



Military Police  
Complaints  
Commission

Commission d'examen  
des plaintes concernant  
la police militaire



the bar



RAISING

annual report 2007

Canada

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THE MILITARY POLICE COMPLAINTS COMMISSION

## LETTER OF TRANSMISSION TO THE MINISTER

March 31, 2008

The Honourable Peter Gordon MacKay P.C., M.P.  
Minister of National Defence  
National Defence Headquarters  
MGen George R. Pearkes Building  
Ottawa ON K1A 0K2

Dear Minister:

In accordance with section 250.17(1) of the *National Defence Act*, it is my duty and privilege to submit for tabling in Parliament the Military Police Complaints Commission Annual Report for 2007.

In this Annual Report, you will find a detailed discussion of all significant aspects of the Commission's activities during 2007, including summaries of some of its reviews and investigations of complaints.

All of which is respectfully submitted.

Yours truly,

**Peter A. Tinsley,**  
Chair



THE MILITARY POLICE COMPLAINTS COMMISSION

## MILITARY POLICE COMPLAINTS COMMISSION



2007 annual report



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## INTRODUCTORY MESSAGE FROM THE CHAIR

It is an honour to introduce the 2007 Annual Report of the Military Police Complaints Commission (MPCC). In so doing, it is my privilege to reflect upon the hard work of the Commission's small, but extremely dedicated staff, without which there would be very little to report. Moreover, I would be remiss not to recognize at the outset the equally important positive and constructive responses of the Canadian Forces Provost Marshal (CFPM) to the Commission's recommendations, without which our work would have little impact.

A major focus of the Commission's last Annual Report was the organizational change and capacity building within the MPCC in order to meet the challenges of an increasing caseload and to better address the expectations of stakeholders. This report will highlight the fruits of those efforts in terms of "raising the bar" for the delivery of military police services and the accountability of the leadership of the military police and the Canadian Forces for provision of policing services which meet the highest Canadian standards.

As will be seen in the caseload statistics included in this report, the Commission issued almost twice as many reports in 2007 than it did in the previous year. At the same time, the trend continues towards consolidating findings and recommendations resulting in, on average, fewer per case. This is in keeping with the Commission's philosophy that the best practice for independent civilian oversight of the police is to concentrate principally on substantive systemic issues that are very often the root cause of individual instances of below standard performance. By way of example in that regard, the report of the Commission's first public hearing, held in respect of the investigation of a youth for sexual assault, contained significant recommendations concerning operational procedures, training standards and supervisory practices that far outweighed those findings related to the specific conduct of the directly involved military police personnel. It is believed that this approach to oversight will have the most positive and effective benefit to the system as a whole in the shortest possible time.

Some of the operational challenges faced by the MPCC during 2007 mirrored those faced by the Canadian Forces, with the conduct of operations in Afghanistan as the common cause. On a micro level, such challenges related to the carrying out of investigations involving members of the military community whose increasingly turbulent lives have made them difficult to locate in a timely fashion and in circumstances conducive to an interview.

Of far greater import was the issue of the Commission's jurisdiction in respect of the conduct of military police personnel, and potentially others in respect of interference with the military police, engaged in military operations overseas, which was squarely presented in February of 2007 with the receipt of two complaints related to the treatment of detainees in Afghanistan. Despite the genesis of the MPCC in the aftermath and related to events in Somalia and the Commission having previously dealt with cases arising both in Bosnia and Afghanistan, these most recent complaints have caused the jurisdictional issue to be briefly raised by Canadian Forces authorities. The pertinent question was and is: if not the Commission enquiring into these important matters for which it was designed and on behalf of the Government and people of Canada, then whom? The Commission is grateful to the Defence Minister of the day for clarifying this issue in support of the MPCC. Nonetheless, while these most challenging enquiries are advancing, their success remains entirely dependent on the increased cooperation of not just the Department of National Defence but other involved Departments as well. It is hoped that such cooperation will be forthcoming and that the Commission will be able to report its findings in the next year.



THE MILITARY POLICE COMPLAINTS COMMISSION

Such questioning of mandate makes necessary the observation that 2007 saw ever increasing public attention in Canada generally to matters of police oversight and mounting interest in the models for such oversight being made more effective. Moreover, the late Brian Dickson, former Chief Justice of Canada, in his 1998 report on the Military Justice System, said to the effect that police oversight is equally important in the military context as in the civil sector, if not more so. With those thoughts in mind and noting that the next five-year review of the *National Defence Act* is upcoming, the Commission is prepared to assist efforts, in anyway possible, to ensure the model for oversight in Canada's military community evolves in a fashion consistent with public expectations.

On a final note, a continuing theme heard during each of the eight Base visits conducted by the Commission during the last year, as well as during many of its enquiries, is most worthy of mention. It involved concerns about shortages of military police personnel to the point that one or two MPs are commonly on duty where previously there were three to five. Often times reservists, who are not fully trained or credentialed and are subject to different professional standards and oversight, and/or recent Academy graduates, still in the training cycle, are included in those reduced numbers. In the words of one veteran Master Warrant Officer, the personnel shortages represent "a disaster waiting to happen".

These manpower level concerns were compounded by others related to the competition between various Commands for MP resources to service their own particular needs, a situation perceived to be to the prejudice of more centralized and professional control of policing resources by the CFPM. I hope that Canadian Forces authorities will study these genuinely expressed concerns and take any appropriate action to prevent this prediction from becoming a reality, all in the interests of ensuring the highest standards of policing in the military context, at home and abroad, as well as being to the benefit of the dedicated men and women who serve in the military police.

**Peter A. Tinsley**  
Chair  
December 2007



## PART I-OVERVIEW







## MILITARY POLICE COMPLAINTS COMMISSION

The Military Police Complaints Commission (“the Commission”) was established by the Government of Canada on December 1, 1999. This was executed by amendment to the *National Defence Act*, Part IV of which sets out the full mandate of the Commission and how complaints are to be handled. The purpose of the Commission is to provide independent civilian oversight of the Canadian Forces military police. As stated in Issue Paper No. 8, which accompanied the Bill that created the Commission, its role is “to provide for greater public accountability by the military police and the chain of command in relation to military police investigations”.

**Mandate:** The Commission reviews and investigates complaints concerning military police conduct and investigates allegations of interference in military police investigations. It reports its findings and makes recommendations directly to the military police and national defence leadership.

**Mission:** To promote and ensure the highest standards of conduct of military police in the performance of policing duties, and to discourage interference in any military police investigation.

The Commission fulfills its mandate and mission by exercising the following responsibilities:

- Monitoring investigations by the Canadian Forces Provost Marshal (CFPM) of military police conduct complaints.
- Reviewing the disposition of those complaints at the request of the complainant.
- Investigating complaints of interference.
- Conducting public interest investigations and hearings.

## CONDUCT COMPLAINTS

Anyone – civilians and members of the Canadian Forces – may make a complaint about the conduct of military police in the performance of their policing duties or functions, regardless of whether they are affected by the subject matter of the complaint.

The Canadian Forces Provost Marshal is responsible for dealing with complaints about military police conduct complaints in the first instance. The Commission has the authority both to monitor the steps taken by the CFPM as it responds to complaints, and to intervene as required.



## CONDUCT COMPLAINTS PROCESS

### Conduct Complaint Filed

Anyone, including a civilian, may file a complaint about military police conduct. Such complaints are made to the CFPM. Informal resolution is encouraged.

### Complaint Investigated by the Canadian Forces Provost Marshal

As the CFPM investigates a complaint, the Commission monitors the process, and may, in the public interest, assume responsibility for the investigation or call a public hearing. At the conclusion of its investigation the CFPM files a report with the Commission.

### Request for Review

Complainants can request that the Commission review the complaint if they are not satisfied with the results of the Canadian Forces Provost Marshal's investigation.

### Commission Reviews Complaint

At a minimum, this process involves a review of documentation related to the CFPM's investigation. It can also include interviews with the complainant, the subject of the complaint, and witnesses, as well as reviews of relevant legislation, and police policies and procedures.

### Commission Releases Interim Report

The interim report is sent to the Minister of National Defence, the Chief of Defence Staff and the Canadian Forces Provost Marshal.

### Notice of Action

The Notice of Action is the official response by the Canadian Forces to the Interim Report and it outlines what action, if any, has been or will be taken in response to the Commission's recommendations.

### Commission Releases Final Report

After considering the Notice of Action, the Commission issues a Final Report of findings and recommendations. The Final Report is provided to the Minister, the Deputy Minister, the Chief of Defence Staff, the Judge Advocate General, the CFPM, the complainant and the subject(s) of the complaint, as well as anyone who has satisfied the Commission that they have a direct and substantive interest in the case.





## INTERFERENCE COMPLAINTS

The Commission has the exclusive authority to deal with interference complaints. Any member of the military police who conducts or supervises a military police investigation and believes that a member of the Canadian Forces or a senior official of the Department of National Defence has interfered with,

or attempted to influence, a military police investigation, may file a complaint with the Commission. This process recognizes the special situation of military police, who are both peace officers and members of the Canadian Forces subject to military command.

### INTERFERENCE COMPLAINTS PROCESS

#### **Interference Complaint Filed**

Members of the military police who conduct or supervise investigations may complain about interference in their investigations.

#### **Complaints Commission Investigates**

The Commission has sole jurisdiction over the investigation of interference complaints and therefore commences an investigation immediately upon receipt of the complaint.

#### **Commission Releases Interim Report**

The Interim Report includes a summary of the Commission's investigation, as well as its findings and recommendations. This report goes to the Minister of Defence; the Chief of Defence Staff if the alleged interference was carried out by a member of the military or to the Deputy Minister if the subject of the complaint is a senior official of the Department; the Judge Advocate General; and the CFPM.

#### **Notice of Action**

This official response to the Interim Report indicates the actions, if any, that have been or will be taken to implement the Commission's recommendations.

#### **The Commission Releases Final Report**

Taking into account the response in the Notice of Action, the Commission prepares a Final Report of its findings and recommendations in the case. The Final Report is provided to the Minister; the Deputy Minister, the Chief of Defence Staff; the Judge Advocate General; the CFPM; the complainant and the subject(s) of the complaint, as well as anyone who has satisfied the Commission that they have a direct and substantive interest in the case.



## PUBLIC INTEREST INVESTIGATIONS AND HEARING

When it is in the public interest, the Chair may at any time initiate an investigation into a complaint about police conduct or interference in a police investigation. If warranted, the Chair may decide to hold a public hearing. In exercising this statutory discretion, the Chair considers a number of factors including, among others:

- Does the complaint involve allegations of especially serious misconduct?
- Do the issues have the potential to affect confidence in military police or the complaints process?
- Does the complaint involve or raise questions about the integrity of senior military or Department of National Defence officials, including senior military police?
- Are the issues involved likely to have a significant impact on military police practices and procedures?
- Has the case attracted substantial public concern?

## RAISING THE BAR

The Commission is committed to “raising the bar” on its own performance and thereby on the performance of military police:

- Through the integrity of its complaints resolution processes, the Commission works to ensure that its investigations are accessible, transparent and fair to all concerned.
- Through the Commission's recommendations, it contributes to promoting and ensuring the highest standards for military police conduct.
- By conducting investigations into complaints of interference in military police investigations, the Commission holds the military chain of command accountable.

In addition to its work on each individual case, the Commission examines the broader implications of its findings and addresses systemic issues where they are identified. This may mean making recommendations about remedial measures that will strengthen policies, procedures, training or management practices, and reduce the likelihood of similar complaints occurring elsewhere.

The improvements to military policing that result from the work of the Commission and the CFPM also contribute to the effectiveness of the Canadian Forces and benefit people living or working in Canada's military communities.



## ACTIVITIES - PART II





## 2007 ACTIVITIES & ACCOMPLISHMENTS

### Introduction

The Commission met high demands for its services, and continued to ensure the effectiveness and efficiency of its operations, while meeting government standards for transparency and accountability. The following information highlights some of the Commission's major accomplishments in 2007:

- Concluded the Commission's first public interest hearing and developed recommendations for systemic change that included operational, training and supervision policies.
- Refined the definitions of interference and conflict of interest as a result of case review findings.
- Successfully managed concurrent major investigations, including a very complex case involving allegations of fraud that required detailed examination of thousands of pages of documents and numerous witness interviews.
- Initiated public interest investigations into military police conduct during military operations "in theatre".
- Visited eight Canadian Forces bases across Canada to engage with key audiences about the Commission's mandate and activities, and to respond to any concerns about the complaints process.
- Contributed to professional development in the field of civilian oversight by writing and presenting a well-received paper on the standard of proof in police discipline cases to the Canadian Association for Civilian Oversight of Law Enforcement 2007 Annual Conference.
- Achieved progress towards the required complement of staff members, including a highly qualified team of investigative specialists.
- Recognized by the Public Service Commission for the Commission's integrated business and human resource planning and its efforts to appropriately manage staffing.
- Raised the standard of reporting to central agencies, including obtaining a 100% rating for the timeliness and accuracy of more than 30 financial reports required by the Receiver General of Canada.



## MONITORING AND INVESTIGATIONS

In 2007, the Commission monitored the CFPM's investigation of 30 new complaints about military police conduct. The Commission also received eight requests for review of the CFPM's handling of conduct complaints and investigated accordingly. Two public interest investigations were undertaken in 2007. There were no new complaints of interference received by the Commission in 2007 although it did complete work on an interference complaint begun in 2006.

The 27 reports prepared by the Commission in 2007 included eight interim and 19 final reports, among which was the lengthy report on the Commission's first public hearing. The number of recommendations increased substantially in 2007. One hundred per cent (100%) of the Commission's recommendations were accepted by the Canadian Forces Provost Marshal or the Chief of the Defence Staff, as was the case in 2006.

The following table highlights, on a four year comparative basis, the Commission's investigation activities.

Activity	2004	2005	2006	2007
Conduct Complaints Received	46	52	35	30
Interference Complaints Received	2	1	2	0
Reviews Commenced	8	5	9	8
"Public Interest" Investigations/Hearings Initiated	2	1	3	2
Other Requests for Service	14	14	17	17
Files Opened	72	73	66	57
Interim Reports	4	11	4	8
Findings on Interim Reports	73	105	24	34
Recommendations on Interim Reports	21	20	11	35
Final Reports	4	12	11	19
Findings on Final Reports	58	138	39	53
Recommendations on Final Reports	15	22	9	42
Percentage of Recommendations Accepted	33%	67%	100%	100%
Reports Issued	8	23	15	27



## HOW THE COMMISSION CARRIES OUT ITS REVIEW/INVESTIGATION OF CONDUCT COMPLAINTS

**In response to a request from a complainant for a review, the Commission follows the steps described below:**

- A Commission lawyer does a preliminary review of the request for review and then briefs the Chair, who then determines how to respond to the request: for example, whether to extend the timeframe limitations, whether to proceed with an investigation, and how to approach the investigation.
- A lead investigator is assigned and, with a Commission lawyer, reviews the evidence and other materials gathered during the Canadian Forces Provost Marshal's investigation of the complaint - this could be hundreds of pages of documents, e-mails, handwritten notes and reports, and many hours of audio and video interviews with witnesses.
- The lead investigator then prepares an Investigation Plan, setting out the goals, timelines and budget for the investigation, as well as the lines of inquiry to be pursued, all of which must be approved by the Chair or assigned Member of the Commission.
- The lead and an assisting investigator, in consultation with Commission legal counsel and the assigned Commission Member, then conduct a detailed examination of the material from the CFPM; review any relevant legislation, policies and regulations; and arrange and conduct interviews with witnesses.
- The investigators write a comprehensive report on the investigation, which is reviewed by a Commission lawyer and then submitted to the Chair or Commission Member assigned to the case.
- Subject to any necessary further enquiries, the Commission then issues an interim Report of findings and recommendations, which goes to the Minister and officials in the Canadian Forces and/or the Department of National Defence. (See box on page 8 for further description of the next steps).







## CASE SUMMARIES

It is the cumulative result of each finding and recommendation addressing both individual and systemic issues that serve to “raise the bar” for overall military police performance.

### CASE NUMBER ONE – COMPLETION OF 2006 INTERFERENCE INVESTIGATION

#### Introduction

This case concerned allegations that a senior officer had interfered with evidence that was part of an ongoing military police investigation. The Commission found that interference occurred in this case, and its recommendations helped to clarify the degree to which the chain of command should defer to the professional judgement of the military police conducting investigations.

#### The Incident

After the sudden collapse and subsequent death of a young soldier (after several days on life support), the unit Commanding Officer (CO) granted the soldier's family's request to be given his personal belongings immediately in order to avoid the protracted emotional trauma of further delay. It was alleged that the CO took this decision despite being aware of further delay. On the CO's direction, a junior officer retrieved the items and had them delivered to the soldier's family. This required cutting through police tape and removing the padlock with which the MPs had sealed off the soldier's possessions.

#### The Commission's Investigation

MP policy requires all such deaths on military property are to be investigated to the same standard as a homicide until such time as the possibility of foul play is eliminated. In this case, there were two distinct MP investigative mandates which were engaged by the young soldier's sudden and unexplained medical crisis: 1) a local MP investigation into possible illegal drug involvement; and 2) a broader investigation by Canadian Forces National Investigation Services (CFNIS) into the cause of the soldier's "suspicious death".

The Commission's investigation revealed that the CO was aware of the local MP drug investigation at the time he directed the release of the dying soldier's belongings, but had not been aware of the impending CFNIS "suspicious death" investigation. Upon learning of this second investigation, the CO accepted the need to retain the soldier's belongings for investigative purposes, but by then they had been released to the family.

While the CO was understandably moved to help the dying soldier's family, and may not have known about the nature and extent of MP interest in the matter, the Commission concluded that the complaint of interference had been substantiated. The CO should have deferred to the technical expertise of the MPs in investigations of this nature. The Commission found that the CO should have raised any concerns about the



appropriateness of the MP investigation with the MP technical chain, rather than unilaterally overriding their judgment as to the needs of the investigation.

The Chief of the Defence Staff accepted the Commission's findings and recommendations in this case. This led to a review of Canadian Forces' leadership training to ensure a proper

understanding, at all levels, of the concept and implications of interference with military police. As well, relevant MP policies and procedures were modified to clarify that "suspicious death" investigations may commence prior to an individual's actual death, in order to ensure that evidence is preserved.

## COMMISSION INVESTIGATES HANDLING OF DETAINEES IN AFGHANISTAN

### Introduction

Early in 2007, the Commission received two complaints regarding the handling of detainees in Afghanistan by Canadian Forces (CF) military police members. The complaints generated considerable national and even some international media attention, and also triggered a military police criminal investigation and a CF Board of Inquiry. In both instances, the significance of the allegations was such that the Chair opted to exercise his authority under the *National Defence Act* to proceed directly to an investigation by the Commission rather than first refer the complaints to the CFPM. These two cases have presented exceptional challenges in terms of gathering relevant documents and information from various sources in the CF, the Department of National Defence and other involved agencies.

### *Complaint no. 1: Failure to investigate possible abuse of three detainees by CF members.*

The first complaint was made by a university professor on the basis of records obtained under the *Access to Information Act*. The professor alleged that, in April 2006, military police members failed to properly care for three Afghan detainees apparently injured at the hands of Canadian soldiers and failed to properly investigate the cause of these injuries.

This complaint has been the subject of an ongoing investigation by the Canadian Forces National Investigation Service (CFNIS). In order to avoid compromising this criminal investigation, the Commission has had to proceed with great care and move more slowly than it would have liked, especially in terms of interviewing witnesses. However, through an innovative protocol\* negotiated between the Commission and the CFNIS, the Commission has been able to meaningfully advance its investigation without jeopardizing the ongoing criminal investigation.

\*A copy of the protocol is available on the Commission's Website at:  
[http://www.mpcc-cppm.gc.ca/300/Afghanistan/2007.02.23.1\\_e.pdf](http://www.mpcc-cppm.gc.ca/300/Afghanistan/2007.02.23.1_e.pdf)



***Complaint no. 2: Transfer of detainees to Afghan authorities despite risk of torture.***

The second complaint was made by Amnesty International Canada and the British Columbia Civil Liberties Association. This complaint alleges that military police members breached domestic and international law by transferring Afghan detainees to the custody of Afghan security forces in the face of risk to the detainees of subsequent torture or other unlawful mistreatment.

Like other NATO allies deployed to Afghanistan, Canada has opted to transfer detainees taken in the present conflict to Afghan authorities. In keeping with longstanding military doctrine, the field soldiers who take the detainees in the course of operations transfer them as quickly as possible to the custody of military police. It has therefore largely fallen to the military police stationed at the main CF base at Kandahar to transfer detainees to Afghan custody pursuant to Canadian policy.

While focused on the actions of military police, this complaint clearly has more far-reaching implications related to what was known or ought to have been known to the military and whether there was any interference in the performance of military police duties. The complainants have also initiated an action in the Federal Court aimed at obtaining an injunction against further detainee transfers.

The Commission has interviewed a number of witnesses to date and has analyzed a significant volume of documents. Important ground has been covered in the investigation; however, progress has been slow due to delays in obtaining relevant documents from the various government departments concerned. One of the unique challenges posed by this complaint has been the number of government departments and agencies with information potentially relevant to the investigation. Further, there are security concerns related to military operations and government concerns over confidentiality in light of the related Federal Court litigation. While a great deal of work remains, the Commission hopes to be able to release its findings in 2008.





## **CASE NUMBER TWO – PUBLIC INTEREST INVESTIGATION** (MILITARY POLICE INVESTIGATION OF CANADIAN FORCES SNIPERS IN AFGHANISTAN)

### Introduction

In this case, the Commission was able to set the public record straight on a 2002 episode which called into question both the conduct of Canadian soldiers who had distinguished themselves in combat during the early days of the war against terrorism in Afghanistan and, in turn, their treatment by Canadian Forces (CF) military police members.

In 2006, a national media report raised serious concerns about the treatment of Canadian snipers by the CF chain of command and military police. These snipers, who became the subject of military police investigations, were eventually decorated by the United States military for their contributions during Operations ANACONDA and HARPOON.

The suggestion of the media report was that these investigations were conducted in an overzealous manner and were the result of an overreaction to events by a chain of command at once jealous of the snipers' recognition and excessively averse to public controversy. While the military police investigations did not result in any prosecutions, a number of the snipers left the CF soon thereafter.

The chain of command's treatment of the snipers had already been referred to the National Defence and Canadian Forces Ombudsman; however, that office could not assess the conduct of the military police. This aspect of the case was eventually referred to the Commission in late 2006. In light of the amount of time which had already elapsed since the events in question, the Chair opted to proceed directly to an investigation in the public interest, rather than first refer the case to the Canadian Forces Provost Marshal (CFPM).





### The Incident

In late March of 2002, shortly after their return to base from intensive combat operations, members of the sniper detachments serving in southern Afghanistan with the 3<sup>rd</sup> Battalion Princess Patricia's Canadian Light Infantry Battle Group became the subjects of separate military police investigations into possible criminal and service offences.

The first of these investigations, conducted by the Canadian Forces National Investigation Services (CFNIS), pertained to allegations that one or more members of the snipers had committed indignities to the remains of a deceased enemy fighter. This investigation led to the execution of a search warrant on one of the snipers' tents, as well as a number of interviews in Afghanistan and in Canada later that year. The investigation concluded in December 2002 with no charges being laid.

The second investigation was conducted by military police members serving with the Battle Group and concerned an alleged act of insubordination by one of the snipers. This investigation resulted in the military police arresting the sniper in question and a charge being laid under the Code of Service Discipline. The soldier was returned to Canada shortly thereafter. A military prosecutor ultimately determined that the charge should not proceed to court martial and the charge was withdrawn.

### The Commission's Investigation

The Commission concluded that the military police had, in both instances, acted appropriately and without influence from the chain of command.

The Commission found that, while the CFNIS's launch of their investigation immediately following the snipers' return from combat did unquestionably affect morale, this was unavoidable due to the potential seriousness of the allegations and the need to try to preserve potential evidence.

The Commission concluded that the investigation was conducted fairly and independently, without interference from the chain of command, and found that the lead investigator in particular demonstrated genuine sensitivity to the snipers' morale and emotional well-being. Similarly, the Commission found that the Battle Group military police members acted professionally in responding to the alleged insubordination incident.

The Commission did, however, observe that the adverse impact on the snipers' morale was aggravated somewhat by the length of time taken by the CFNIS investigation and by the failure to promptly inform the subjects of the investigation of its conclusion and results. As a result, the Commission recommended that, as a general rule, the CFNIS should inform subjects of the outcome of an investigation in terms of whether they will be charged, subject to circumstances that prohibit such advice.

The CFPM has accepted the Commission's findings in this case and has agreed to study CFNIS practices with regard to subject notification following the conclusion of investigations.



## CASE NUMBER THREE – PUBLIC INTEREST HEARING

### Introduction

The Commission completed its first-ever public interest hearing which examined a complaint about the conduct of members of the military police involved in the investigation of a young person suspected in an alleged sexual assault at a cadet camp. Significant problems with the police investigation were uncovered and important recommendations were made to address systemic failings.

### The Complaint

The complaint was filed by the mother of the young person who was suspected of the alleged sexual assault. The mother complained that the military police members used inappropriate and unlawful techniques in interviewing and investigating her son, violating his rights under Canada's Charter of Rights and Freedoms. The mother also complained about the lack of information provided to her and her son about the reasons for the interview and the failure to subsequently notify them that no charge would be laid. She further objected to her son being labelled as a "suspect" in the military police databank despite a decision not to lay a charge.

### The Commission's Hearing

With the Chair of the Commission presiding, the public hearing began with preliminary motions. A number of motions were presented by counsel for the various parties, with the Chair making rulings in response, including a ban on publication of any information relating to the minors involved, and who would be granted intervenor status at the hearing.

The hearing resumed for the evidentiary portion of the public hearing. Six of the seven parties were represented by counsel. Several hundred pages of documents were entered as evidence. Seven witnesses testified at the hearing, first being examined by counsel for the Commission and subsequently cross-examined by counsel for the other parties during the five days of hearing evidence.

Numerous issues surrounding the conduct of the sexual assault investigation were explored during the public hearing. The overall completeness, objectivity and diligence of the investigation were examined, as well as the supervision and management of the investigation. The hearing closely examined the brief to the Crown Attorney prepared by the military police as the basis for their recommendation that a charge be laid against the young person, and examined whether all of the evidence was fully and accurately presented in the brief.

Prior to deliberations, the Chair of the Commission considered written submissions from the parties. The Commission's Interim Report was completed on August 31, 2007, and subsequently on



November 29, 2007, the Commission received the Canadian Forces Provost Marshal's (CFPM) Notice of Action, or response to the Interim Report. In his Notice of Action, the CFPM noted his acceptance of all the Chair's findings and recommendations and indicated how he would implement such recommendations. After consideration of the CFPM's Notice of Action, the Commission issued its Final Report on December 19, 2007.

### The Commission's Findings and Recommendations

The Commission made 15 findings in respect of problems with the investigation that resulted from individual and systemic failings by the police. The Chair concluded that the sexual assault investigation by the Canadian Forces National Investigation Service (CFNIS) was neither diligently nor competently carried out. This conclusion extended to the preparation of the Crown Brief forwarded to the Crown Attorney's Office for consideration of charges. The Chair found that the interview, which was the principal focus of the complaint, lacked preparation and completeness, was based on a flawed understanding of legal principles and used interview techniques which were inappropriate for a young person. Of important significance was the finding that the investigation was tainted by "tunnel vision" (a narrow focus on the investigation so as to colour the evaluation of information received), a phenomenon which is a leading cause of wrongful convictions in Canada and elsewhere.

Despite the negative conclusions reached concerning the quality of the investigation, the Commission did not find any evidence upon which it could be reasonably concluded that the investigators were motivated by malice or that they in any way intended to mislead or deceive their superiors or the Crown Attorney as to the nature of their investigative product. There were, however, findings that the investigative failings were largely attributable to profound systemic failings in matters related to staffing, training, operating procedures and, most particularly, supervision.

The Final Report contained 24 wide-ranging recommendations concerning systemic issues related to interview/interrogation techniques, staffing, training, operating procedures and, most particularly, supervision and management within the CFNIS. Recommendations dealt with such issues as policy improvements and training in the areas of eye-witness identification, note-taking, role codes ("suspect" label), proper use of interview techniques, procedures for the handover of investigations in progress and the preparation of Crown Briefs. Of particular significance were recommendations made in the area of supervision and training in respect of the Internship Program and course prerequisites for CFNIS.

Although a critical report in many respects, the CFPM, as the head of the Military Police, accepted all the Commission's findings and recommendations. Through such acceptance and willingness to make the suggested changes, the Commission is confident that the hearing process made positive contributions towards addressing the root causes behind the conduct issues and thus made improvements of a lasting and broad-based effect.



## CASE NUMBER FOUR - CONDUCT COMPLAINT

### Introduction

Through its review of this complaint, the Commission identified the need to further refine and clarify the definition of conflict of interest, beyond current references in Military Police Policies and Technical Procedures which define it solely in respect of conflicts arising from outside employment. The Commission also identified several policy and procedural deficiencies that needed to be addressed.

### The Incidents

A local Children's Aid Society (CAS) contacted the military police and requested them to speak with the spouse of a member (a Warrant Officer) of the Canadian Forces (CF) regarding physical abuse in the household. The military police and the CAS agreed to carry out a joint investigation of the matter. One of the lead military police members, a Master Corporal, involved with the investigation was a next-door neighbour and well known to the family.

The spouse stated that her husband was showing signs of stress about a possible transfer, there were other health issues, and there had been episodes of physical and verbal abuse of herself and two children. She also advised there were firearms in the house, and that she feared his reaction if he knew she was sharing such information with authorities. The CAS did not lay charges, but it was agreed with his wife that the husband was to be removed and kept away from the house.

The husband was arrested upon his return from a weekend trip to a training camp and the military police also seized the firearms. He was subsequently charged with aggravated assault; assault

arising from the same incident; uttering threats; and careless storage of firearms. He was held in custody for a bail hearing the following day. However, since the base lacked close custody facilities, he was taken to and held in a municipal police station according to a standing agreement between the municipal police and the CF. He was held on a "suicide watch" based on the earlier concerns expressed by his wife. While he was in custody, issues arose around the roles and responsibilities of both the CF and the municipal police for his care and transportation.

The bail hearing was delayed a further two days due to the court file being incomplete and the lack of availability of prosecution disclosure. He was subsequently released on bail under specific conditions. Following his release, he had further encounters with various military police members which formed part of his conduct complaint.

### The Complaint

The complainant originally made numerous allegations against military police members. Specifically, he alleged that they: wrongfully incarcerated him; threatened and harassed him; conducted a biased investigation; repeatedly failed to address him by his rank; were too personally involved with his family; wrongfully and vindictively placed him on a "suicide watch"; did not provide him with meals while incarcerated; and, failed to provide the court with the appropriate information resulting in an extended period of incarceration.





The Deputy Provost Marshal Professional Standards (DPM PS) found that some of these allegations were substantiated, while others were not. The DPM PS also identified certain procedural irregularities requiring corrective action.

In accordance with Section 250.31 of the *National Defence Act*, the complainant requested the Commission to review his conduct complaints, augmenting many of his original complaints with additional allegations including disputing the validity and severity of the charges laid against him.

### The Commission's Review

The Commission found that military police members had sufficient grounds to support the complainant's arrest and the charges laid against him, and that they had not attempted to harass him or his family, or shown unfair bias or bad faith. However, a number of policy and procedural deficiencies were identified. These included:

- a failure to provide complete and timely documentation;
- a lack of understanding of respective roles and responsibilities between the CF and the municipal police regarding care and custody arrangements;
- a failure to apply timely and appropriate search and seizure procedures;
- a military police member being too personally involved with the complainant's family (which represented a conflict of interest); and
- a lack of appropriate supervisory involvement or intervention that would normally be expected on a significant and sensitive investigation.

In respect of conflict of interest, the Commission found that military police policies should require military police members to consider whether any personal connection, and not just one of a commercial or financial nature, might reasonably call into question their actual and perceived professional objectivity. Any such potential conflicts should be immediately brought to the attention of the members' superiors.

On the last and particularly important point, the Chair of the Commission specifically recommended that legitimate supervisory intervention by senior military police personnel is not only appropriate but necessary. Other recommendations were also made, e.g. to revise arrest and custody procedures to more explicitly address civil incarceration of persons arrested by the military police; to review custody arrangements at all Military Police Units; to revise policies and procedures to clarify the responsibilities of members conducting such searches and seizures and ensure related training; and to revise the Security and Military Police Information System (SAMPIS) recording procedures to clarify the need to record supervisory input provided at all stages of investigations.

All of the Commission's recommendations to address its findings were accepted by the office of the Canadian Forces Provost Marshal.



## CASE NUMBER FIVE – CONDUCT COMPLAINT

### Introduction

Through this review, the Commission identified opportunities to strengthen operating practices in order to reinforce police safety when conducting prisoner escorts; and opportunities to better ensure the accuracy of information input into the Canadian Police Information Centre (CPIC) system.

### The Incidents

A civilian was residing on a base where his spouse was a serving Canadian Forces (CF) member. This individual was arrested for impaired driving after failing a roadside breath test and taken, in handcuffs, to an RCMP Detachment where he refused to provide a breath sample. He requested to be released on a Promise to Appear but he was held until he was taken back to the base and the appropriate documentation processed.

His licence was suspended for 24 hours after his arrest and he was subsequently issued a 21 day temporary operator permit which became effective after the 24 hour period. After the permit expired, a three-month provincial licence suspension came into effect. Data input errors were made, including information input into the CPIC system, e.g. regarding the start and expiration date of the three-month suspension. These errors were not discovered until some weeks later when an MP stopped his vehicle as he drove onto the base. During this stop, the MP told the individual his licence was under suspension and he was detained for a short period of time while



information was clarified. During a separate but related incident, MPs observed this individual in a bar during a routine “walk-through” of the facility, as well as observing his car outside the facility. They indicated that they had asked bar staff to let them know if the complainant attempted to drive away from the bar.



### The Complaint

The complainant's original complaint investigated by the Deputy Provost Marshal Professional Standards contained three allegations: that MPs had disclosed without authorization police information relating to the complainant to other persons; that an MP had detained the complainant without reasonable grounds to do so; and that an MP intentionally waited to intercept the complainant on suspicion of driving while his licence was suspended. These allegations were found to be unsubstantiated.

Pursuant to Section 250.31 of the *National Defence Act*, the complainant then submitted a written request to the Commission for a review of the Deputy Provost Marshal's investigation. In this request, he expanded the number of allegations from three to five. The complainant alleged unlawful detainment by refusals to release him upon his request; excessively tight restraints during the complainant's escort; disclosure of personal information about the complainant by MPs to third parties; being unfairly targeted by the military police; and unlawful detainment during a roadside stop.

### The Commission's Review

The Commission's review of the complainant's five allegations determined that each of the allegations was unsubstantiated. However, in conducting its review, the Commission also identified opportunities to further strengthen certain operating practices to reinforce police safety when conducting prisoner escorts by having an assisting MP present. In this case, the MP who had arrested the complainant for impaired driving was alone when transporting him to and from the RCMP detachment. Indeed, it was for this reason that the MP did not stop to check the tightness of the handcuffs when the complainant raised the issue.

In addition, the Commission observed that if greater care had been taken to review the CIPC messages before they were placed in the file, errors in dates would likely have been identified which would have eliminated the resulting confusion regarding the status of the complainant's driver's licence suspension. It was recommended that additional procedures be implemented to prevent and/or discover and correct CPIC input errors, and that members be so advised. All of the Commission's recommendations were accepted by the office of the Canadian Forces Provost Marshal.



## OUTREACH VISITS TO CANADIAN FORCES BASES ACROSS CANADA

### *If rights are not known, they do not exist.*

Base visits are important opportunities for the Commission to meet with three primary audiences in order to increase awareness of its mandate and activities, as well as to respond to any concerns about the complaints process. These audiences are:

- members of the military police who are most affected by the process whether as subjects of complaint or as potential complainants;
- the military chain of command, which relies on the services of military police members in the maintenance of military discipline and exercises command over them, but which must not interfere with police investigations; and
- those who may interact with military police because they live, work or pass through a military base. The Commission's connection to this group is often made through the Executive Directors and staff of the Military Family Resource Centres and Housing Authorities at each base.

During 2007, representatives of the Commission visited eight Canadian Forces' bases at the following locations across Canada:

- Halifax, Nova Scotia
- Greenwood, Nova Scotia
- St. Jean, Quebec
- Montreal, Quebec
- Borden, Ontario
- Trenton, Ontario
- Comox, British Columbia
- Esquimalt, British Columbia

This represented a significant increase over the previous year. Bases are selected in light of operational, logistical and geographic considerations to help ensure the broadest access to these information sessions.

Through formal presentations and informal discussions, Commission members and staff also gain a further appreciation of the often challenging environment and working conditions in which military police operate. Exercising police powers within a military chain of command adds further complexity to an already highly demanding job.

Valuable feedback received through these outreach visits included:

- identification of common themes, such as concerns about the shortages of on-duty military police personnel;
- the status of Reserve military police;
- many thoughtful questions which demonstrated a genuine interest in the mandate of the Commission, as well as the investigative complaints resolution process; and
- useful suggestions which enable the Commission to further adapt and tailor its presentations and its dialogue to best meet the needs of specific audiences, e.g., the desire to have real case examples presented.

The Commission wishes to express its gratitude to the many individuals who organized, supported and participated in its Base outreach activities, particularly K-9 member Roxie, a new addition to military police services at CFB Esquimalt (see cover).



## STEWARDSHIP EXCELLENCE

Operational excellence is a standard, not a goal, at the Commission. The daily operating environment emphasizes accountability; sound stewardship of financial and assets resources; effective human resource management practices; robust policy and control frameworks; timely, integrated financial and operational data for planning and decision making; and transparency. During 2007, the Commission further “raised the bar” in terms of the effectiveness and efficiency of its operations.

### Excellence in Human Resource Management

The Commission participated in the Public Service Commission’s (PSC) annual review of staffing performance in federal departments and agencies, which assesses the extent to which management practices and results respect merit and staffing values. This covered the April 2006 to March 2007 period:

- The Commission received positive recognition for its comprehensive, integrated Business and Human Resource Plan, which illustrated a proactive approach to ensure fairness, accessibility, and transparency in staffing;
- The Commission was also recognized for its extensive efforts to monitor staffing, such as conducting spot checks of staffing and electronic files maintained by its service provider and bringing forward operational and strategic staffing information to senior management.

### Workforce Renewal

In 2007, the Commission continued to make progress towards achieving the right staff complement to support the effective delivery of complaint resolution services. The quality of the workforce impacts directly on the Commission’s ability to conduct investigations, release reports and make sound, complete and timely recommendations.

Using a flexible range of options based on core Public Service values of fairness, accessibility and transparency, the Commission achieved a cohesive mix of well-qualified, experienced and dedicated personnel. These included indeterminate and term employees; an individual recruited through an Interchange Canada assignment; external service providers who furnished as-needed support services such as technology expertise; an articling law student who provided additional strength within the Commission’s legal services; and the Commission’s investigators who have on average 34 years in law enforcement and police management and individual specialized skill sets.

The Commission welcomed the appointment of four new part-time Members, two of whom have had distinguished careers as senior police officers.

The Commission also applied succession planning principles and strategies to help prepare for vacancies which may occur. This is particularly crucial given the relatively small size of the Commission and the intense competition across government for the type of experienced, skilled resources in its workforce.



## Improved Organizational Model

This was the first full year in which the Commission operated within a streamlined organizational model. This model realigned management and administrative functions between the Chief of Staff and the General Counsel, and improved a number of management processes overall.

## Financial and Asset Resources

The Commission demonstrated sound stewardship of its financial and asset resources through measures such as:

- optimizing the use of a reduced budget (reduced 18% in 2006) through improved financial analysis and reporting; and improved accuracy, completeness and timeliness of integrated financial information for planning and decision-making;
- ensuring the quality of external financial reporting; i.e. in 2007, the Commission received a perfect 100% rating for the timeliness and accuracy of more than 30 financial reports submitted to the Receiver General;
- adopting intelligent risk management to leverage and apply available resources to best meet operational requirements including the costs of investigations; this is a particular challenge since at the beginning of a fiscal year it is difficult to predict the complexity and diversity of new workload that will be received over and above known workload that carries forward from the previous year;
- applying evergreen strategies to maximize the capabilities of modern technology to streamline and support the workload of the Commission, including expediting the work of investigators through off-site access to the Commission's secure network;
- complying with central agency standards in the areas of procurement and contracting, finance, human resources and information technology; and advancing the implementation of an assets management control framework to address asset loss/obsolescence/cost of repairs for technology and other assets.



THE MILITARY POLICE COMPLAINTS COMMISSION

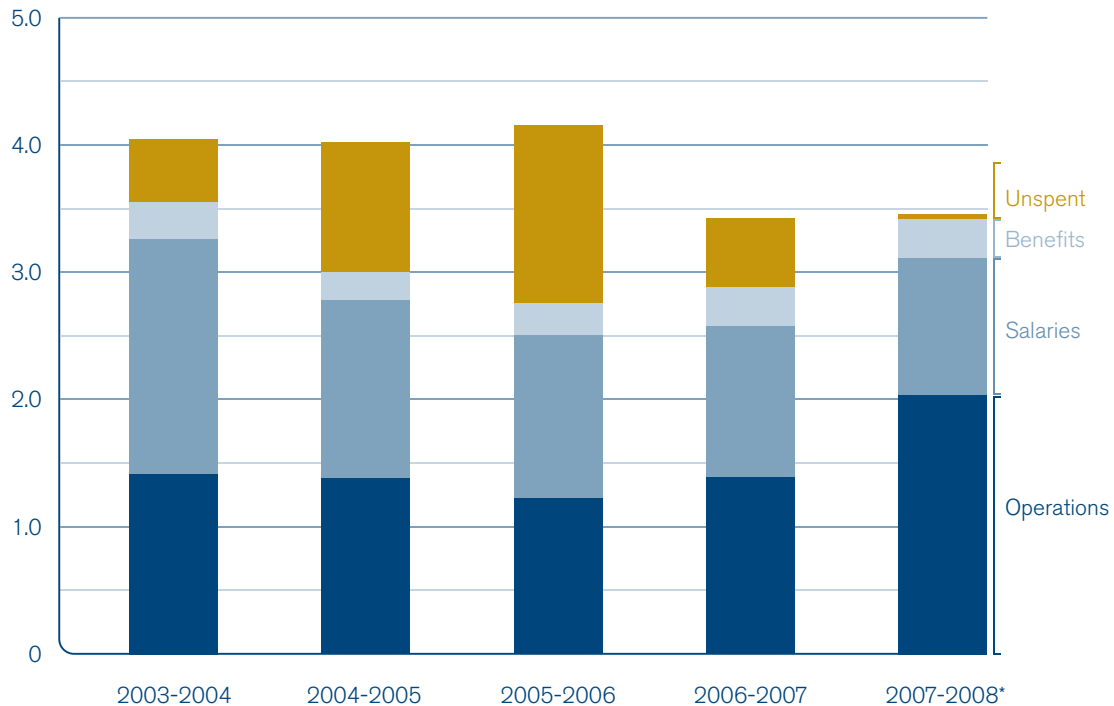
Commission expenditures over the past 5 years (in \$ thousands)

Fiscal Year	Allocation	Expenditures				Unspent
	Main Estimates	Operations	Salaries	Employee Benefits	Total Expenditures	
2007-2008*	3,434	2,002	1,100	295	3,397	37
2006-2007	3,416	1,360	1,268	209	2,837	702
2005-2006	4,176	1,195	1,270	238	2,703	1,456
2004-2005	4,064	1,346	1,391	248	2,985	1,079
2003-2004	4,126	1,380	1,831	334	3,545	560





### 5 Year Expenditure Comparison



\* Planned spending for the fiscal year ending March 31, 2008

The Commission's estimated expenditures for 2007-2008 are \$3.4 million, an increase of \$560 thousand from the previous year. The increase results from several factors. The cost of investigations will rise almost \$375 thousand owing to a significant increase in both the number and complexity of investigations. In particular, the two complex investigations related to detainees in Afghanistan, as described above, contribute to this cost increase. Corporate costs are expected to increase by almost \$170 thousand owing to a significant rent increase under a new 10 year lease, negotiated by Public Works and Government Services Canada, and the cost of additional informatics security. As well, with the Chair's increased emphasis on good governance, the cost of internal audit and management review increased almost \$30 thousand. Salaries are expected to be down slightly as the Commission experienced an unusually high rate of turnover during the early part of the fiscal year.





## Reinforcing Compliance and Accountability

In 2007, the Commission continued to place an emphasis on compliance and accountability by, for example:

- complying with reporting requirements to Parliament and central agencies through the timely preparation and submission of strategic documents such as its Report on Plans and Priorities and Departmental Performance Report;
- creating a Senior Planning and Administration Officer position to help ensure the Commission's compliance with external accountability requirements as well as to ensure that there are linkages among all accountability instruments. Collectively, these documents present an important, integrated picture of the Commission's commitment to accountability; in 2007, the Commission filed more than 128 reports required by government agencies;
- undertaking further work to advance the implementation of the Treasury Board Secretariat's Management Accountability Framework (MAF) which encompasses the federal government's annual expectations of departments in such areas as governance, accountability, and stewardship;
- adhering to the legislative and policy requirements of the Commission and central agencies; e.g. ensuring compliance with central agencies' standards in the areas of procurement and contracting, finance, human resources and information technology;
- examining the alignment of the Commission's internal audit policy with Treasury Board Internal Audit Policy; and using internal audit process to affirm the integrity and soundness of business practices as well as to identify opportunities to further strengthen such practices;
- providing staff training on topics such as the new *Public Servant Disclosure Protection Act*, and political activities within the Public Service;
- finalizing the calendar of deadlines for all corporate services which will enable the Commission to assess its reporting performance and further refine procedures as required; and,
- refining the Commission's Business Continuity Plan through a review of disaster recovery capability to enable the appropriate, timely response to unanticipated, major workplace disruptions.





## COLLABORATIVE WORKING RELATIONSHIPS

In 2007, the Commission continued its collaborative working relationships with professional associations, as well as its intra-government affiliations with other departments and agencies. These relationships are beneficial from two perspectives: they enable the Commission to share and contribute its expertise and experience to the consideration and resolution of common issues; and they enable the Commission to benefit from the expertise and experience of other like entities, such as other civilian oversight bodies or government departments, and to gain current information and intelligence for possible internal application.

The Commission continues to meet annually with the Canadian Forces Provost Marshal and senior military police staff to resolve issues and continue to enhance the complaints resolution process.

### Professional Associations

The Commission participated with professional associations such as the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) and the Canadian Bar Association, Military Law Section.

**Canadian Association for Civilian Oversight of Law Enforcement (CACOLE)** is a national non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. It is dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada and abroad.

- the Chair of the Commission, Peter A. Tinsley, is the CACOLE Vice President.

In October 2007, the Commission's Legal Counsel presented a paper entitled "Let's Be Clear about *Clear and Convincing*" to the CACOLE Annual Conference. This paper concerned the standard of proof in police discipline cases. The issue is relevant because professional discipline, including that of police, is one of the areas where the law has indicated a need for special scrutiny of evidence offered in support of allegations of misconduct. Conference participants rated the presentation of this paper as a major Conference highlight.

**The Canadian Bar Association (CBA)** is a professional, voluntary organization which represents some 35,000 lawyers, judges, notaries, law teachers, and law students from across Canada. Through the work of its sections, committees and task forces at both the national and branch levels, the CBA is seen as an important and objective voice on issues of significance to both the legal profession and the public.

- the General Counsel and the Legal Counsel of the Commission were members of the executive of the Canadian Bar Association's Military Law Section.

### Intra-Government Affiliations

The Commission participated in co-operative intra-government affiliations through its membership in a variety of Small Agencies initiatives. These include the Heads of Federal Agencies, the Small Agencies Personnel Advisory Group, the Small Agencies Financial Action Group, and the Association of the Independent Federal Institutions' Counsel. The Commission is also represented in the Small Agency Administrators' Network with its Burden of Reporting Working Group and the Shared Services Working Group.



## IN CONCLUSION

The Commission will continue to be guided by its founding mandate to provide for greater public accountability by the military police and the chain of command in relation to military police duties. In doing so, the Commission will ensure rigorous governance of existing complaints resolution processes and leverage its professional, financial and other resources to best address unpredictable workload demands and changing priorities. The Commission will work to identify opportunities where its processes may still be further improved to even better meet the expectations of stakeholders.

The professional working relationship with the Chief of the Defence Staff, the Canadian Forces Provost Marshal and the military police community, is vital to the effectiveness of the Commission's work. To reinforce relationships with stakeholders, and ensure transparency and awareness of its mandate and processes, the Commission will continue to undertake outreach visits to Canadian Forces bases as well as conducting other initiatives, such as consulting stakeholders during a review of its communications program, in order to assess the quality, accessibility and usefulness of its information.

Other issues are expected to evolve publicly in the coming year related to the broader topic of civilian police oversight more generally. Among the reasons for this is the result of initiatives already being taken at other levels, e.g., provincially, current Government reviews of other agencies, and the anticipated five-year review of the *National Defence Act*. The Commission has an essential role to play in contributing its experience and expertise to any such discussions.

The Commission will continue to modernize and renew its operations by streamlining management processes, ensuring a positive and productive working environment for its valued staff, and demonstrating respect and accountability for the public resources entrusted to the Commission to support service delivery.

It is clear that there will continue to be future challenges, particularly given the complexity of the Commission's operating environment. The Commission remains committed to "raising the bar" on efficiency and effectiveness, and most significantly, in carrying out its role - to promote and ensure the highest standards of conduct of military police in the performance of policing duties, and to discourage interference in any military police investigation.



## PART III-ANNEXES





## ANNEX A – BIOGRAPHIES

### Peter A. Tinsley – Chairperson

Mr. Peter A. Tinsley was appointed Chair of the Military Police Complaints Commission (MPCC) on December 12, 2005.

Mr. Tinsley is a graduate of McMaster University and the University of Windsor Law School. He is a member of the Law Society of Upper Canada.

Mr. Tinsley had a 28-year career in the Canadian Armed Forces, serving overseas and in Canada as a military police officer for almost 10 years. Following his graduation from law school he transferred to the Office of the Judge Advocate General. In that capacity Mr. Tinsley was best known as the senior prosecutor and appellate counsel in the prosecution of Canadian Forces members stationed in Somalia for murder and torture. On his departure from the military in 1997, Mr. Tinsley was Special Assistant Judge Advocate General and held the rank of lieutenant-colonel.

Following his retirement from the military, Mr. Tinsley entered the private practice of law as a criminal

defence counsel. On January 1, 1999, Mr. Tinsley was appointed by the Government of Ontario to a five year term as the Director of the province's Special Investigations Unit. Following that appointment and commencing in 2003 Mr. Tinsley served as an international prosecutor in the former Yugoslavia, first with the United Nations Interim Administration in Kosovo and then in the newly created Special War Crimes Department of the State Court of Bosnia and Herzegovina. In December 2005 Mr. Tinsley returned to Canada to accept an appointment by the Government of Canada to a four year term as the Chairperson of the Military Police Complaints Commission.

In the professional context, Mr. Tinsley has spoken frequently, both within Canada and internationally, on matters related to the Rule of Law and civilian oversight of security forces. Such presentations have been made in Nicaragua, Guatemala, El Salvador, Cuba, Romania, Brazil, Northern Ireland, Kosovo and Portugal.





## Biographies of Commission Members

### **Roy V. Berlinquette**

A recognized team builder with 36 years of public service with the Royal Canadian Mounted Police, Mr. Berlinquette emerged from an entry-level position to senior executive levels in corporate, operational and administrative areas to Deputy Commissioner of the North West Region. His recent accomplishments include being a current member of the Office of the Oversight Commission on the Reform of the Police Service of Northern Ireland and Vice-President of a consulting company specializing in risk management, comptrollership and investigations.

### **Louis Bélanger**

Currently a 'Université Laval' professor, Mr. Belanger was also recently Director of the Quebec Institute for Advanced Political Studies. Throughout his career, he has held numerous professor and scholarly positions in international and political studies in renowned North American universities. Mr. Bélanger has been a member on various committees for international studies and has authored a significant amount of published articles and collective collaborations on Canadian and International (Americas) issues.

### **Robert W. Bergen**

Currently a professor with the University of Calgary, Mr. Bergen has focused his recent research on Air Force strategy and tactics during the 1999 Kosovo Air War and on news media coverage of Canadians' participation in the Kosovo Air War. He is a research fellow with the Canadian Defence & Foreign Affairs Institute. His thousands of articles published during the last four decades have touched on journalism ethics, mass media and the social construction of reality and civil-military relations.

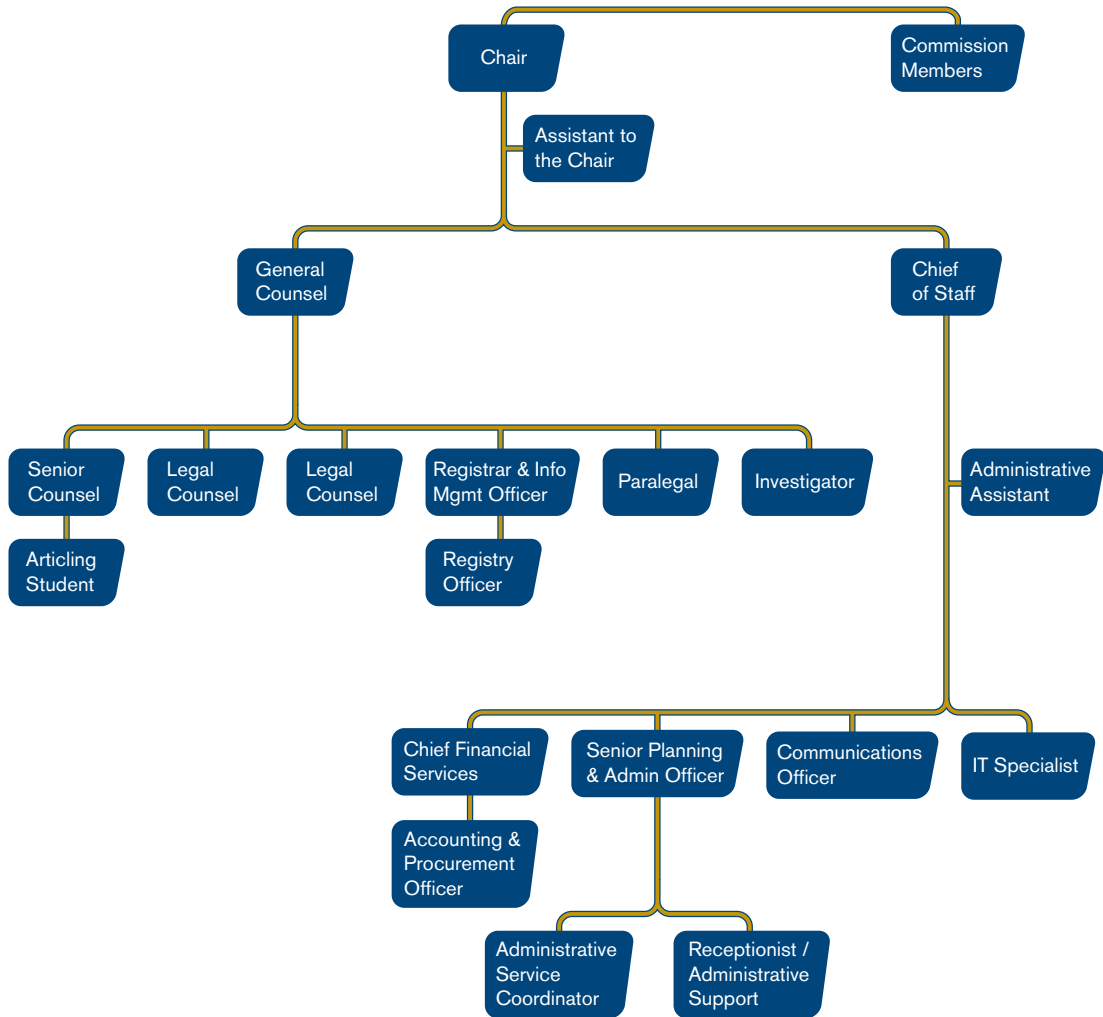
### **Glenn Stannard**

Born, raised and educated in Windsor, Mr. Stannard has served with its city police service for 37 years. During this time, he was promoted through the ranks and has worked in all divisions of the service. In August 1995, Mr. Stannard was promoted to Deputy Chief of Police, Administration. His dedication to the city and its citizen was recognized in 1999 with his appointment as its Chief of Police. Mr. Stannard is also a Past President of the Ontario Association of Chiefs of Police. In 2003, he was invested into the Order of Merit of the Police Forces by the Governor General and received the Queen's Jubilee Award in 2005.





## ANNEX B – CURRENT ORGANIZATION CHART





## ANNEX C – HOW TO REACH THE COMMISSION

- **Call our information line:**  
(613) 947-5625 or toll-free at 1-800-632-0566 to speak to an intake officer
- **Send us a fax:**  
(613) 947-5713 or toll-free at 1-877-947-5713
- **Send us a letter:**  
Military Police Complaints Commission  
270 Albert Street, 10<sup>th</sup> floor,  
Ottawa, ON K1P 5G8
- **Visit us at the above address for a private consultation – appointments are recommended**
- **E-mail us:**  
commission@mpcc-cppm.gc.ca  
**NOTE:** *Please do not send confidential information via e-mail – we cannot guarantee the security of electronic communications at this time.*
- **Visit our website:**  
[www.mpcc-cppm.gc.ca](http://www.mpcc-cppm.gc.ca)
- **Media inquiries:**  
Contact the Communications Officer at (613) 947-5668 or e-mail [media@mpcc-cppm.gc.ca](mailto:media@mpcc-cppm.gc.ca)