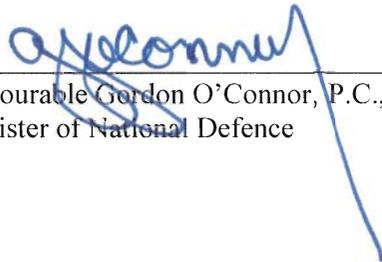


# **Military Police Complaints Commission**

**2006–2007**

**Report on Plans and Priorities**



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Honourable Gordon O'Connor, P.C., M.P.  
Minister of National Defence

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## **SECTION I – OVERVIEW**

## CHAIR'S MESSAGE

The upcoming 2006–2007 fiscal year will be the seventh full year of operation for the Military Police Complaints Commission (the Commission). Although I have only been recently appointed as Chair of the Commission, it seems rather fitting that one of my first orders of business is to deliver this year's Report on Plans and Priorities (RPP), a report that, I believe, clearly illustrates that the Commission is strategically focused to better ensure the effective and efficient resolution of complaints. In so doing, the Commission will increase the confidence of all Canadians in the ability of the military police to achieve the highest standards of conduct in the performance of their policing duties.

My background in both military justice and the civilian oversight of law enforcement has led me to follow the work of the Commission with interest. I am delighted to now be leading an organization that displays such a strong commitment to achieving the sometimes difficult balance between administrative efficiency and the provision of effective, independent oversight of the Canadian Forces Military Police.

Over the last few years, the Commission has undergone a number of significant organizational changes, including a major re-organization, the implementation of a new service model and an organization-wide strategic planning exercise. The results of these changes were significant. The Commission's mission and vision were both restated to provide a clearer sense of purpose and direction, and the organization is more focused, leaner and more productive.

With such a solid foundation in place, the Commission is now able to focus its attention on the business of building confidence in the military police and in the Commission itself. In fact, many of the priorities listed in this year's RPP deal with enhancing awareness of the Commission, both within the community of the Canadian Forces and with the public at large.

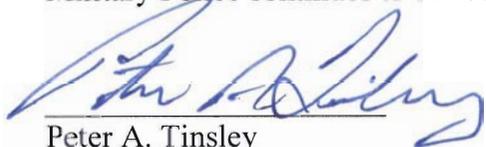
The Commission's plans and priorities and the results it intends to achieve are aligned with and support the outcomes that the Government of Canada is working to achieve (as articulated in *Canada's Performance*). The Commission's efforts contribute to increasing confidence in Canada's military police as they continue their work in Canada and around the world helping to provide safe and secure communities both at home (Canada's social foundation) and abroad (Canada's place in the world).

Over the past few years, the Commission has worked to strengthen its external and internal communications. The Commission conducted a Stakeholder Survey in 2005 and the recommendations resulting from this survey are now being implemented. A follow-up survey is planned for 2007 to measure the success of the changes made and underway.

The Commission will continue to work to strengthen its commitment to effective external communications with the Canadian Forces Provost Marshal and the Vice Chief of the Defence Staff. Indeed, by achieving a more co-operative relationship with its partners and stakeholders, the Commission is better able to resolve complaints in a more efficient and effective manner.

In terms of internal communications, the Commission continues to work with its employees to build a workplace of choice for current and future employees. In accordance with the Government of Canada's priority of an innovative and knowledge-based workforce, the Commission will continue to create a learning environment where employees will be challenged by the work that they do and will be encouraged to both improve current skill sets and acquire new ones.

As the new Chair, I look forward to building on the plans and priorities set forth in this RPP and working with our employees, partners and stakeholders to better ensure that the Canadian Forces Military Police continues to be recognized as a police service of the highest professional calibre.



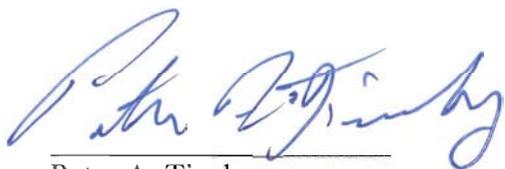
Peter A. Tinsley  
Chair

## MANAGEMENT REPRESENTATION STATEMENT

I submit for tabling in Parliament, the 2006–2007 Report on Plans and Priorities (RPP) for Military Police Complaints Commission.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Commission's approved Program Activity Architecture structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



Peter A. Tinsley  
Chair

**PROGRAM ACTIVITY ARCHITECTURE CROSSWALK (\$ millions)**

<b>Resources</b>	<b>2005–2006</b>	<b>2006–2007</b>
<b>Operations</b>	\$2.4	N/A
<b>Legal Services</b>	\$1.7	N/A
<b>Complaints Resolution</b>	N/A	\$3.4 *

The Commission restructured its program activities, with the approval of Treasury Board, commencing in the 2006–2007 fiscal year. The restructuring involved merging its two operational program activities, Operations and Legal Services, to form Complaints Resolution. Complaints Resolution more accurately reflects the operational mandate of the Commission — to successfully resolve complaints about the conduct of military police members as well as complaints of interference with military police investigations. Legal Services was included in Complaints Resolution because the nature of the Commission’s work involves providing legal services throughout the resolution process.

\* The Complaints Resolution activity includes the resources of the General Services activity. General Services provides corporate support and communication services to the Complaints Resolution activity.

## SUMMARY INFORMATION

The Commission is a quasi-judicial tribunal, and it reports to Parliament on its activities through the Minister of National Defence. It is funded through annual appropriations.

The Commission's role is to inquire into complaints independently and impartially and to arrive at objective findings and recommendations based on the information provided by complainants, the subjects of complaints, witnesses and others who may assist in uncovering the truth concerning the events being investigated. The Commission does not act as an advocate for either side in the complaint process.

The Commission formulates recommendations based on the findings of its reviews and investigations of complaints. Although not binding, if the authority responsible for dealing with these recommendations does not act on them, the reasons for not acting must be provided to the Chair and the Minister of National Defence. While the Chair's recommendations may result in the censuring of the conduct of those who are the subject of a complaint, the recommendations are directed first and foremost at correcting any systemic problems that may have played a part in allowing the situation that gave rise to a complaint in the first instance.

### **Reason for Existence**

The Commission oversees and reviews complaints about the conduct of members of the military police in the performance of their policing duties and functions, and handles complaints of interference from members of the military police who believe that another member of the Canadian Forces or a senior official of the Department of National Defence has improperly interfered with, or attempted to influence, a police investigation.

The Commission is an organization that exhibits fairness and impartiality in the performance of its investigations and reviews, inspires trust in the results of its decision-making, and contributes to a climate of confidence in military policing.

## Financial Resources

### Financial Resources (\$ millions)

2006–2007	2007–2008	2008–2009
\$3.4	\$3.4	\$3.4

### Human Resources (FTEs)

2006–2007	2007–2008	2008–2009
16	16	16

## Priorities

### Priorities

	Type	Expected Results	Planned Spending		
			2006–2007	2007–2008	2008–2009
<b>Strategic Objective 1: Ensure quality of service delivery and improved efficiency and timeliness of the handling of complaints</b>					
Carry out a detailed assessment of the complaints handling process to identify and resolve any problems that prevent the improvement of quality and cause delays in the handling of complaints.	Previously committed	Cases processed more expeditiously — completed by the end of 2006-2007.	\$75,000		
Implement the informal resolution initiative and adopt best practices in that regard.	New	Suitable cases processed more expeditiously – completed by the end of 2006-2007.	\$45,000		
Implement a comprehensive performance measurement framework for handling complaints.	Previously committed	Clearly identified and effective targets and measures in place and operating by the end of fiscal year 2006–2007.	\$75,000		

	Type	Expected Results	Planned Spending		
			2006– 2007	2007– 2008	2008– 2009
<b>Strategic Objective 2: Enhance visibility and relationships with key stakeholders, selected public and the media</b>					
Hold meetings and working sessions with key Canadian Forces stakeholders.	Ongoing	Improved working relationships, resulting in more effective and timely complaints resolution — addressed equally over the next three fiscal years.	\$75,000	\$75,000	\$75,000
Continue the outreach initiative and make presentations to members of the military police, members of the Canadian Forces and various stakeholders.	Ongoing	Enhanced awareness of the role/mandate of the Commission, allowing the Commission a greater opportunity to fulfill its mandate — addressed equally over the next three fiscal years.	\$50,000	\$50,000	\$50,000
Publish articles in journals, newspapers and magazines.	Ongoing	Enhanced awareness of the role/mandate of the Commission in the general public, providing assurance to Canadians that the Commission is effectively fulfilling its civilian oversight role with regard to the military police — addressed equally over the next three fiscal years.	\$15,000	\$15,000	\$15,000

	Type	Expected Results	Planned Spending		
			2006– 2007	2007– 2008	2008– 2009
<b>Strategic Objective 3: Stabilize the work environment in order to improve the morale and the effectiveness of the organization</b>					
Improve the knowledge, abilities, commitment and satisfaction of employees by placing emphasis on professional development.	Ongoing	Well-trained, motivated and committed workforce whose positive efforts are appropriately acknowledged — addressed equally over the next three fiscal years.	\$75,000	\$75,000	\$75,000

	Type	Expected Results	Planned Spending		
			2006–2007	2007–2008	2008–2009
<b>Strategic Objective 4: Foster a culture of mutual trust, respect and recognition in order to achieve a harmonious workplace</b>					
Continue to work with employees and their representatives to improve internal communications.	Ongoing	Better informed workforce, leading to a greater appreciation of the demands and requirements placed on the organization and what the Commission must do to be successful. This awareness will foster a greater commitment to performance individually and collectively, resulting in improvements in the quality of complaints resolution — addressed equally over the next three fiscal years.	\$10,000	\$10,000	\$10,000
Assess the findings of the 2005 Public Service survey and correct any shortcomings.	New	Creation of an organization where employee concerns are quickly addressed and resolved — addressed over the next two fiscal years.	\$20,000	\$40,000	

	Type	Expected Results	Planned Spending		
			2006– 2007	2007– 2008	2008– 2009
<b>Strategic Objective 5: Ensure compliance with the central agencies' and the Commission's requirements so the Commission can better focus its resources on complaints resolution</b>					
Train personnel with regard to the various compliance requirements of both the central agencies and the Commission. The Commission intends to work within the compliance framework. Commission energies can then be devoted to discharging the core mandate rather than addressing compliance recommendations.	New	Improved Commission compliance due to enhanced employee skill sets, resulting in management having more time to address core functions — addressed equally over the next three fiscal years.	\$20,000	\$20,000	\$20,000
Implement the internal audit plan and carry out risk-based audits for the purposes of prevention and detection.	Ongoing	Implemented internal audit plan and risk-based audits — addressed equally over the next three fiscal years.	\$30,000	\$30,000	\$30,000

## PLANS AND PRIORITIES

### Operating Environment

#### *Number and Complexity of Complaints and Investigations*

It is impossible to predict how many complaints will be made over the planning period, how many complainants will ask the Commission to review the investigation of their complaint or how many complaints will be deemed to be in the public interest, thereby leading to a more costly public interest investigation or hearing by the Commission.

Moreover, planning expenditures for the Commission must also take into consideration unusual expenses that may be associated with its investigations. While one case may involve interviewing two or three people in a single location, another could involve interviewing more than a dozen individuals who are deployed at several sites across the country.

Similarly, while some relatively straightforward cases can be dealt with in a matter of weeks, other investigations can involve reviewing hundreds of pages of documentary evidence and extensive interview notes and may take several months to complete.

Reports of public interest investigations, as well as summaries of complaints that have been investigated and reviewed by the Commission, are available on its Web site at [http://www.mpcc-cppm.gc.ca/300/300\\_e.html](http://www.mpcc-cppm.gc.ca/300/300_e.html).

#### *Performance*

One important measure of performance is the Commission's ability to deal with cases in a timely manner. To this end, it is important to note that the Chair cannot issue a final report in a given case until the appropriate authority within the military or defence hierarchy has provided a response to the Chairperson's interim report. Thus, to a considerable extent, the Commission's ability to ensure that cases are resolved in a timely manner is dependent upon the co-operation and collaboration of others.

For this and other reasons, although it is independent of the Department of National Defence and the Canadian Forces, the Commission places a premium on maintaining a good working relationship and regular consultations with the Chief of the Defence Staff, the Canadian Forces Provost Marshal and other stakeholders in a mutual effort to avoid unnecessary delays. Although the Commission must maintain its independence, it needs not be isolated, and the Commission is committed to operating in as collegial and co-operative a manner as is consistent with its legislated mandate.

### ***Human Resources***

The Commission recognizes that its most critical resources are its human resources. The Commission is dedicated to providing its employees with the best working environment possible. By emphasizing knowledge and its acquisition and use, the Commission will be able to build an organization that is both proud of individual and group achievements. In a small organization like the Commission, the goal is to build an environment that is challenging and rewarding. It is for this reason that the Commission continues to:

- foster education, coaching and mentoring;
- improve its internal communications;
- equip its offices with current operating tools; and
- develop projects for individuals and teams that help them to grow and succeed.

The Commission recognizes the challenges in making the organization an employer of choice, but it is committed to that goal and determined to succeed.

### ***Review and Lessons Learned***

The Commission held a strategic planning session in March 2005. For two days, everyone in the organization got together to examine what had been done, what the Commission wanted to accomplish and what had to change in order to be successful. From these deliberations, the Commission established a new and improved corporate direction to guide its activities over the next three years. The Commission's mission and vision were restated to more precisely state its roles and responsibilities. In addition, the group set five strategic objectives that impact on both the program and its delivery across the organization and established a series of priorities to help the Commission achieve its objectives. These priorities focus on:

- improving relationships with stakeholders, the public and the media;
- improving the effectiveness and timeliness of service delivery;
- stabilizing the workplace and, in so doing, improving the work environment;
- creating a harmonious workplace based on trust, respect and recognition; and
- satisfying the requirements of the central agencies in order to allow internal resources to be allocated more fully to the core mandate — complaints resolution.

The Commission, by focusing on these priorities and by meeting or exceeding its objectives, will contribute significantly to the confidence that Canadians have in their military police and to the fact that they are performing their policing duties with the highest standards of conduct.

## **Strategic Objective 1: Ensure quality of service delivery and improved efficiency and timeliness of the handling of complaints**

### ***Priorities***

- Carry out a detailed assessment of the complaints handling process to identify and resolve any problems that prevent the improvement of quality and cause delays in the handling of complaints.
- Implement the informal resolution initiative and adopt best practices in that regard.
- Implement a comprehensive performance measurement framework for handling complaints.

### ***Plans***

- Conduct a formal review of the factors contributing to the improvement of the Commission's timeliness. The Commission has been monitoring the timeliness of its service delivery, and the previous year was the best to date in terms of timeliness. The review's objective will be to further identify deficiencies and causes and to implement the necessary corrective actions.
- Improve the efficiency and timeliness of the handling of complaints by holding a working session at least once during the year with representatives of the Office of the Provost Marshal.
- Review existing informal resolution frameworks in other quasi-judicial federal tribunals to identify, modify and adapt best practices to suit the unique operating environment of the Commission.
- Develop, in collaboration with the Office of the Provost Marshal, a comprehensive performance measurement framework regarding complaints handling. These measures should address both efficiency and timeliness.

### ***Performance Monitoring***

- Monitor and evaluate feedback from clients and stakeholders on the reports of investigations and reviews prepared and submitted by the Commission.
- Monitor and evaluate feedback from complainants and the subjects of complaints as well as issues related to complaints.
- Evaluate the handling of all cases against the timelines and outputs required under the performance management framework and adjust program delivery where required.

**Strategic Objective 2: Enhance visibility and relationships with key stakeholders, selected public and the media*****Priorities***

- Hold meetings and working sessions with key Canadian Forces stakeholders.
- Continue the outreach initiative and make presentations to members of the military police, members of the Canadian Forces and various stakeholders.
- Publish articles in journals, newspapers and magazines.

***Plans***

- Improve working relationships with certain key Canadian Forces stakeholders, such as the Chief of the Defence Staff, the Vice Chief and the Judge Advocate General, by meeting with them throughout the year, as required.
- Improve working relationships with representatives of the Office of the Provost Marshal by meeting with them throughout the year, as required.
- Improve the efficiency and timeliness of the handling of complaints by holding a working session with key representatives at least once during the year.
- Increase awareness of the Commission by visiting a number of Canadian Forces bases and giving presentations to military police members, various Canadian Forces members and other stakeholders on these bases.
- Increase awareness of the Commission in the general public by publishing articles throughout the year in journals, newspapers or magazines.

***Performance Monitoring***

- Use the monitoring and data-gathering mechanisms developed within the strategic communications plan to monitor awareness of the Commission and its activities within the Department of National Defence, the Canadian Forces, the Canadian Forces Military Police and the Canadian public.
- Monitor and evaluate feedback from presentations and exchanges with clients and stakeholders as well as from internal performance reports.
- Monitor traffic and usage patterns on the Commission's Web site.

**Strategic Objective 3: Stabilize the work environment in order to improve the morale and the effectiveness of the organization*****Priorities***

- Improve the knowledge, abilities, commitment and satisfaction of employees by placing emphasis on professional development.

***Plans***

- Improve morale and increase the effectiveness of the Commission by continuing to offer training to staff and encouraging professional development through assignments, coaching, mentoring, etc.
- Develop, to the greatest extent possible, projects that contribute to the achievement of the Commission's objectives, challenge employees to create innovative solutions, and reward employees for both their creativity and their success.

***Performance Monitoring***

- Continue meeting with employees to discuss work assignments and training requests and provide employees with ample opportunities to raise matters of concern.
- Review projects with employees with a view to their development in meeting the demands and achieving the results of the various projects; acknowledge positive employee performance both privately with the employee and publicly within the Commission.

**Strategic Objective 4: Foster a culture of mutual trust, respect and recognition in order to achieve a harmonious workplace*****Priorities***

- Continue to work with employees and their representatives to improve internal communications.
- Assess the findings of the 2005 Public Service survey and correct any shortcomings.

***Plans***

- Continue to hold monthly staff meetings where problems and concerns can be raised — both from management and staff perspectives — addressed and resolved.
- Continue to hold meetings of the labour-management consultative committee twice a year.
- Implement effective solutions to any identified shortcomings from the 2005 Public Service survey.

***Performance Monitoring***

- Conduct regular discussions with individual employees and their representatives throughout the year to discuss issues and progress.
- Meet regularly with union representatives to discuss issues and progress.

**Strategic Objective 5: Ensure compliance with the central agencies' and the Commission's requirements so the Commission can better focus its resources on complaints resolution*****Priorities***

- Train personnel with regard to the various compliance requirements of both the central agencies and the Commission. The Commission intends to work within the compliance framework. Commission energies can then be devoted to discharging the core mandate rather than addressing compliance recommendations.
- Implement the internal audit plan and carry out risk-based audits for the purposes of either prevention or detection and resolution of problems.

***Plans***

- Achieve compliance with central agencies' and internal requirements by documenting the requirements and training personnel on them.
- Achieve compliance with central agencies' and internal requirements by implementing the internal audit plan, in co-operation with the Office of the Comptroller General, and by carrying out risk-based audits.

***Performance Monitoring***

- Establish a training plan based on compliance requirements and monitor its achievement.
- Review internal audit results, identify any shortcomings and make the necessary adjustments.

## **SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME**

**ANALYSIS OF STRATEGIC OBJECTIVE BY PROGRAM ACTIVITY**

**Program Activity Name: Complaints Resolution — To successfully resolve complaints about the conduct of military police members as well as complaints of interference with military police investigations**

**Financial Resources (\$ millions):**

2006–2007	2007–2008	2008–2009
\$ 1.9	\$ 1.9	\$ 1.9

**Human Resources:**

2006–2007	2007–2008	2008–2009
10 FTEs*	10 FTEs*	10 FTEs*

***Strategic Objective 1: Ensure quality of service delivery and improved efficiency and timeliness of the handling of complaints***

Regarding the development of a framework for service delivery, the Commission has identified three priorities.

- Carry out a detailed assessment of the complaints handling process to identify and resolve any problems that prevent the improvement of quality and cause delays in the handling of complaints.
- Implement the informal resolution initiative and adopt best practices in that regard.
- Implement a comprehensive performance measurement framework for handling complaints.

**Priority 1: Carry out a detailed assessment of the complaints handling process to identify and resolve any problems that prevent the improvement of quality and cause delays in the handling of complaints.**

<b>Planned Activities</b>	<b>Expected Results/Timelines</b>
1. Conduct a formal review of the factors contributing to the improvement of the Commission’s timeliness. The review’s objective will be to further identify deficiencies and causes and to implement a corrective action.	➤ Cases processed more expeditiously - will be achieved in 2006-2007.
2. Improve the efficiency and timeliness of the handling of complaints by holding a working session at least once during the year with representatives of the Office of the Provost Marshal.	➤ Cases processed more expeditiously – will be achieved in 2006-2007.

\* Since Commission members are appointed on a part-time basis, they are not included as FTEs as per TB guidance. The Governor in Council can appoint up to 6 part-time members; however, historically, 2 or 3 have been appointed. The part-time members are involved in the investigation/adjudication of complaints.

**Priority 2: Implement the informal resolution initiative and adopt best practices in that regard.**

Planned Activities	Expected Results/Timelines
1. Review existing informal resolution frameworks in other quasi-judicial federal tribunals to identify, modify and adapt best practices to suit the unique operating environment of the Commission.	➤ Suitable cases processed more expeditiously – will be achieved in 2006-2007.

**Priority 3: Implement a comprehensive performance measurement framework for handling complaints.**

Planned Activities	Expected Results/Timelines
1. Develop, in partnership with the Office of the Provost Marshal, a comprehensive performance measurement framework regarding complaints handling. The measures should address both efficiency and timeliness.	➤ Clearly identified and effective targets and measures in place and operating by the end of fiscal year 2006–2007.

**Program Activity Name: General Services — To build and maintain effective and efficient communication and corporate support services to allow the timely and successful resolution of complaints**

**Financial Resources (\$ millions):**

2006–2007	2007–2008	2008–2009
\$ 1.5	\$ 1.5	\$ 1.5

**Human Resources:**

2006–2007	2007–2008	2008–2009
6 FTEs	6 FTEs	6 FTEs

***Strategic Objective 2: Enhance visibility and relationships with key stakeholders, selected public and the media***

The Commission has identified the following three priorities to enhance the visibility of the Commission and relationships with key stakeholders, selected public and the media.

- Hold meetings and working sessions with key Canadian Forces stakeholders.
- Continue the outreach initiative and make presentations to members of the military police, members of the Canadian Forces and various stakeholders.
- Publish articles in journals, newspapers and magazines throughout the year.

**Priority 1: Hold meetings and working sessions with key Canadian Forces stakeholders.**

Planned Activities	Expected Results/Timelines
1. Improve working relationships with certain key Canadian Forces stakeholders, such as the Chief of the Defence Staff, the Vice Chief and the Judge Advocate General, by meeting with them throughout the year, as required.	➤ Improved working relationships, resulting in more effective and timely complaints resolution — addressed equally over the next three fiscal years.
2. Improve working relationships with the representatives of the Office of the Provost Marshal by meeting with them throughout the year, as required.	➤ Improved working relationships, resulting in more effective and timely complaints resolution — addressed equally over the next three fiscal years.
3. Improve the efficiency and timeliness of the handling of complaints by holding a working session with key representatives at least once during the year.	➤ Improved working relationships, resulting in more effective and timely complaints resolution — addressed equally over the next three fiscal years.

**Priority 2: Continue the outreach initiative and make presentations to members of military police, members of the Canadian Forces and various stakeholders.**

Planned Activities	Expected Results/Timelines
1. Increase awareness of the Commission by visiting a number of Canadian Forces bases and giving presentations to military police members, various Canadian Forces members and other stakeholders on these bases.	➤ Enhanced awareness of the role/mandate of the Commission, allowing the Commission a greater opportunity to fulfill its mandate — addressed equally over the next three fiscal years.

**Priority 3: Publish articles in journals, newspapers and magazines throughout the year.**

Planned Activities	Expected Results/Timelines
1. Increase awareness of the Commission in the general public by publishing articles throughout the year in journals, newspapers or magazines.	➤ Enhanced awareness of the role/mandate of the Commission in the general public, providing assurance to Canadians that the Commission is effectively fulfilling its civilian oversight role with regard to the military police — addressed equally over the next three fiscal years.

***Strategic Objective 3: Stabilize the work environment in order to improve the morale and the effectiveness of the organization***

Regarding the improvement of the morale and the effectiveness of the organization, the Commission has identified the following priority.

- Improve the knowledge, abilities, commitment and satisfaction of employees by placing emphasis on professional development.

**Priority 1: Improve the knowledge, abilities, commitment and satisfaction of employees by placing emphasis on professional development.**

Planned Activities	Expected Results/Timelines
1. Improve morale and increase the effectiveness of the Commission by continuing to offer training to staff and encouraging professional development through assignments, coaching, mentoring, etc.	➤ Well-trained, motivated and committed workforce whose positive efforts are appropriately acknowledged — addressed equally over the next three fiscal years.
2. Develop, to the greatest extent possible, projects that contribute to the achievement of the Commission's objectives, challenge employees to create innovative solutions, and reward employees for both their creativity and their success.	➤ Well-trained, motivated and committed workforce whose positive efforts are appropriately acknowledged — addressed equally over the next three fiscal years.

***Strategic Objective 4: Foster a culture of mutual trust, respect and recognition in order to achieve a harmonious workplace***

In order to foster a culture of mutual trust, respect and recognition, the Commission has identified two priorities.

- Continue to work with employees and their representatives to improve internal communications.
- Assess the findings of the 2005 Public Service survey and correct any shortcomings.

**Priority 1: Continue to work with employees and their representatives to improve internal communications.**

Planned Activities	Expected Results/Timelines
1. Continue to hold monthly staff meetings where problems and concerns can be raised, both from management and staff perspectives, addressed and resolved.	➤ Better informed workforce, leading to a greater appreciation of the demands and requirements placed on the organization and what the Commission must do to be successful. This awareness will foster a greater commitment to performance individually and collectively, resulting in improvements in the quality of complaints resolution — addressed equally over the next three fiscal years.
2. Continue to hold meetings of the labour-management consultative committee twice a year.	➤ Creation of an organization where employee concerns are quickly addressed and resolved — addressed over the next three fiscal years.

**Priority 2: Assess the findings of the 2005 Public Service survey and correct any shortcomings.**

Planned Activities	Expected Results/Timelines
1. Implement effective solutions to any identified shortcomings from the 2005 Public Service survey. Address and resolve the concerns raised by employees.	➤ Creation of an organization where employee concerns are quickly addressed and resolved — addressed over the next two fiscal years.

***Strategic Objective 5: Ensure compliance with the central agencies' and the Commission's requirements so the Commission can better focus its resources on complaints resolution.***

To enable the Commission's internal resources to focus on the delivery of its mandate, the Commission must operate within the compliance framework set by both the Commission and the central agencies. To help ensure compliance, the Commission has identified two priorities:

- Train personnel with regard to the various compliance requirements of both the central agencies and the Commission. The Commission intends to work within the compliance framework. Commission energies can then be devoted to discharging the core mandate rather than addressing compliance recommendations.
- Implement the internal audit plan and carry out risk-based audits for the purposes of prevention and detection.

**Priority 1: Train personnel with regard to the various compliance requirements of both the central agencies and the Commission. The Commission intends to work within the compliance framework. Commission energies can then be devoted to discharging the core mandate rather than addressing compliance recommendations.**

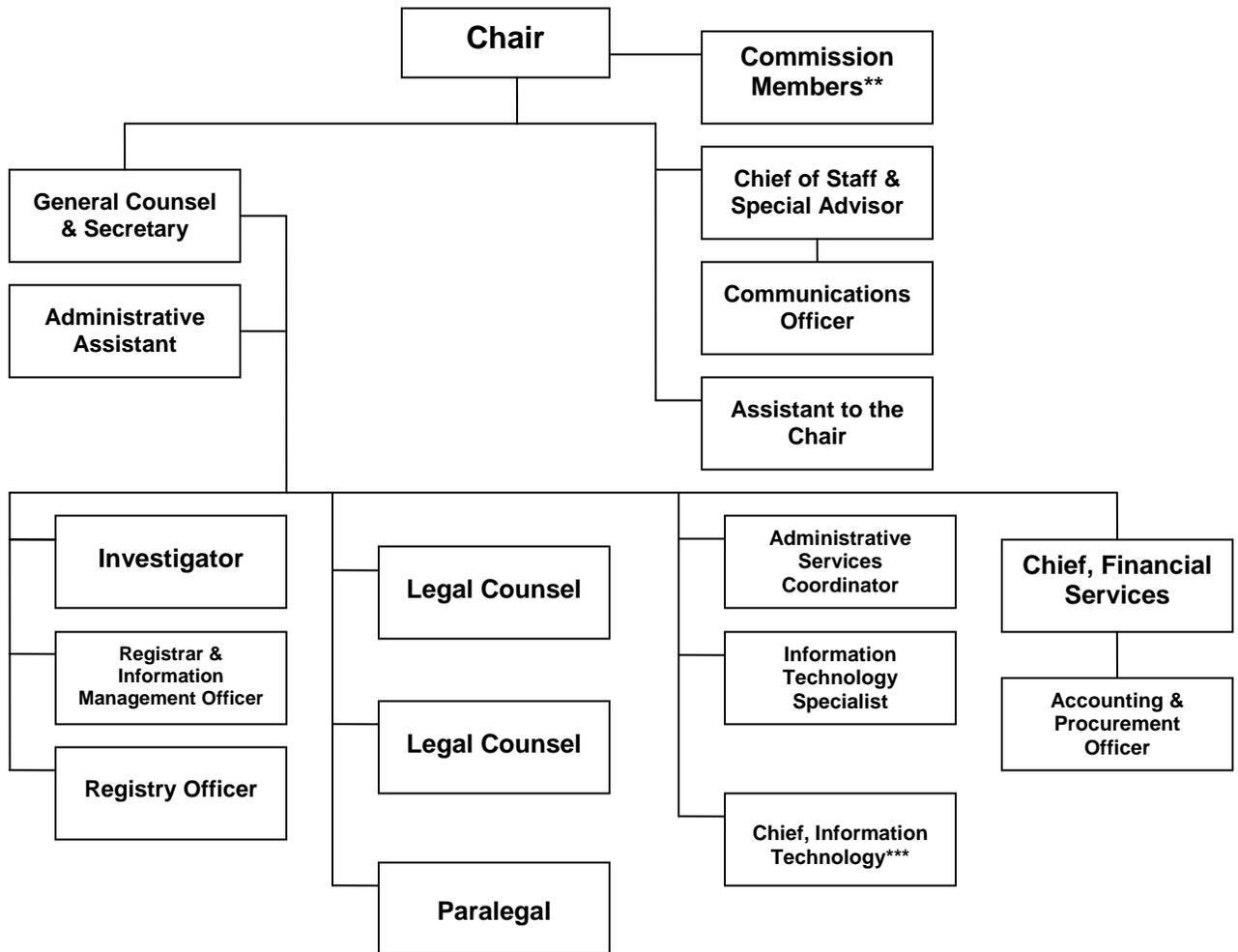
Planned Activities	Expected Results/Timelines
1. Achieve compliance with central agencies' and internal requirements by documenting the requirements and training personnel on them.	➤ Improved Commission compliance due to enhanced employee skill sets, resulting in more time to address core functions — addressed equally over the next three fiscal years.

**Priority 2: Implement the internal audit plan and carry out risk-based audits for the purposes of prevention and detection.**

Planned Activities	Expected Results/Timelines
Achieve compliance with central agencies' and internal requirements by implementing the internal audit plan, in co-operation with the Office of the Comptroller General, and by carrying out risk-based audits.	➤ Implemented internal audit plan and risk-based audits — addressed equally over the next three fiscal years.

## **SECTION III – SUPPLEMENTARY INFORMATION**

**ORGANIZATIONAL INFORMATION\***



\* The reporting relationships displayed above are not yet finalized.

\*\*Since Commission members are appointed on a part-time basis, they are not included as FTEs as per TB guidance. The Governor in Council can appoint up to 6 part-time members; however, historically, 2 or 3 have been appointed. The part-time members are involved in the investigation/adjudication of complaints.

\*\*\* Surplus position.

**TABLE 1: PLANNED SPENDING AND FULL-TIME EQUIVALENTS**

(\$ millions)	Forecast Spending 2005–2006	<b>Planned Spending 2006–2007</b>	Planned Spending 2007–2008	Planned Spending 2008–2009
<b>Complaints Resolution</b>				
Budgetary Main Estimates	4.2	<b>3.4</b>	3.4	3.4
Non-Budgetary Main Estimates	0	<b>0</b>	0	0
Less: Respendable revenue	0	<b>0</b>	0	0
<b>Total Main Estimates</b>	4.2	<b>3.4</b>	3.4	3.4
Adjustments:				
Other				
Employee benefits	(.2)			
Year-end lapse	(1.3)*			
Total adjustments	(1.5)	<b>0</b>	0	0
<b>Total Planned Spending</b>	2.7**	<b>3.4</b>	3.4	3.4
Less: Non-respendable revenue	0	<b>0</b>	0	0
<i>Plus:</i> Cost of services received without charge***	.1	.1	.1	.1
<b>Total Departmental Spending</b>	2.8	3.5	3.5	3.5
Full-Time Equivalents	16	<b>16</b>	16	16

\* Year-end lapse was due to a lower level of activity than planned during the year

\*\* Total planned spending is the actual spending for the year

\*\*\*For more information on cost of services received without charge, please refer to Table 3: Services Received Without Charge.

**TABLE 2: RESOURCES BY PROGRAM ACTIVITY**

<b>2006–2007 (\$ millions)</b>			
	<b>Budgetary</b>	<b>Total Main Estimates</b>	<b>Total Planned Spending</b>
<b>Program Activity</b>	<b>Operating</b>		
Complaints Resolution*	3.4	3.4	3.4
<b>Total</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>

\*The Complaints Resolution activity includes the resources of the General Services activity. General Services provides corporate support and communication services to the Complaints Resolution activity.

**TABLE 3: SERVICES RECEIVED WITHOUT CHARGE**

<b>(\$millions)</b>	<b>2006–2007</b>
Accommodation provided by Public Works and Government Services Canada	
Employer's contribution to employees' insured benefit plans and expenditures paid by the Treasury Board of Canada Secretariat	.1
Workers' compensation coverage provided by Human Resources and Skills Development	
<b>Total 2006–2007 services received without charge</b>	<b>.1</b>

**TABLE 4: INTERNAL AUDITS AND EVALUATIONS**

<b>Internal Audits or Evaluations</b>
Audit of Information Technology Estimated start date: October 2006 Estimated completion date: December 2006