

Military Police Complaints Commission of Canada

2019–20

Departmental Plan

The Honourable Harjit S. Sajjan
Minister of National Defence

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Chairperson’s message

I am pleased to present the 2019-20 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.



To carry out our oversight mandate as Parliament intended, we must have timely access to the essential information we need to monitor and investigate complaints.

Our ability to deal with complaints involving sensitive information in a credible and more time and resource-effective manner would be greatly enhanced if we were a ‘designated entity’ under the *Canada Evidence Act’s* Section 38 schedule. The alternative is a time-consuming challenge to the Federal Court. Therefore, the MPCC will make it a priority in the coming year to work on an intradepartmental and interdepartmental basis to make this change a reality.

We will also continue to engage with the Canadian Armed Forces (CAF) through the MPCC’s Outreach program, which is key to building relationships with the Military Police, the community they serve and the public at large.

Finally, the employees of the MPCC are its greatest resource, and we will continue to promote a healthy, respectful, and inclusive work environment free of harassment. We will accomplish this through holding awareness seminars and by providing employees with the tools and resources to help themselves and others.

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

Plans at a glance and operating context

Improve the effectiveness and efficiency of the complaints resolution process: The Military Police Complaints Commission of Canada (MPCC) continues to review its investigation guidelines and processes on a regular basis in order to enhance the timeliness, efficiency and fairness of the complaints resolution process.

Seek to be listed on the schedule of designated entities: The Military Police Complaints Commission of Canada (MPCC) will continue to engage with its portfolio partners and on an intra-governmental basis to correct the MPCC's anomalous absence from the *Canada Evidence Act* (CEA) schedule of designated entities.

Pursue 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 reach key stakeholders and provide interactive sessions to Military Police members.

Promote a high-performing workforce and leadership development: The Military Police Complaints Commission of Canada continues to provide to its employees various learning, professional and leadership growth opportunities through traditional and non-classroom initiatives such as on-line training. Implement and monitor progress against PSES Action Plan with respect to employee development, innovation and initiative; and values and ethics, in collaboration with employees.

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 through mental health awareness activities.

Diversity is MPCC's Strength: The Military Police Complaints Commission of Canada continues its commitment to develop a diverse work environment such as promoting diversity and inclusion and by providing a welcoming environment for employees from diverse equity groups, faith and members of the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Two-Spirit (LGBTQ2) communities.

For more information on the Military Police Complaints Commission’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

Description

Promote and ensure the highest standards of conduct of Military Police in the performance of policing duties and discouraging interference in any Military Police investigation through independent and impartial reviews, investigations and hearings which result in sound findings and recommendations.

Planning highlights

During the 2019-20 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 processes, ongoing conversations at the working level to resolve file-specific issues, as well as the Outreach Program. These meetings ensure that the 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 and to better align resources and organizational structure to respond and resolve complaints in a timely manner;
- Seek to be listed on the schedule of designated entities under the *Canada Evidence Act* which would allow the MPCC to receive records containing sensitive information relating to international affairs or to national defence or security without going through cumbersome and time consuming procedures in the Federal Court;
- Maintain and increase a recently established pool of contract Military Police Complaints Commission Investigators with a focus on increasing its diversity and skill set to ensure we have the expertise to investigate a wide ambit of complaints, including those involving allegations of sexual assault. In addition, an increase in the availability of investigators would allow the MPCC to move investigations along in a timelier manner.

Planned results

| Departmental Results | Departmental Result Indicators | Target | Date to achieve target | 2015–16 Actual results | 2016–17 Actual results | 2017–18 Actual results |
|---|--|--------|------------------------|------------------------|------------------------|------------------------|
| Final Reports provide sound findings and recommendations and are issued in a timely manner. | Percentage 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* |
| | Percentage of Final Decisions not overturned on Judicial Review. | 70% | March 31, 2019 | N/A* | N/A* | N/A* |
| | Percentage 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. | Percentage 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* |
| | Number 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* |
| | Percentage of presentations to stakeholder or target groups that were received positively. | 70% | March 31, 2019 | N/A* | N/A* | N/A* |

* MPCC identified new indicators in 2018-2019 and began measuring these as of April 1, 2018.

Budgetary financial resources (dollars)

| 2019–20 Main Estimates | 2019–20 Planned spending | 2020–21 Planned spending | 2021–22 Planned spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 2,915,308 | 2,915,308 | 2,915,308 | 2,915,308 |

Human resources (full-time equivalents)

| 2019–20 Planned full-time equivalents | 2020–21 Planned full-time equivalents | 2021–22 Planned full-time equivalents |
|--|--|--|
| 15 | 15 | 15 |

Financial, human resources and performance information for the Military Police Complaints Commission of Canada’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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Budgetary financial resources (dollars)

| 2019–20 Main Estimates | 2019–20 Planned spending | 2020–21 Planned spending | 2021–22 Planned spending |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1,841,624 | 1,841,624 | 1,841,624 | 1,841,624 |

Human resources (full-time equivalents)

| 2019–20 Planned full-time equivalents | 2020–21 Planned full-time equivalents | 2021–22 Planned full-time equivalents |
|--|--|--|
| 14 | 14 | 14 |

Planning highlights

During the 2019-20 fiscal year, the MPCC will:

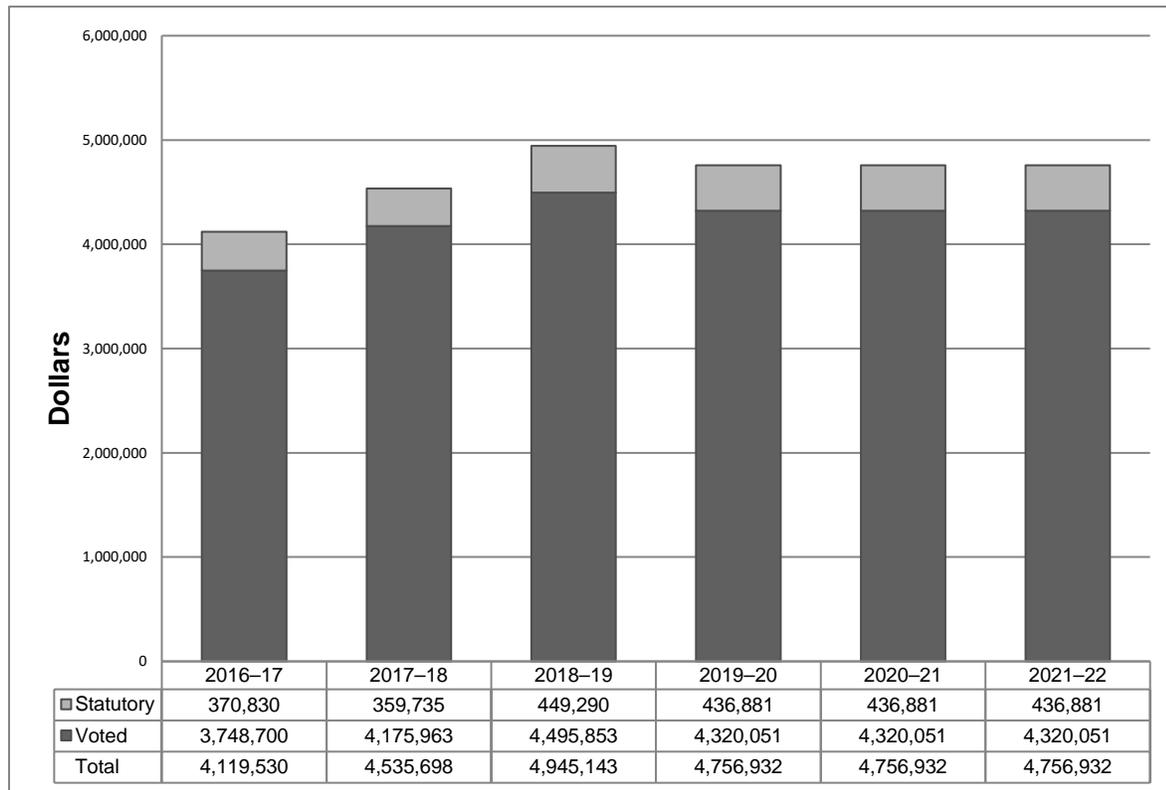
- Continue the Military Police Complaints Commission’s Outreach Program to increase awareness of its mandate and activities in both official languages and to respond to questions and concerns about the complaints process in order to increase transparency and accountability in the complaints process;
- Develop a new departmental Security Plan and Business Continuity Plan to align with the new policy on Government Security;

- Continue to promote a work environment free of harassment and implement the changes to the *Canada Labour Code* on the prevention and investigation of harassment and violence in the workplace;
- Implement an Information Technology Asset Management Plan to ensure the efficient use of resources;
- Continue to promote diversity and inclusion measures in MPCC hiring and recruitment strategies and practices and create a safe space for employees from diverse employment equity groups, faith and members of the LGBTQ2 communities;
- Finalize the migration of corporate services files to the new Electronic Document and Records Management System (EDRMS) to improve the effective and continuous information management at the MPCC.

Spending and human resources

Planned spending

Departmental spending trend graph



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

| Core Responsibilities and Internal Services | 2016–17 Expenditures | 2017–18 Expenditures | 2018–19 Forecast spending | 2019–20 Main Estimates | 2019–20 Planned spending | 2020–21 Planned spending | 2021–22 Planned spending |
|--|----------------------|----------------------|---------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| Independent oversight of the Military Police | 2,056,958 | 2,465,292 | 3,072,936 | 2,915,308 | 2,915,308 | 2,915,308 | 2,915,308 |
| Subtotal | 2,056,958 | 2,465,292 | 3,072,936 | 2,915,308 | 2,915,308 | 2,915,308 | 2,915,308 |
| Internal Services | 2,062,572 | 2,070,406 | 1,872,207 | 1,841,624 | 1,841,624 | 1,841,624 | 1,841,624 |
| Total | 4,119,530 | 4,535,698 | 4,945,143 | 4,756,932 | 4,756,932 | 4,756,932 | 4,756,932 |

Overall spending increase since 2016-17 is mainly attributable to two current public interest investigations and an increase in the number of complex files. Another major factor in 2018-19 was additional salary expenditures for retroactive payments as a result of the signing of several Collective Agreements. This trend is expected to continue this fiscal year since the complexity of complaint investigations are still on the rise, and salary expenditures are increasing due to both the signing of more Collective Agreements and the MPCC being staffed at full capacity. The MPCC's planned spending for future years is based on its Main Estimates of \$4,756,932.

Planned human resources

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

| Core Responsibilities and Internal Services | 2016–17 Actual full-time equivalents | 2017–18 Actual full-time equivalents | 2018–19 Forecast full-time equivalents | 2019–20 Planned full-time equivalents | 2020–21 Planned full-time equivalents | 2021–22 Planned full-time equivalents |
|--|--------------------------------------|--------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Independent oversight of the Military Police | 10 | 10 | 15 | 15 | 15 | 15 |
| Subtotal | 10 | 10 | 15 | 15 | 15 | 15 |
| Internal Services | 16 | 13 | 14 | 14 | 14 | 14 |
| Total | 26 | 23 | 29 | 29 | 29 | 29 |

Following the timeliness review, the MPCC has strengthened its oversight function by realigning resources to better support the core responsibility. The full realization of this realignment became effective in 2018-19 and is reflected in future years.

Estimates by vote

Information on the Military Police Complaints Commission of Canada's organizational appropriations is available in the [2019–20 Main Estimates](#).ⁱⁱ

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Military Police Complaints Commission of Canada'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. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, 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's website](#).

Future-Oriented Condensed Statement of Operations
for the year ending March 31, 2020 (dollars)

| Financial information | 2018–19 Forecast results | 2019–20 Planned results | Difference (2019–20 Planned results minus 2018–19 Forecast results) |
|--|-----------------------------|----------------------------|--|
| Total expenses | 5,435,917 | 5,204,954 | (230,963) |
| Total revenues | 0 | 0 | 0 |
| Net cost of operations before government funding and transfers | 5,435,917 | 5,204,954 | (230,963) |

The MPCC's 2019-20 planned results reflect the amounts we have received through our Main Estimates, and does not take into account the Operating Budget Carry Forward that is received during the Supplementary Estimates process. In 2018-19 the MPCC received \$210,397, which explains the majority of the current variance.

Additional 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*ⁱⁱⁱ, Part IV

Year of incorporation / commencement: 1998

Other: For more information, please visit the [MPCC website](#)^{iv}:

Raison d’être, mandate and role: who we are and what we do

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

Reporting framework

The Military Police Complaint Commission Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

| | | | | |
|---------------------------------------|--|---|--------------------------|--|
| Departmental Results Framework | Independent oversight of the Military Police | | Internal Services | |
| | 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). | | % of Final Decisions not overturned on Judicial Review. |
| | Information requests pertaining to complaint files are responded to in a timely manner. | % 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. | | |
| | Military Police and the public have access to current information on the issues addressed by the MPCC. | % of information requests initially responded to within 48 hours. | | Quarterly website updates of MPCC findings and recommendations through case summaries and MPCC Final Reports in public interest cases. |
| | | # of outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC. | | % of presentations to stakeholder or target groups that were received positively. |
| | Program Inventory | Complaints Resolution | | |

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](#).^v

Supplementary information tables

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

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Gender-based analysis plus](#)

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](#).^{vi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. 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: 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 an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change 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.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

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. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 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 where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

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 Information Profile (profil de l'information sur le rendement)

The document that identifies the performance information for each Program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

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

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.

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.

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 Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

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.

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.

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. 2018–19 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/>
- iv. [MPCC website](#)
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>