

Military Police Complaints Commission of Canada

2018–19

Departmental Plan

The Honourable Harjit S. Sajjan
Minister of National Defence

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ISSN 2371-7076

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Chairperson's Message

I am pleased to present the 2018-19 Departmental Plan for the Military Police Complaints Commission of Canada (MPCC).

In the coming fiscal year, we will continue to promote the highest standards of conduct of Military Police members in the performance of their policing duties, and to ensure the integrity of Military Police investigations through our monitoring and investigation of complaints. In doing so, we will continue to review our investigation guidelines and processes on a regular basis in order to achieve continued improvement in the timeliness, efficiency and fairness of the complaints process.

The MPCC's Outreach program is key to building relationships with the Military Police, the community they serve and the Canadian Armed Forces (CAF) at large. We will further develop the Outreach program by maintaining our increased participation in courses at the Canadian Forces Military Police Academy as well as at CAF bases and refining presentations to be as relevant as possible to our participants.

In line with the government-wide workplace mental health strategy, we will continue to promote a healthy, respectful, and supportive work environment through holding awareness seminars and by providing employees with the tools and resources to help themselves and others. We will continue to focus on the development and implementation of Talent Management within the organization to engage, develop and retain excellent talent. The MPCC is also committed to promoting diversity and inclusion measures into hiring and recruitment strategies and practices.

Hilary C. McCormack, LL.B.
Fellow Litigation Counsel of America
Chairperson

Plans at a glance

Improve the effectiveness and efficiency of the complaints resolution process: The Military Police Complaints Commission of Canada continues to review its investigation guidelines and processes on a regular basis in order to achieve continued improvement in the timeliness of our complaint resolution and to enhance the efficiency and fairness of the complaints process.

Continue to promote mental wellness in the workplace: The Military Police Complaints Commission of Canada continues to promote a respectful workplace and mental wellness in the workplace through positive interactions with staff in meetings and mental health awareness activities. The Military Police Complaints Commission of Canada continues to hold regular sessions to provide staff with tools to promote mental wellness.

Implement an effective talent management strategy plan: The Military Police Complaints Commission of Canada continues to invest in its employees by developing talent management plans for employees who surpass their work objectives for the year.

Refine the MPCC's Outreach program: The Military Police Complaints Commission of Canada continues to engage with the Canadian Forces Provost Marshal and bases across Canada as well as the Canadian Forces Military Police Academy to refine the Military Police Complaints Commission of Canada's Outreach program in order to target specific groups which include providing a more interactive style presentation to Military Police members.

These plans support the mandate of promoting the highest standards of conduct of Military Police members in the performance of policing duties, and to ensure the integrity of Military Police investigations.

For more information on the Military Police Complaints Commission of Canada's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibilities

Independent oversight of the Military Police

Promotes and ensures the highest standards of conduct of Military Police in the performance of policing duties and discourages interference in any Military Police investigation through independent and impartial reviews, investigations and hearings which result in sound findings and recommendations in response to complaints about or by Military Police members as well as through Outreach activities.

Planning highlights

During the 2018-19 fiscal year, the Military Police Complaints Commission of Canada will:

- Continue to work with the Canadian Forces Provost Marshal, the Deputy Commander Canadian Forces Military Police Group and other senior Military Police staff to foster an environment that supports the acceptance and implementation of Military Police Complaints Commission recommendations. Such work includes the bi-annual Military Police Complaints Commission of Canada – Canadian Forces Provost Marshal meeting to discuss overarching issues and process, ongoing conversations at the working level to resolve file-specific issues, as well as the Outreach Program which ensures Military Police, its Chain of Command and the Military Police Complaints Commission of Canada maintain a mutual understanding of respective roles, mandate and relevant issues;
- Continue to refine the planning and conduct of its investigations, with particular focus on improving timeliness and ensuring that the resources devoted to a file match its complexity to better align resources and organizational structure to respond to resolve complaints in a timely manner. In particular, following the work of the past two years, the Military Police Complaints Commission of Canada will implement a re-organization to better align its Human Resources to better support its mandate so that the goal of timeliness can be met. This will include the creation of new positions and the abolition of others;
- Maintain a recently established pool of contract Military Police Complaints Commission Investigators;
- Seek to be listed on the schedule of designated entities under the *Canada Evidence Act*; and
- Continue the Military Police Complaints Commission's Outreach Program to increase awareness of its mandate and activities in both official languages and to respond to

questions and concerns about the complaints process in order to increase transparency and accountability in the complaints process.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Final Reports provide sound findings and recommendations and are issued in a timely manner.	% of recommendations resulting from investigations of conduct or interference complaints are accepted by the responsible Department of National Defence authority (usually the Canadian Forces Provost Marshal).	70%	March 31, 2019	N/A*	N/A*	N/A*
	% of Final Decisions not overturned on Judicial Review.	70%	March 31, 2019	N/A*	N/A*	N/A*
	% of findings and recommendations issued in non-public interest cases within 18 months from the time disclosure is substantially received to the issuance of the interim report. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	70%	March 31, 2019	N/A*	N/A*	N/A*
Information requests pertaining to complaint files are responded to in a timely manner.	% of information requests initially responded to within 48 hours.	95%	March 31, 2019	N/A*	N/A*	N/A*

Military Police and the public have access to current information on the issues addressed by the Military Police Complaints Commission of Canada.	Quarterly website updates of Military Police Complaints Commission of Canada findings and recommendations through case summaries and Military Police Complaints Commission of Canada Final Reports in public interest cases.	4	March 31, 2019	N/A*	N/A*	N/A*
	# of Outreach activities/presentations given on the mandate, roles and responsibilities of the Military Police Complaints Commission of Canada.	6	March 31, 2019	N/A*	N/A*	N/A*
	% of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2019	N/A*	N/A*	N/A*

* MPCC has identified new indicators for 2018-2019 and will begin measuring these as of April 1, 2018.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
2,611,859	2,611,859	2,611,859	2,611,859

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
15	15	15

Financial, human resources and performance information for the MPCC's Program Inventory is available in the [GC InfoBase](#).ⁱ

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
2,105,539	2,105,539	2,105,539	2,105,539

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
14	14	14

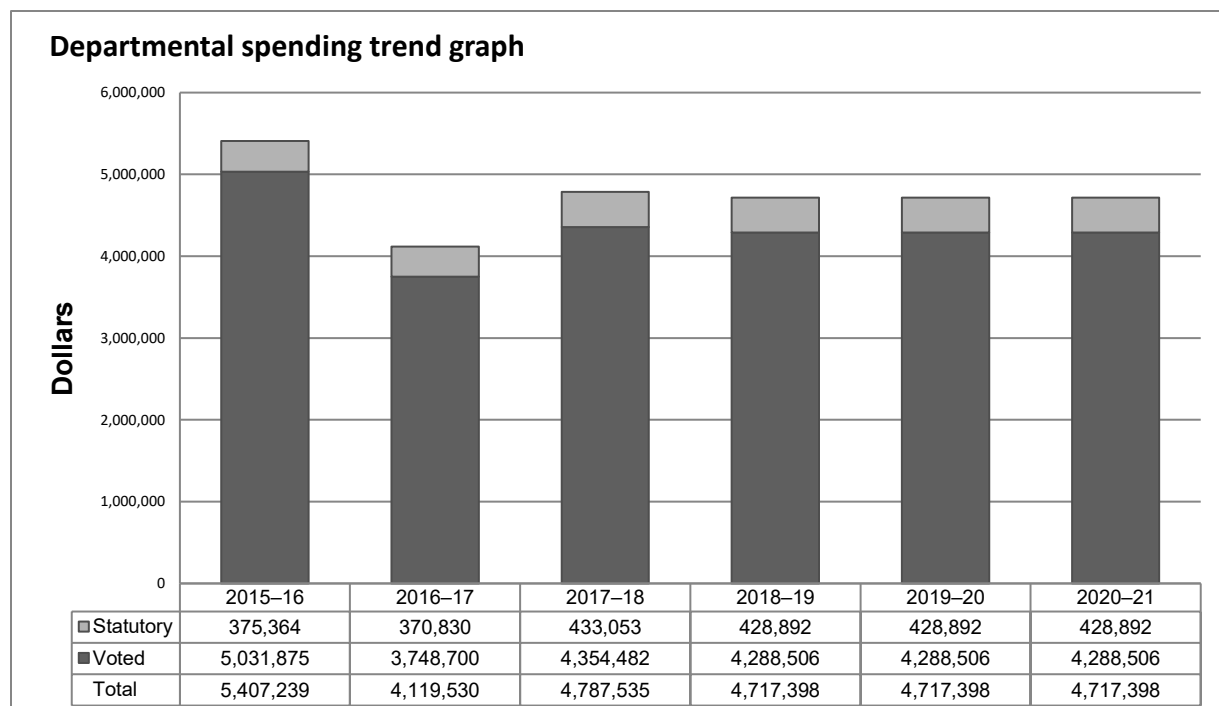
Planning highlights

During the 2018-19 fiscal year, the MPCC will:

- Continue to support language training and provide access to various learning and developmental opportunities;
- Finalize the migration of the new Electronic Document and Records Management System (EDRMS);
- Continue to implement talent management plans for employees who surpassed their work objectives for the year;
- Continue to raise awareness about the importance of mental health and wellbeing;
- Continue to promote diversity and inclusion measures into MPCC hiring and recruitment strategies and practices.
- Continue to stress effective human resources planning including, developing and refining staffing strategies to ensure that any vacancies are filled as quickly as possible while meeting central agency staffing policy requirements;

- Continue to implement the New Direction in Staffing by updating its human resource departmental policies and delegation instrument to reflect the new framework; and
- Continue to engage employees in the Blueprint 2020 Initiative through self-directed activities, online tools and facilitated activities.

Spending and human resources

Planned spending

Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015-16 Expenditures	2016-17 Expenditures	2017-18 Forecast spending	2018-19 Main Estimates	2018-19 Planned spending	2019-20 Planned spending	2020-21 Planned spending
Independent oversight of the Military Police	2,545,782	2,056,958	2,667,326	2,611,859	2,611,859	2,611,859	2,611,859
Subtotal	2,545,782	2,056,958	2,667,326	2,611,859	2,611,859	2,611,859	2,611,859
Internal Services	2,861,457	2,062,572	2,120,209	2,105,539	2,105,539	2,105,539	2,105,539
Total	5,407,239	4,119,530	4,787,535	4,717,398	4,717,398	4,717,398	4,717,398

2018–19 Budgetary planned gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Planned gross spending	2018–19 Planned gross spending in specified purpose accounts	2018–19 Planned revenues netted against expenditures	2018–19 Planned net spending
Independent oversight of the Military Police	2,611,859	0	0	2,611,859
Subtotal	2,611,859	0	0	2,611,859
Internal Services	2,105,539	0	0	2,105,539
Total	4,717,398	0	0	4,717,398

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Independent oversight of the Military Police	10	10	10	15	15	15
Subtotal	10	10	10	15	15	15
Internal Services	15	16	15	14	14	14
Total	25*	26*	25*	29	29	29

Note: Further to changes to the organizational structure, it was necessary to realign resources to support the core responsibility in order to resolve complaints in a timely manner and reduce those devoted to internal services;

*These numbers are actuals and reflect a certain number of vacancies

Estimates by vote

For information on the MPCC's organizational appropriations, consult the [2018–19 Main Estimates](#).ⁱⁱ

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the MPCC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [MPCC website](#).

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	5,141,816	5,098,407	(43,409)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,141,816	5,098,407	(43,409)

Supplementary information

Corporate information

Organizational profile

Appropriate minister[s]: The Honourable Harjit S. Sajjan, Minister of National Defence

Institutional head: Hilary C. McCormack, Chairperson

Ministerial portfolio: Defence Portfolio

Enabling instrument[s]: *National Defence Act, Part IV*ⁱⁱⁱ

Year of incorporation / commencement: 1998

Raison d'être, mandate and role

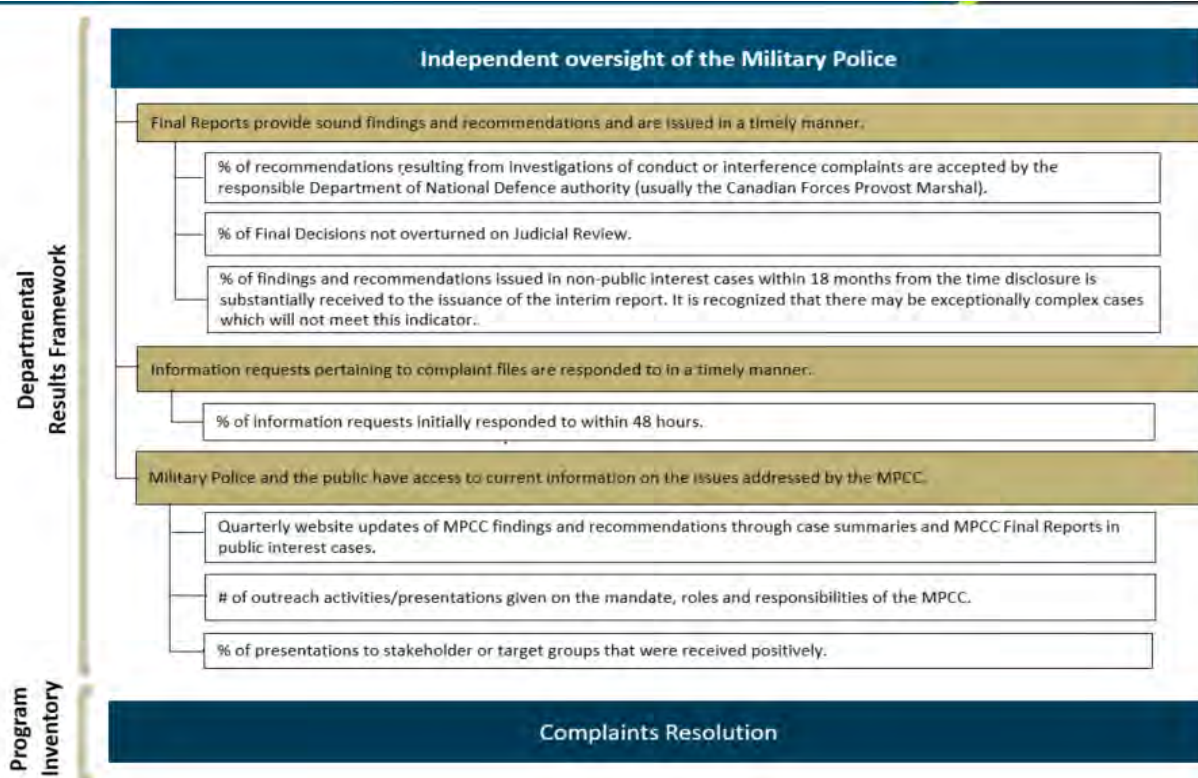
“Raison d'être, mandate and role: who we are and what we do” is available on the [MPCC website](#).

Operating context and key risks

Information on operating context and key risks is available on the [MPCC website](#). In addition, the MPCC strives to use a gender lens to inform reviews and investigations.

Reporting framework

The MPCC's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:



Concordance between the Departmental Results Framework and the Program Inventory, 2018–19, and the Program Alignment Architecture, 2017–18

2018–19 Core Responsibilities and Program Inventory	2017–18 Lowest-level program of the Program Alignment Architecture	Percentage of lowest-level Program Alignment Architecture program (dollars) corresponding to the program in the Program Inventory
Core Responsibility 1: Independent oversight of the Military Police		
Complaints Resolution	Complaints Resolution	100%

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the MPCC's Program Inventory is available in the [GC InfoBase](#).ⁱ

Supplementary information tables

The following supplementary information tables are available on the [MPCC website](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{iv} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

How to reach the Military Police Complaints Commission of Canada

Call our information line

613-947-5625 or toll-free at 1-800-632-0566

Send us a fax

613-947-5713 or toll-free at 1-877-947-5713

Send us a letter

Military Police Complaints Commission of Canada
270 Albert Street, 10th floor
Ottawa, ON K1P 5G8

Visit us at the above address for a private consultation. An appointment is recommended.

Send us an email

commission@mpcc-cppm.gc.ca

Note: Please do not send confidential information via email.

We cannot guarantee the security of electronic communications.

Visit our website
mpcc-cppm.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA+ goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Alignment Architecture (architecture d'alignement des programmes)¹

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. 2017–18 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iii. National Defence Act, <http://laws-lois.justice.gc.ca/eng/acts/N-5/page-46.html#h-180>
- iv. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>