AND PROTECTIVE POLICING			
<b>Assistant Commissioner or Executive Director (<i>Public Servant equivalent</i>), Federal Policing National Security and Protective Policing *Effective April 1, 2023, National Security and Protective Policing were divided</b>			
Assistant Commissioner, Federal Policing National Security	Brigitte Gauvin	December 2023 – Present	Report to the Deputy Commissioner, Federal Policing
Acting / Assistant Commissioner, Federal Policing National Security		October 2023 – December 2023	
Assistant Commissioner, Federal Policing Protective Policing	Michelle Paradis	April 2023 - Present	
Assistant Commissioner, Federal Policing National Security & Protective Policing	Mark Flynn	December 2020 – April 2023	
Acting/Assistant Commissioner, Federal Policing National Security & Protective Policing	Richard Emery, Chief Superintendent	July 2020 – January 2021	
Executive Director, Federal Policing Strategic Direction	Alison Whelan	October 2016 – June 2020	
<b>Description of duties:</b>			
The Assistant Commissioner Federal Policing National Security is accountable for the oversight and strategic direction of Federal Policing National Security Operations and Protective Policing provided across Canada by the RCMP, developing strategies, programs and operations that prevent and mitigate crime, apprehend criminals and provide protective detail within the RCMP's areas of jurisdiction. This position is responsible for the prioritization of Federal Policing criminal			

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investigations. The Assistant Commissioner/Executive Director is also responsible for the approval of National Security related major undercover (U/C) operational plans, sensitive sector requests, and subsection 25(1) *Criminal Code* authorizations.

### Director General, Federal Policing National Security and Protective Policing

Director General, Federal Policing National Security	Denis Beaudoin, Chief Superintendent	January 2024 – Present	Report to the Assistant Commissioner or Executive Director Equivalent (Public Servant) of Federal Policing National Security and Protective Policing
Director General, Federal Policing National Security	Chris Leather, Chief Superintendent	March 2023 – Present	
Director General, Federal Policing National Security	Susan Efford, Chief Superintendent	March 2021 – March 2023	
Director General, Federal Policing National Security	Richard Emery, Chief Superintendent	December 2018 – March 2021 <i>* Throughout this period, Richard Emery was also Acting Assistant Commissioner of Federal Policing National Security &amp; Protective Policing, as indicated above.</i>	

#### Description of duties:

The Director General, Federal Policing National Security is accountable for providing senior direction in the establishment of a national oversight program and governance structure in relation to the management of all priority major files dealing with national security; for providing national direction, guidance, tasking and approval to Divisional Criminal Operations (CROPs) officers on high risk activities, and exercising direct authority and control in relation to specific occurrences; for providing leadership in the establishment of a national monitoring and review program for all Divisional operations priority files and the approval of operational plans, and the ongoing liaison with Divisions on operational national security investigations; for establishing an analytical capacity for FP on national security operations providing national insight into trends, targets, organizations linked to criminal extremism and terrorism, and overseeing the production of intelligence, target profiles and other information that provide value added to Divisions in their operations; for directing a national intelligence program relating to physical and cyber threats against national critical infrastructure, and establishing partnerships with private industry and law enforcement for the collection of information on incidents and threats while providing access to or disseminating information products to support investigations; for leading collaboration with national and international partners in regard to strategies and approaches for cooperation on national security operations and investigations; for establishing national protocols pertaining to Divisional interactions and information sharing with international partners; for providing expert advice and guidance to FP senior management and the Commissioner in regard to high profile national security files.

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<b>Director General, Federal Policing Intelligence and International Policing</b>			
Director General, RCMP Operational Coordination Centre	Kevin Leahy	October 2022 - Present	Report to the Assistant Commissioner or Executive Director Equivalent of Federal Policing Intelligence and International Policing
Director General, International Special Services	Liam Price	July 2021 – Present	
Director General, Federal Policing National Intelligence	Mario Panizzon	June 2023 – Present	
Director General, Federal Policing Strategic Intelligence	Gregory O’Hayon <i>* RCMP Official on SITE Task Force</i>	August 2023 – Present	
Acting / Director General, Federal Policing Strategic Intelligence		February 2023 – August 2023	
Acting / Director General, Strategic Intelligence Analysis	Lisa Ducharme <i>* RCMP Official on SITE Task Force</i>	March 2022 - February 2023	
Director General, National Intelligence	Daniel Anson <i>* RCMP Official on SITE Task Force</i>	March 2020 – November 2021 <i>* Throughout this period, Daniel was also Acting Executive Director of Federal Policing National Intelligence and International Policing, as indicated above.</i>	
Acting / Director General, National Intelligence	Eric Gordon <i>* RCMP Official on SITE Task Force</i>	September 2019 – Spring 2020	
Director General, National Intelligence Co-ordination Centre	Cameron Ortis <i>* RCMP Official on SITE Task Force</i>	March 2016 – May 2020	
<b>Description of duties:</b>			
<p><b>Director General RCMP Operations Coordination Center</b> - The Director General, RCMP Operations Coordination Center (ROCC) is responsible for the timely exchange and coordination of information in response to events and to meet the expectations of the Canadian public, clients and partners. Coordination of communications both internally and externally is critical to ensure efficient and informed decision-making. The Director General works to promote connectivity between Divisions and with clients and partners, to ensure the RCMP is well-positioned to respond. The Director General must act as champion for operational readiness, coordination and response across the organization. The Director General must expose and address related gaps and vulnerabilities, and respond to the expectations of RCMP clients and partners, in Canada and abroad. In addition to assessing current/future capabilities, the Director General provides</p>			



recommendations and ways of implementing those recommendations that will allow the RCMP to achieve operational success in responding to incidents with national implications, high political interest or require coordination with domestic and international partners. The focus of the Director General is to lead strategies across the organizations that are directed to lower the risk to Canadians and the RCMP on specific issues.

**Director General, International Special Services:** The Director General, Federal and International Special Services is accountable for providing senior direction and leadership to the development of the strategic and business frameworks that govern the national delivery and coordination of specialized policing services for the RCMP, including its domestic and international partners; for providing senior leadership to the establishment of the strategies, plans and programs that meet the RCMP and Government of Canada's commitments to global peacekeeping and policing collaboration through such avenues as the International Policing Development (IPD), Liaison Officers (LO) and INTERPOL programs; for providing management oversight to the development and establishment of strategies, policies, processes and training mechanisms that ensure effective planning and coordination of IPD and LO service delivery in support of RCMP, and other Canadian and foreign police forces, while ensuring the alignment of services to RCMP and GoC strategic priorities; for providing corporate direction and leadership in establishing an RCMP national strategy for capacity building within the RCMP and partner policing organizations, to support a proactive and forward looking approach to meeting federal and international policing obligations, while ensuring a strategic approach to the management of dedicated resources and the definition of strategic priorities; for providing senior direction to the design of the strategic and operational frameworks for federal coordination centres that enable an integrated approach to policy and program management for all federal policing areas of expertise, including the management of joint policing strategies with the United States (e.g. Shiprider; etc.); for providing management oversight to national policy and program delivery on all aspects of covert operations; for representing the Sector and the RCMP with a wide range of national and international partners and stakeholders to seek and negotiate participation and engagement on specific aspects of federal policing strategies and goals.

**Director General, Federal Policing Strategic Intelligence:** The Director General, Federal Policing Strategic Intelligence is accountable for developing the strategic and operational frameworks that enable the building and maintenance of cooperative; operationally focused-relationships with both the Canadian security and intelligence community, as well as allied partner agencies on threats to national security stemming from terrorism, transnational crime, cyber security and other major imminent threats; for positioning Federal Policing Special Services (FPSS) to increase its visibility, reach and leadership among domestic and allied partner agencies; for advising the Assistant Commissioner FPSS and the DCFP on security intelligence opportunities, risk mitigation and identifying investigative opportunities; for preparing reports on operational progress under the Government of Canada's Intelligence Priorities; for representing the Assistant Commissioner in a variety of domestic and international fora; for leading the development of integrated policy and-strategic/business planning, performance management and accountability frameworks to support the RCMP's priorities, for the provision of overall financial management, human resource management and planning for Operations Research (OR), and the overall management of the OR branch.

**The same description of duties for Director General National Intelligence Coordination Centre (NICC) may be used for all the DG positions below. They are essentially the same position under different names.**



**Director General, National Intelligence Coordination Centre (NICC):** The Director General, National Intelligence Coordination Centre (NICC) is accountable for providing senior direction and leadership to the development of the framework for a national operational intelligence program, and for providing management oversight to the national coordination and integration of national and international intelligence and its alignment with FP operations; for overseeing the management and analysis of intelligence on national security, serious and organized crime and financial crime with a view to the discovery of emerging threats and the identification of potential intelligence priorities and operational opportunities; for establishing NICC as a national intelligence broker within FP to support Divisions in their need for intelligence and in support of operations; for providing oversight and direction to the design and development of national standards, policies, tools and best practices related to the intelligence function, as well as a national intelligence training program, to promulgate excellence and enhanced professionalism in regard to intelligence tradecraft; for providing direction to the development and management of a national work plan encompassing all intelligence projects, and overseeing the delivery of services and guidance to RCMP Divisions pertaining to available intelligence products; for providing management direction and overseeing the strategic and operational frameworks that govern the delivery of the Investments to Combat the Criminal Use of Firearms (ICCUF) program and its resources, along with the liaison and collaboration with RCMP Divisions, provincial law enforcement partners and other stakeholders; for representing FPSS and the RCMP at senior level meetings involving other national and international partners in regard to operational intelligence approaches and issues.

**(Description applicable to Director General, Federal Policing National Intelligence, Director General, National Intelligence)**

#### FEDERAL POLICING STRATEGIC MANAGEMENT

##### Assistant Commissioner or Executive Director (*Public Servant equivalent*), Federal Policing Strategic Management

Executive Director, Federal Policing Strategic Management	Sean McGillis	May 2017 - Present	Report up to the Deputy Commissioner of Federal Policing
<b>Director General, Federal Policing Strategic Management</b>			
Director General, Partnerships, Revies, Planning and Results	Melissa Rusk	April 2023 - Present	Report up to the Executive Director of Federal Policing Strategic Management
Director General, Federal Policing Transformation	Maureen Doherty	September 2022 – Present <i>*Prior to this date, the Transformation Unit was not a project team.</i>	
Director General, National Program Management	Josée Couvrette	October 2022 – Present	
Director General, Strategic Policy	Vacant	June 2022 – Present	
	Shannon Hiegel	April 2021 – June 2023	

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<b>REGIONAL COMMANDERS</b>			
Assistant Commissioner – Central Region (Ontario)	Matthew Peggs	Regional Commanders assumed their functions in April 2024 as part of broader Federal Policing transformation.	Report up to the Deputy Commissioner of Federal Policing
Assistant Commissioner – Pacific Region (British Columbia and Yukon)	David Teboul		
Assistant Commissioner – Northwest Region (Alberta, Saskatchewan, Manitoba, Northwest Territories, Nunavut)	Lisa Moreland		
Assistant Commissioner – Eastern Region (Québec, Prince Edward Island, Newfoundland and Labrador, Nova Scotia)	Martin Roach		