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Military Police  
Complaints  
Commission



Commission d'examen  
des plaintes concernant  
la police militaire

**MILITARY POLICE COMPLAINTS COMMISSION**  
**INTEGRATED BUSINESS AND HUMAN RESOURCES PLAN**  
**FISCAL YEARS 2008-2011**

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## **Executive Summary**

The importance of planning and the implementation of change where necessary are paramount to achieving the goals of the Military Police Complaints Commission (Commission) now and in the coming years. The objectives of this Integrated Business and Human Resources Plan are to enhance, strengthen, enable and guide the business and people components of the organization for the period covering 2008-2011. The plan addresses the key challenges and human resource priorities likely to be faced by the organization in the immediate and near future and culminates in a plan which will enable the organization to achieve and evaluate results in order to further raise the bar.

## **PART I - CONTEXT**

Integrated business and human resources planning is the foundation for assessing and addressing the current and future needs of an organization in order to achieve the multi-year business priorities set by the organization. The Commission believes that integrated planning is central to the successful management of healthy organizations that retain competent, committed and engaged employees.

This Integrated Business and Human Resources Plan is intended to complement and support the Commission's Business Plan as outlined in the Report on Plans and Priorities (RPP) and its Risk Management Framework. It is not a stand-alone plan; it integrates in a systematic and more formalized manner the necessary human resources support the Commission requires to achieve its business goals. It defines strategic human resources initiatives to ensure the continuing capacity of the organization to deliver against its mandate.

The objectives of this plan are to:

- Enhance the organization's ability to meet mandatory human resources requirements.
- Strengthen the organization's planning capacity.
- Enable alignment of people priorities with business goals and achievement of these goals.
- Serve as a guide for management decision-making and risk management in recruitment/staffing, workload management, learning, classification, and corporate reporting.

### **1.1 Organizational Context**

The Military Police Complaints Commission is a federal independent, quasi-judicial body, established by the Parliament of Canada. The Commission was created to render the handling of complaints concerning the Military Police more transparent and accessible, and to ensure that both complainants and members of the Military Police are dealt with fairly and impartially.

Our mandate allows us to contribute to the maintenance of high standards with respect to the conduct of Military Police members in the performance of their policing duties and functions, and to ensure the integrity of Military Police investigations.

## **1.2 Program Activity**

The Complaints Commission carries out its mandate and responsibilities in an ethical and professional manner, reflective of its belief in impartiality, integrity, objectivity, and respect for rights of individuals. The Commission has one program activity – complaints resolution.

## **1.3 2007 Results**

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

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

## **PART II - Environmental Scan**

### **2.1 Workforce Analysis**

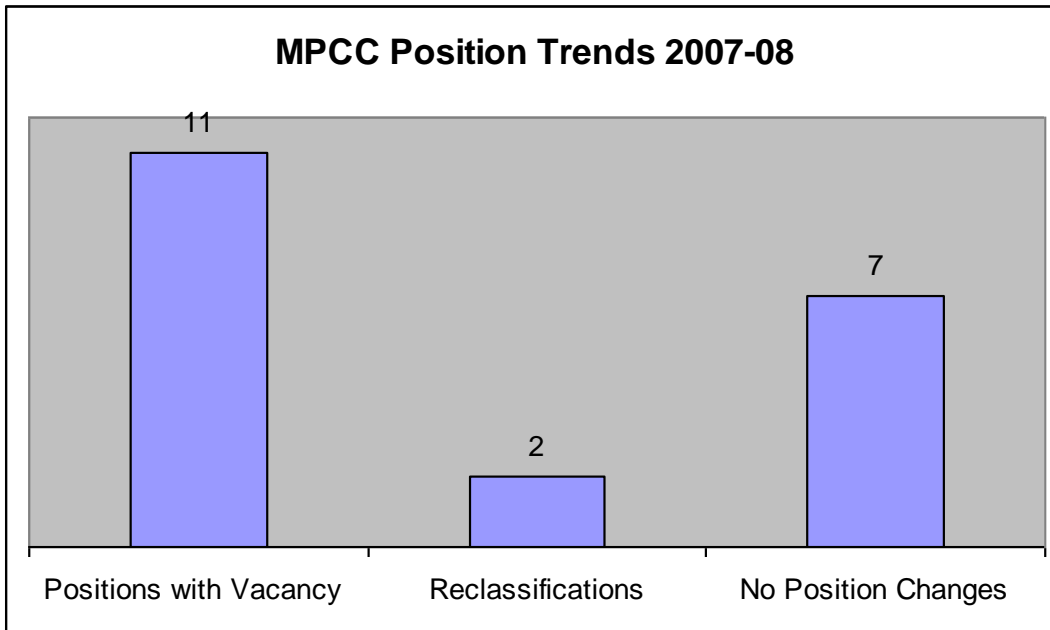
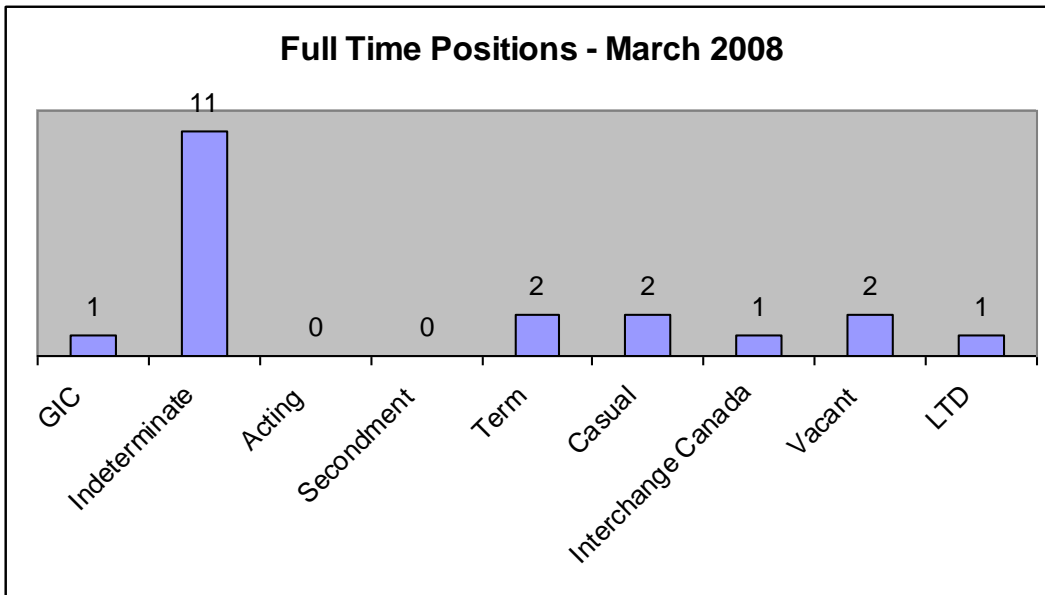
Situated in Ottawa, the Commission provides independent civilian oversight of a military police service with more than 1,200 members stationed across Canada and with Canadian Forces around the world. The Commission delivers its program and services both to the Department of National Defence and to the Canadian public.

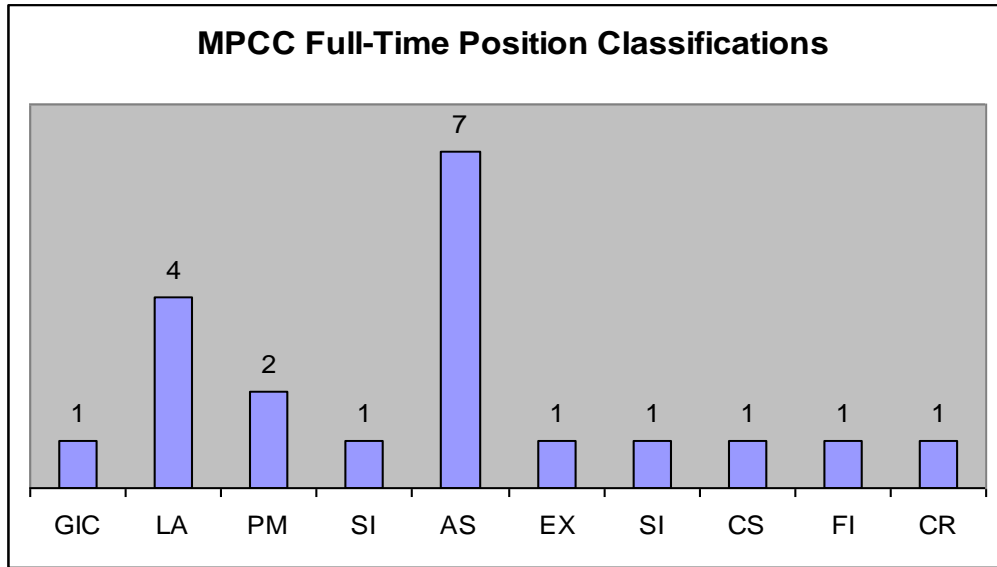
A series of plans has been established to achieve the Commission's priorities but it is important to set out the operating environment, both external and internal, in which

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the Commission manages itself. These are the factors that impact on the priorities and plans and how the Commission delivers its services, the factors the Commission must manage well in order to be successful.

The Commission is a micro-sized agency comprised of one full time Chair and four part time members appointed by the Governor-in-Council, and sixteen full time employees. As at March 2008, there are seventeen full time positions, two of which are vacant, and of one which the incumbent is on long term disability. Two term positions were created to assist the Commission in meeting its operational mandate until two of the positions can be filled indeterminately. In the case of the third position, that of the Investigator, this vacancy is deliberate.

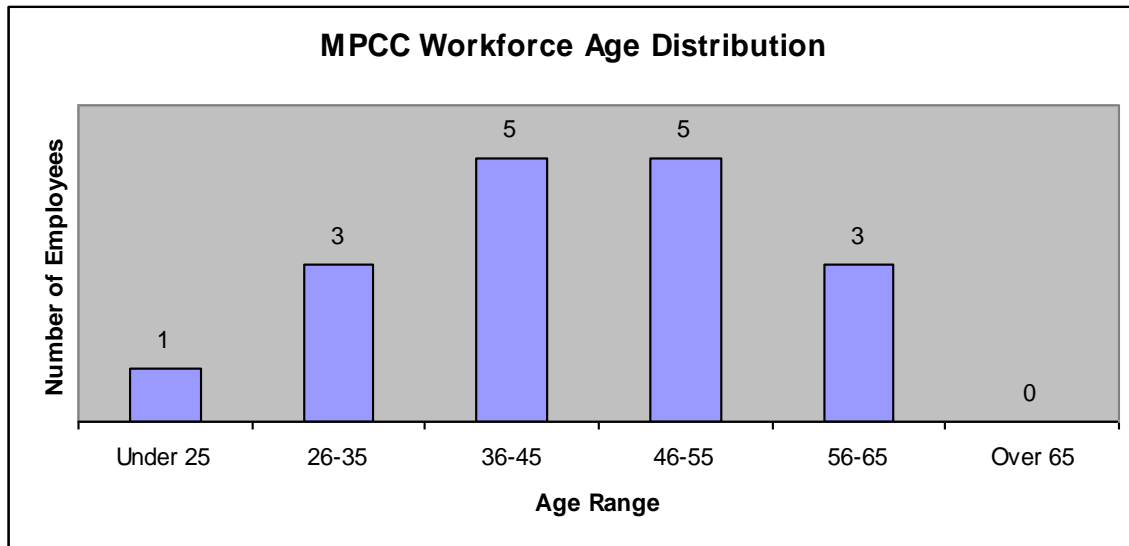




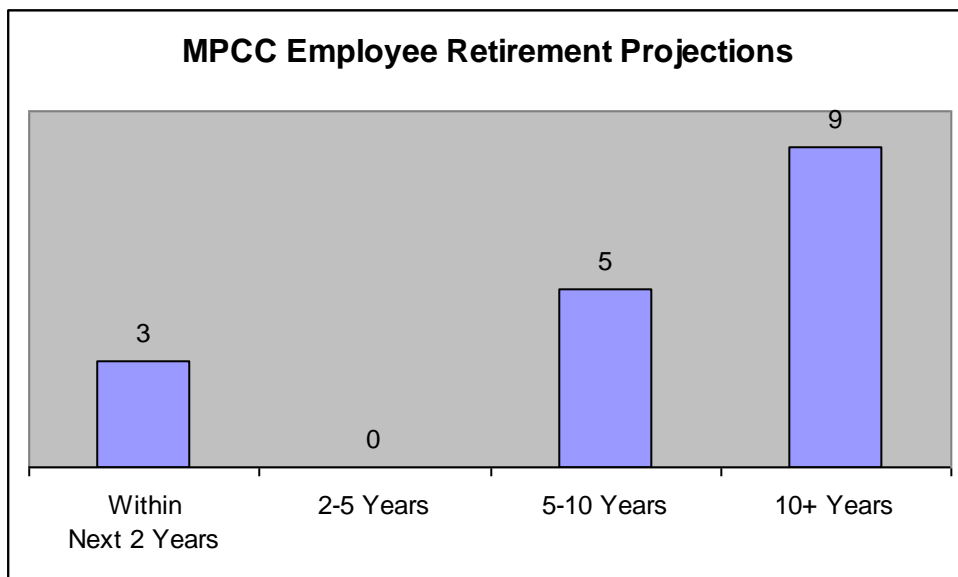
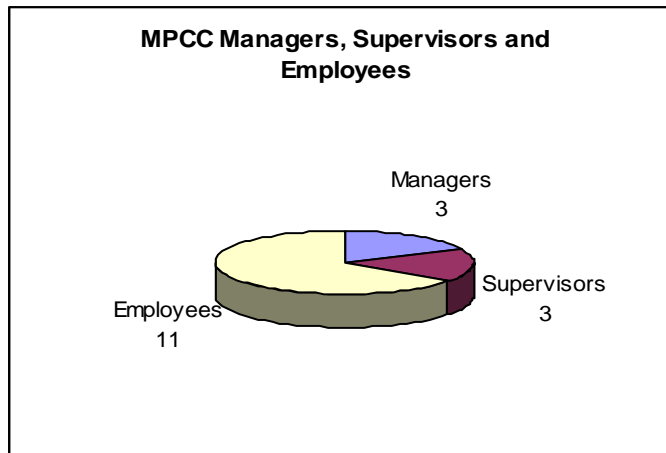
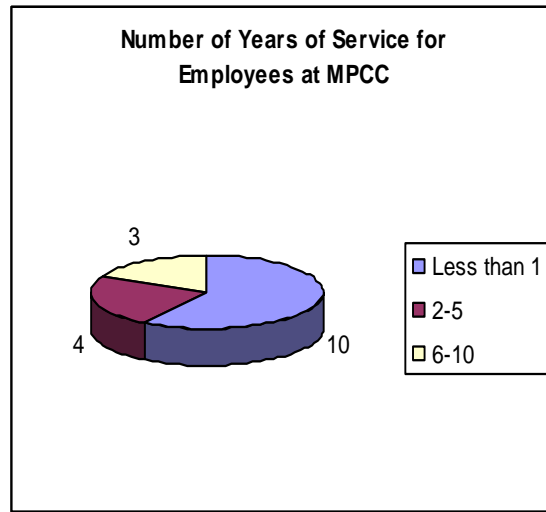
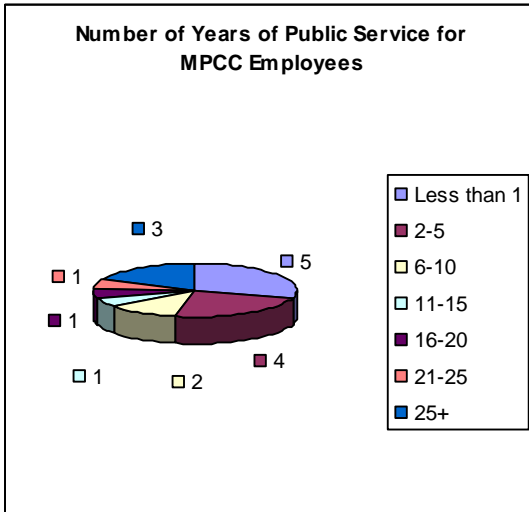
### 2.1.1 Workforce Trends

A knowledgeable and stable workforce is one key to the success of the MPCC. This is a significant challenge for the Commission because, like most small agencies, the Commission is a flat organization. The majority of positions are the "one and only" responsible for an entire function. Employee departure and knowledge retention are constant concerns. Human resource planning must be successful for the Commission to be able to continuously deliver quality services.

The Commission's workforce analysis has been based on the seventeen individuals working full time at the Commission in March 2008, which includes the Chair. The analysis includes snapshots of the classification of positions, roles, age distribution, years-of-service and retirement eligibility.



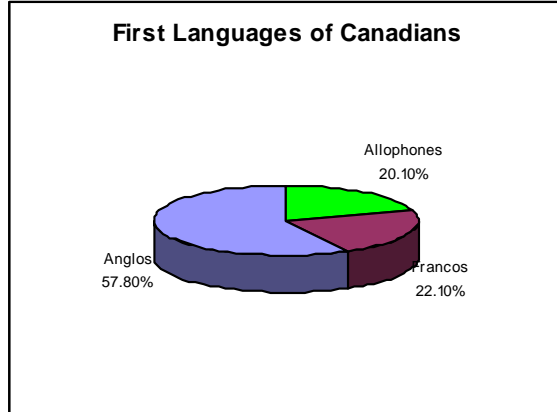
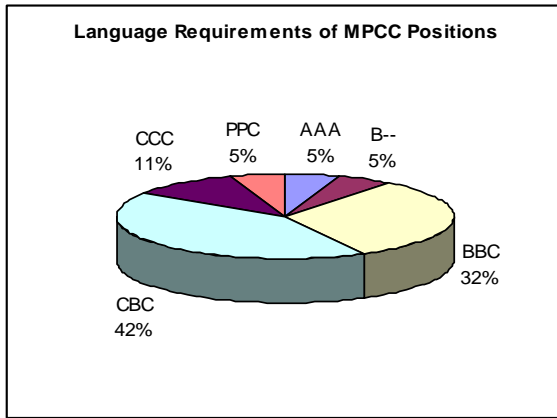
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### 2.1.2 Official Languages

The Commission is committed to observing each of the constitutional and legislative language obligations applicable in various areas (administration of justice, communication with and services to the public, language of work and equitable participation). Consequently, to implement the federal policy on official languages and apply the constitutional and legislative provisions governing it, the Complaints Commission has adopted a policy on official languages.

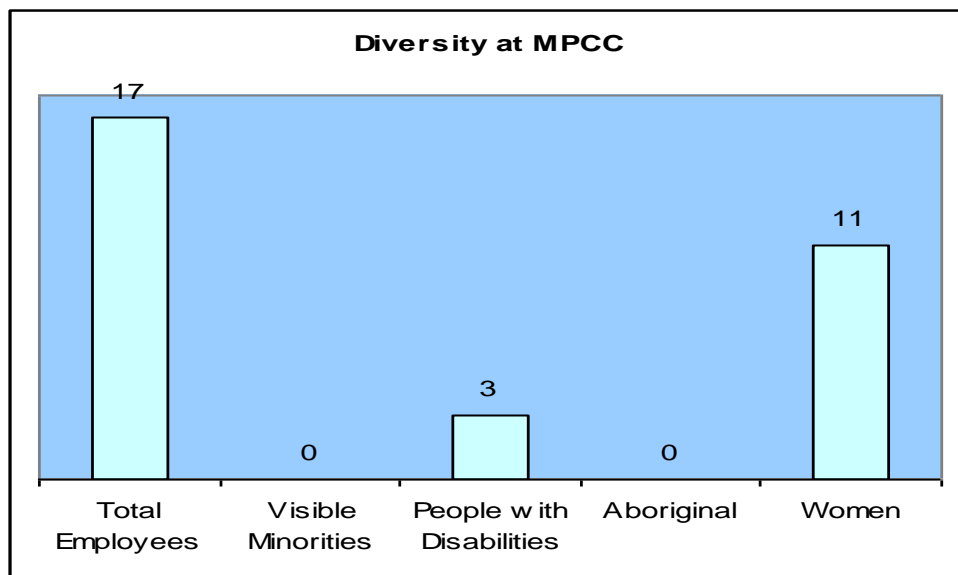
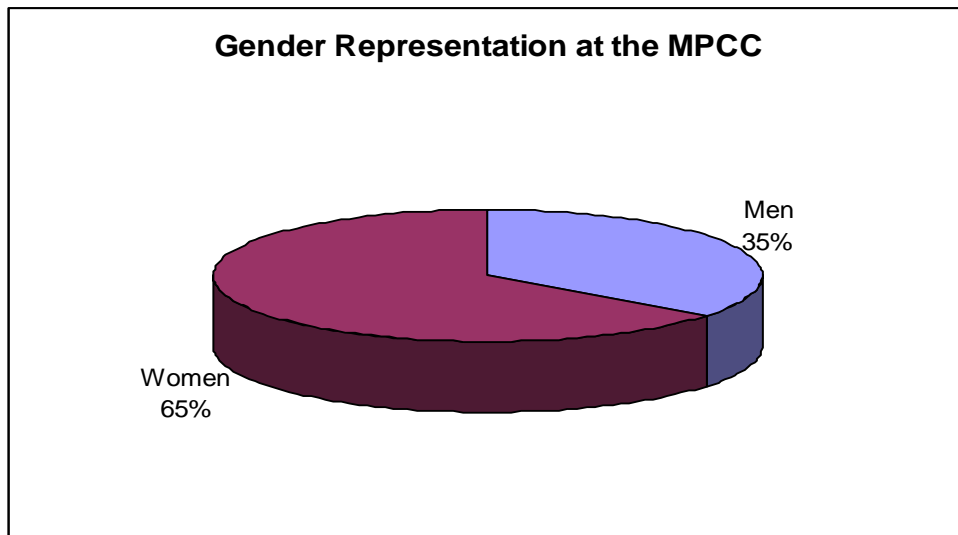
One hundred percent of the Commission's employees meet the language requirements of their position. Due to the size of the organization, it is somewhat critical that all language requirements are met. Positions will continue to be staffed on an imperative basis due to the lack of opportunity for lateral moves into non-bilingual positions. The General Counsel is the Official Languages champion who promotes opportunities for language development at monthly staff meetings and through the development of learning plans which include a language component.





### 2.1.3 Employment Equity

The Commission is an equal opportunity employer and candidates applying for appointment processes who are members of designated groups are given full consideration and treated in accordance with Public Service and Commission values. The existing gaps in representation are normal given the Commission's status as a micro organization and setting employment equity representation goals is challenging given the number of positions available and the fact that our numbers are highly vulnerable to attrition. The outreach strategies outlined in the staffing plan may possibly increase the likelihood of attracting designated group members. The identification of employment equity as an organizational need on all staffing processes will continue as a standard practice. The establishment of areas of selection which are open only to members of one or more designated groups under the Employment Equity Act are considered when designing staffing processes.



Women currently represent 65% of the workforce, Persons with Disabilities represent 21% and there are no Aboriginals nor Visible Minorities represented.

#### **2.1.4 Anticipated Vacancies**

Significant effort in staffing vacant positions in 2007-08 has enabled the Commission to fill six (6) positions with indeterminate employees. Staffing processes are currently underway to fill the Senior Counsel vacancy, and the Administrative Services Coordinator and Assistant to the Chief of Staff positions indeterminately. It is reasonable to expect that employees may leave the Commission during the year for reasons of professional development or advancement. Possible vacancies for 2008-09 include

. All of these are considered key to the operation of the organization since the Commission is a micro-organization and an employee's departure can have a significant impact. Appendix A outlines staffing plans for the coming year.

### **2.2 Internal Scan**

#### Organizational Strengths

Despite its relatively small size the Commission has established a rigorous governance structure as it relates to the complaints resolution activity. A brief description of this structure is set out below.

Chairman	as Deputy Head, the Chair is ultimately responsible for the successful delivery of the program; uses a daily coordination meeting with the General Counsel and the Chief of Staff to keep a running brief on operations
General Counsel	responsible for the successful delivery of the complaints resolution program on a daily basis
Chief of Staff and Special Advisor to the Chair	responsible for planning and directing the strategic planning and corporate services programs of the Commission, and providing independent and horizontal advice, opinions and recommendations to the Chairperson on a variety of legal, political and operational files, issues and subject matters
Executive Committee	advisory committee to the Chair on all aspects of the Commission, focuses primarily on strategic issues, meets monthly; chaired by the Chair and includes the General Counsel, Chief of Staff, the Chief Financial Officer and the Senior Planning and Administration Officer
Operations Group	advisory working group to the Chair and the General Counsel on the complaints resolution program, meets weekly; chaired by the Chair and includes the General Counsel, Legal Staff, Registrar, and support staff. Briefings are given on the progress of individual files and direction is provided.

Complaint File Team advisory working group to the Chair and the General Counsel on particular complaints; ad hoc meetings, as and when required, (expires when complaint file resolved); chaired by the Chair and includes the General Counsel, legal staff assigned to the file and the investigators working on the file. A briefing is given on the progress of the individual file and direction is provided.

The key internal factors which could potentially affect the management of human resources and the ability of the organization to meet business goals include:

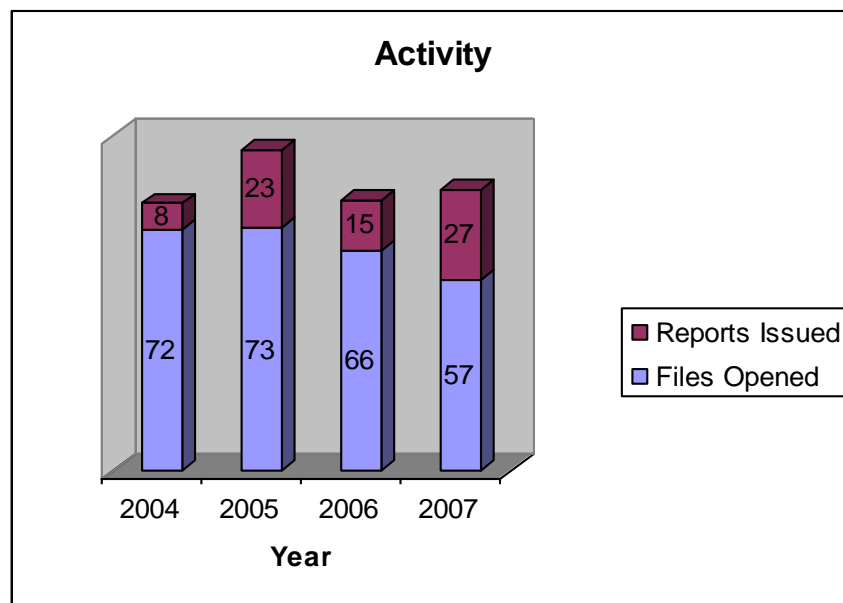
### **Quality of information for decision-making**

The Commission must continue to refine its complaints resolution process to ensure it is as efficient and economical as it can be. Improving the quality of information for decision-making is critical to this refinement.

### **Operational capacity**

Operational capacity is a concern. The complexity and volume of work is not under the control of the Commission. The Commission as a micro-agency does not have any excess capacity to deal with a sudden influx of complex complaints. The effective management of workload and limited resources is essential to the success of the Commission.

The operational tempo of the organization is expected to continue the trend of previous years. The possibility of a second public interest hearing this year will have a major impact on the Commission's resources, both financial and people.



## **2.3 External Scan**

### **Government-wide priorities**

There are a significant number of government initiatives that have or will impact on the Commission such as renewal by Treasury Board of the policy suite including internal audit and evaluation, introduction and implementation of the MRRS (management resources and results structure), and adherence to the *Public Service Employment Act*, PSC policies and delegation instrument, and assessment under the Management Accountability Framework. The challenge is for the Commission to continue to be able to discharge its mandate with relatively stable resources while meeting growing central agency requirements.

### **Number and complexity of complaints and investigations**

The MPCC does not control the number, the complexity or the timing of the complaints it receives. Nor can the Commission determine in advance whether or not the Chair may find it necessary to exercise his discretionary authority and to call a public interest investigation or a public interest hearing, either of which could place a significant demand on the already limited resources of the Commission. One of the ongoing challenges of the Commission is to manage the fluctuations in workload within its existing resource base and keep expenditures within budget and relatively constant from one year to the next.

Forecasting is not easy. Investigations can vary considerably one from the other in terms of complexity. For instance, while one investigation may involve interviewing two or three people in a single location, another could involve interviewing dozens of individuals who are deployed at several sites across the country and abroad. Similarly, while some relatively straightforward cases can be dealt with in a matter of weeks, other investigations can involve reviewing thousands of pages of documentary evidence, extensive interview notes, tape and video recordings, and may take several months to complete.

The effectiveness and efficiency of the complaints resolution process depends to a large extent on how well the Commission manages its workload and applies its limited resources to resolving the cases on hand.

### **Collaboration**

For the Commission to be successful, the Commission requires the co-operation of others. Short of calling a public hearing, the Commission must rely on voluntary cooperation to obtain documents and other evidence. 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. In addition, the recommendations for improvements issued by the Commission in its interim and final reports are not binding on the Canadian Forces or DND. How well the Commission manages its relationship with the Chief of the Defence Staff, the Canadian Forces Provost Marshal and other stakeholders will have a significant impact on the overall success of the MPCC.

**Awareness**

The Commission is still a relatively young organization. It is less than 10 years old, having been established December 1, 1999. The military police force is a dynamic organization and like any organization, its employees move and change over time. Unless the various stakeholders are made aware of the Commission’s mandate, mission, and how it operates, the likelihood that complaints will be identified, brought forward and successfully resolved is not high.

**Standards in police oversight**

The standards in police oversight are not static; over time, they change and improve. The challenge is to ensure that the standards in effect and applied meet the expectations of Canadians for police oversight.

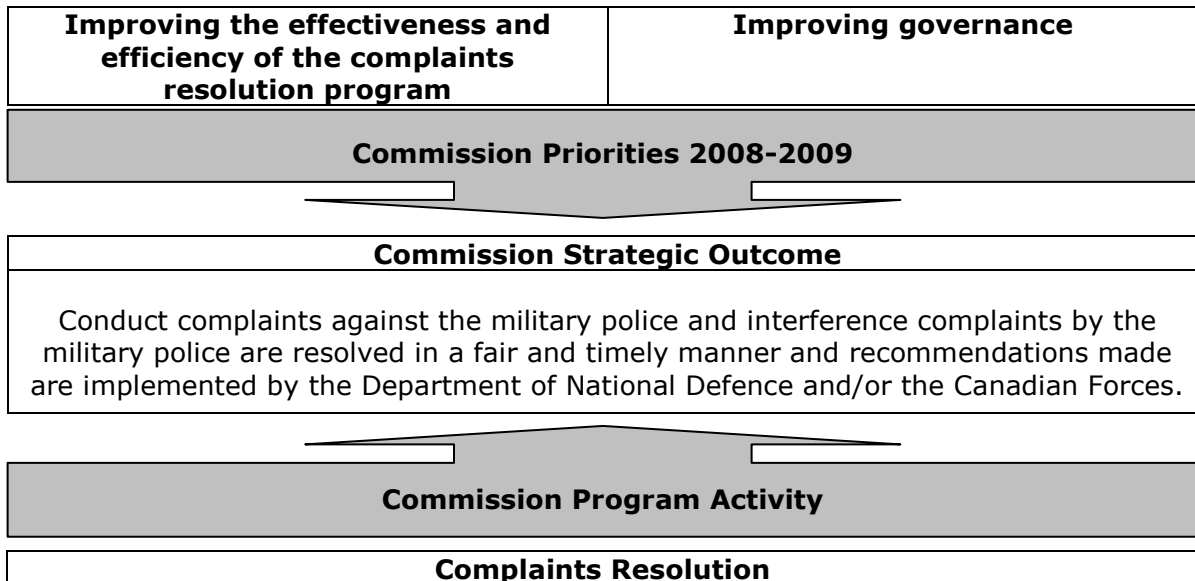
**Skills shortages**

Labour market realities currently impacting the organization or will do so within the next three years are skills shortages in communication, information technology and finance. We anticipate a significant turnover in Public Service employees over the next 5 years.

**2.4 Business Priorities for 2008-2009**

The priorities, both ongoing and the plans that support these, are aimed at improving the Commission’s ability to resolve conduct complaints against the Military Police and interference complaints by the Military Police in a fair and timely manner and at having its recommendations implemented by the Department of National Defence and/or the Canadian Forces.

The relationship of the program activity, the priorities and the strategic outcome is illustrated in the diagram below.



Priority 1: Improving the effectiveness and the efficiency of the complaints resolution process

**Refine standards, practices and performance measures**

The Commission implemented a little over a year ago a new service standard and a new approach to investigations aimed at improving the quality of investigations and at reducing the time required to resolve a complaint. As well, the Commission examined and adjusted its reporting process to be a more streamlined and effective method of reporting findings and recommendations. Over the past year, the Commission monitored its timeframes and the quality of its reports, and made whatever adjustments were necessary to meet the tighter time and quality standards that were developed. The Commission will continue to examine its processes and make whatever refinements are necessary to improve the quality of its investigations, to reduce the time and cost required to complete an investigation and issue its reports, and to improve on the effectiveness of its reports in encouraging implementation of corrective action.

**Increase transparency of Commission operations**

To ensure that the complaints resolution system operates as it should, the Commission must ensure that its mandate and mission are well known among its stakeholders: the military police, the Canadian Forces and Canadians in general. The Commission must also ensure that its stakeholders are aware of how the complaints resolution process works and the fairness that the Commission brings to the overall process. The Commission intends, over the planning period, to maintain its outreach program (at least 5 base visits each year), and to increase the quantity and quality of information gathered during the base visit. The Commission will expand the information on the Commission's website and will monitor it for traffic and usage patterns to determine if changes need to be made to the Commission's information packages. In addition, the Commission will undertake, as part of its planned review of the communications program, a survey of stakeholders in order to assess the quality, accessibility and usefulness of its information.

**Enhance working relationships with stakeholders**

The Commission requires the cooperation of others to be successful. As mentioned earlier, a final report can not be issued until the military or defence hierarchy has provided a response to the Chairperson's interim report. As well, recommendations for improvements issued by the Commission in its interim and final reports are not binding on the Canadian Forces or DND. Quality working relationships with the Canadian Forces and DND enhance the likelihood that investigations will go smoothly and recommendations will be accepted and implemented.

**Improve operational capacities**

This planning element remains unchanged from the previous year. Because the Commission does not control the number, the complexity or the timing of the complaints it receives, the Commission must be able to increase its operational

capacities with very little advance notice. But the Commission must be able to do so without losing control over the costs of investigations. To enable it to address both concerns, the Commission outsources its investigations. It has established billing practices and a fee structure to minimize costs and prevent downtime. Outsourcing ensures availability and enables a better match between investigation requirements and investigator skill sets. This year, the Commission is looking at establishing a NISO to increase its inventory of skilled investigators and give the Commission greater flexibility in investigator selection and cost management.

The Commission receives a variety of corporate services from external suppliers. During the next year, the Commission will review its working arrangements with these suppliers to ensure that efficiencies and costs savings are being achieved.

**Assist the government in ensuring that the statutory framework meets Canadian expectations for current standards in police oversight**

Police oversight is not stationary; it is constantly evolving and moving forward. In the same manner, the expectations of Canadians are evolving and moving forward. The status quo cannot be maintained. The Commission remains ready to provide its expertise and experience to ensure that standards evolve and best practices are followed.

Priority 2: Improve governance

The Commission needs to find ways to work more efficiently, in compliance with the requirement of both the Commission and the central agencies while ensuring that its scarce resources are applied in a manner to achieve the best results.

**Attract and maintain a high quality workforce**

The Commission's ability to successfully discharge its mandate will depend to a great extent on the professionalism and stability of its workforce. The planning for human resource needs, in both the short and long term, is critical to ensure that the quality of services currently being provided can be maintained. With the increased emphasis on human resource planning, recruiting will become more proactive. The Commission recognizes that turnover is inevitable in a micro-agency where, because most positions are "one-of", there is limited opportunity for advancement within the organization. As a result, the Commission is focusing on developing an environment that is both challenging and rewarding, an environment that will help to attract quality employees. Retention is important so emphasis will be placed on further developing an awards and recognition program. The knowledge and skills of the individual employees will be addressed by preparing learning plans for all employees ensuring the employees already in place have the necessary skills – an effort to develop a culture of continuous learning.

The Commission will continue to use service partners. As in prior periods, individual arrangements and memoranda of understanding will be reviewed to ensure that required services are being provided as agreed upon and that costs are not excessive. In addition, opportunities will be explored to create new partnerships.

**Adhere to the legislative and policy requirements of the Commission and the central agencies**

The focus on compliance with the requirements of the Commission and the central agencies will continue. Efforts will continue in the areas of human resource management, finance, procurement and contracting, information management, and information technology to identify specific compliance requirements. The level of review will be determined based on the corporate risk profile that is in the process of being updated.

As well, the Commission will update its internal audit policy and plans based on further consultation with the Office of the Comptroller General in order that compliance can be achieved with the policy in advance of 2009 deadline. Clarification will be sought regarding the evaluation policy and its applicability to the Commission.

**Improve management practices and update policy suites**

The Commission is in the process of reviewing the Management Accountability Framework (MAF) in order to help identify management issues and priorities. The MAF defines management and sets out the expectations for sound management. Although not yet complete, the MAF review will identify specific areas that are well managed and those that require improvement and attention.

The Commission's performance can be enhanced by better processes and tools for measuring performance. This will require a continuance of the collaboration with the Treasury Board for the development of the Commission's performance measurement framework.

The Commission will formalize its asset management framework over the planning period. Capital equipment, including informatics assets, will be managed according to the Commission's evergreen program. A charge-out system will be formalized and updated for assets in use outside the office. An asset management policy will be documented.

Procurement and contract management is presently being externally reviewed. Implementing the recommendations resulting from this review will ensure sound management of the procurement and contracting operations.

The Commission over the planning period will be reviewing its policy suite (the Commission's policy suite is a combination of those policies developed by the Commission as well as those policies that are used unchanged as issued by the Treasury Board). The intent is to ensure that the policies are clear and that the coverage is complete. Implementation plans will be developed to ensure that the Commission meets the requirements of these policies. A compliance framework will be developed to identify instances of non-compliance and implemented to correct these deficiencies.



## **PART III - Human Resources Management**

### **3.1 Key Human Resources Management Gaps**

The required current and future needs necessary to meet the Commission's objectives and accountability requirements are based on the environmental scan and linked to the business priorities. The table below represents the issue created by the environmental factors discussed previously, and the need required to manage the resulting gaps.

<b>Environmental Factor</b>	<b>Issue</b>	<b>Gap</b>	<b>Need</b>
Operational capacity	Complexity and volume of work not under the Commission's control	No excess capacity	Effectively manage workload and resources
Government wide priorities	Growing central agency requirements	No excess capacity and/or required knowledge level	Stabilize resources
Quality of information for decision-making	Efficient and economical complaints resolution process	No excess capacity	Refined standards and processes
Collaboration	Reliance on voluntary cooperation	Access to new stakeholders	Manage relationships
Awareness	The Commission is relatively young	Number of complaints	Improve outreach
Standards	Changes in police oversight	Structure and power is not current with evolving national standards	Communicate stakeholder accountabilities
Skills	Labour market shortages	Positions are vacant for long periods	Improve retention

### **3.2 Human Resource Plan**

The key human resources priorities and supporting strategies required to ensure the appropriate actions are taken in a timely manner to address gaps and ultimately meet business objectives are listed below.

#### **Resourcing**

In an effort to enhance organizational performance, the Commission will begin with a resourcing strategy to be developed in 2008-09. The objective of this strategy will be the achievement of:

- Recognition as an employer of choice
- An enhanced reputation in the delivery of our mandate
- Stability in the organization
- Retention of corporate knowledge
- Sustain and build other human resource initiatives

#### **Retention**

As a small agency, the Commission can expect a certain amount of turnover among employees; however, the goal is to attract and retain the best employees available. With a view to decreasing attrition rates, the Commission will:

- continue to build a culture of recognition through the Awards Program
- examine various measurement tools and best practices regarding employee satisfaction in the workplace
- review its program for informal conflict management

#### **Recruitment**

With regard to Commission members, the Governor in Council can appoint up to six members in addition to the Chair, pursuant to the Act. There are currently four part-time members within its ranks. These members are very important to the management of cases and the production of reports.

With respect to public service employee recruitment, the Commission continues to be committed to the core values of fairness, accessibility and transparency, as they are described in the Public service Commission's Appointment Policy. To ensure that these values are implemented in every decision and action, managers will receive continuous training as it becomes available, communications with staff on all appointment processes will continue, the human resources service provider will be required to exercise a challenge function, and risk-based monitoring will be performed on a systematic basis.

Subject to short-term needs to fill gaps using interim measures such as casual employees and secondments, and subject to the decision to meet the Commission's investigative needs with contracted specialist, the general aim is to fill all positions indeterminately.

The Commission's staffing strategy will be reviewed quarterly and project management principles and theory applied to each staffing action in order to decrease staffing process times.

### **Organization Design**

To ensure the Commission's employees have the knowledge, skills and competencies to meet its mandate, a review of work descriptions will take place over the three year period beginning in 2008. This will ensure our people meet the organization's functional requirements and are properly aligned to support program delivery. This will also lead to better aligned learning and development plans.

### **Leadership, Learning, Training and Development**

The Commission's focus on learning plans will be increased beginning in 2009 through 2011 with the help of a competency skills inventory developed from the organization design plan. Learning plans will be updated for all employees annually and will include the leadership competencies required to meet the needs of the organization and the career aspirations of employees.

### **Change Management**

The pace of change experienced over the last number of years is expected to continue. The Commission will continue to monitor and manage the change requirements and their impact on employees.

### **Performance Management**

The Commission plans to raise the bar to gold standard, as defined by the Canada Public Service Agency, beginning in 2008 and link all learning to performance at all levels.

### **Succession Management**

With the development of a succession plan in 2008-09, the Commission will plan for key positions. The succession plan will be linked to professional development through the learning plans and will ensure a successful knowledge transfer program.

### **Values and Ethics Program**

Throughout 2008-11, the Commission will continue to promote values and ethics through monthly awareness opportunities and an annual reminder. In addition, the organization will develop a code of conduct with the assistance of the central agencies.

## ***3.3 Reporting and Monitoring***

The Commission has undertaken and continues the development of monitoring systems to support more than 130 reports required by the central agencies. These systems will ensure the Commission remains committed to the core staffing values of

fairness, accessibility and transparency and that it provides a work environment that is enabling, productive, healthy, safe, principled, sustainable and adaptable.

### ***3.4 Communication Plan***

Early in the first year of the activities outlined, a communication plan will be developed to ensure employees are provided with timely information regarding the Integrated Business and Human Resources Plan. Communication activities will focus on discussions during performance reviews which will highlight the skills and competencies available, the organization's recruitment and retention needs and staff training and learning interests. This will provide an opportunity to further forecast attrition, vacancy and workplace well-being issues.

The key messages will include the direction of the Commission's business, the implications on human resource management and a summary of key priorities and activities. Question and answer sheets, talking points and the plan itself will be developed and shared with employees, bargaining agents and the public via the Commission's web site.

Military Police Complaints Commission (MPCC)  
Integrated Business and Human Resources Plan  
2008-2011

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Signed

Date

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Peter A. Tinsley

Military Police Complaints Commission

Attachments

Appendix A: Staffing Plan 2008-09

Appendix B: HR Action Plan 2008-2011

Appendix C: References

Military Police Complaints Commission (MPCC)  
 Integrated Business and Human Resources Plan  
 2008-2011

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Appendix A: Staffing Plan 2008-2009

Last update of staffing plan: 2008/03/04

<b>Group and Level</b>	<b>Position Title</b>	<b>Lang</b>	<b>Security</b>	<b>Conditions of Employment</b>	<b>Date Available for Staffing/ <i>Reason for Staffing*</i></b>	<b><i>Proposed Staffing Action**</i></b>	<b><i>Area of Selection</i></b>	<b>Organizational Need</b>	<b>Tenure (Term, Indeterminate, Casual, Acting, Part-time, etc.)</b>
AS-03	Assistant to the Chair	CBC	Secret						Indeterminate
AS-03	Assistant to the Chair	Eng E	Secret						Term
EX-01	Chief of Staff	CBC	Top Secret						Indeterminate
AS-02	Admin Assistant	BBC	Secret						Casual
IS-04	Communications Officer	PPC	Secret						Indeterminate
FI-03	Chief Financial Services	CBC	Secret						Interchange Canada
CS-03	IT Specialist	BBC	Secret						Indeterminate
AS-05	Sr. Planning & Admin Officer	CBC	Secret						Indeterminate
AS-03	Accounting & Procurement Officer	BBC	Secret						Indeterminate
AS-03	Admin Service Coord	BBC	Secret						Casual
CR-04	Receptionist	BBC	Secret						Indeterminate

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LA-3A	General Counsel	CBC	Top Secret						Indeterminate
SI-04	Paralegal	CCC	Secret						Indeterminate
LA-2B	Senior Counsel	CBC	Top Secret						Vacant
LA-2A	Legal Counsel	CBC	Top Secret						Indeterminate
LA-1A	Legal Counsel	B--	Secret						Term
PM-05	Investigator	CCC	Secret						Indeterminate
PM-05	Registrar	CCC	Top Secret						Indeterminate
PM-05	Registry Officer	BBC	Secret						Indeterminate
COOP	Summer Student	---	Secret						Coop

**Legend:**

\* **Definition of Reason for Staffing Action** – New vacancy, replacement as a result of retirement or a departure, replacement of individual on extended leave period (e.g. maternity, paternity, long term sick leave, leave without pay), end of term, new position, etc.

\*\* **Definition of Proposed Staffing Actions** – internal or external appointment, advertised or non-advertised appointment, deployment, secondment, assignment, acting assignment, student employment, Interchange

Appendix B: Integrated Business and Human Resources Action Plan

<b>HR Strategies and Link to Business Priorities</b>	<b>Project / Office of Primary Interest</b>	<b>Partnerships and/or Resources Required</b>	<b>Timeframe</b>	<b>Performance Indicators and Expected Results</b>
<p><b>Resourcing</b>                      All Business Priorities</p>	<ul style="list-style-type: none"> <li>• Review Awards &amp; Recognition Program / Sr. Planning and Administration Officer</li> <li>• Review Commission Policies and Procedures / Chief of Staff and General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>• Small Agencies Administrators Network</li> <li>• Personnel Advisory Group</li> <li>• Central Agencies</li> </ul>	<p>2008-09</p>	<ul style="list-style-type: none"> <li>• Recognition as an employer of choice</li> <li>• An enhanced reputation in the delivery of our mandate</li> <li>• Stability in the organization</li> <li>• Retention of corporate knowledge</li> <li>• Improved Awards and Recognition Program</li> </ul>
<p><b>Retention</b>                      Business Priority 1</p> <ul style="list-style-type: none"> <li>• Refine standards, practices and performance measures</li> <li>• Enhance working relationships with stakeholders</li> <li>• Improve operational capacities</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>• Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Renew Informal Conflict Management Program / Chief of Staff</li> <li>• Determine Feasibility of Creating an Employee Development Program / General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> <li>• HR service provider</li> <li>• Small Agencies Administrators Network</li> <li>• DND</li> <li>• CF</li> </ul>	<p>2008-2011</p>	<ul style="list-style-type: none"> <li>• Stable workforce</li> <li>• Reduced time and cost of investigations</li> <li>• Improved quality of investigations</li> <li>• Implementation of corrective action</li> </ul>



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<b>HR Strategies and Link to Business Priorities</b>	<b>Project / Office of Primary Interest</b>	<b>Partnerships and/or Resources Required</b>	<b>Timeframe</b>	<b>Performance Indicators and Expected Results</b>
<p><b>Recruitment</b></p> <p>Business Priority 1</p> <ul style="list-style-type: none"> <li>Enhance working relationships with stakeholders</li> <li>Improve operational capacities</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Staffing Process Times / Sr. Planning and Administration Officer</li> <li>Consider the establishment of a NISO for investigators / General Counsel and Accounting and Procurement Officer</li> </ul>	<ul style="list-style-type: none"> <li>DND</li> <li>CF</li> <li>Central agencies</li> <li>HR service provider</li> <li>Contractors</li> </ul>	<p>2008-2009</p> <p>2008-2011</p>	<ul style="list-style-type: none"> <li>Reduced time of staffing actions</li> <li>The right candidates, at the right time in the right jobs</li> <li>Smooth investigations</li> <li>Accepted and implemented recommendations</li> </ul>
<p><b>Organization Design</b></p> <p>Business Priority 1</p> <ul style="list-style-type: none"> <li>Refine standards, practices and performance measures</li> <li>Increase transparency of operations</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>Review Job Descriptions / Chief of Staff and General Counsel</li> <li>Review Organizational Alignment / Chief of Staff and General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>HR service provider</li> </ul>	<p>2008-2011</p>	<ul style="list-style-type: none"> <li>Up-to-date position classifications and levels</li> <li>Recommended changes to organizational alignment</li> <li>Positions best reflect functional requirements</li> <li>Positions best support program delivery</li> </ul>

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<b>HR Strategies and Link to Business Priorities</b>	<b>Project / Office of Primary Interest</b>	<b>Partnerships and/or Resources Required</b>	<b>Timeframe</b>	<b>Performance Indicators and Expected Results</b>
<p><b>Leadership, Learning, Training and Development</b></p> <p>Business Priority 1</p> <ul style="list-style-type: none"> <li>• Refine standards, practices and performance measures</li> <li>• Improve operational capacities</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>• Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Create Learning and Development Plan Template / Senior Planning Officer</li> <li>• Create Organizational Learning Framework / Sr. Planning Officer</li> <li>• Employee Training Plans / General Counsel and Chief of Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> <li>• Canada school of public service</li> <li>• Personnel Advisory Group</li> </ul>	<p>2008-2009</p>	<ul style="list-style-type: none"> <li>• Learning plans for all employees</li> <li>• Learning framework</li> <li>• Career development program</li> <li>• All necessary skills in place</li> <li>• Development plans link to leadership competencies</li> <li>• Plans linked to competency skills inventory</li> <li>• Training investment aligned with organizational needs</li> </ul>
<p><b>Change Management</b></p> <p>Business Priority 1</p> <ul style="list-style-type: none"> <li>• Improve operational capacities</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>• Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Embed Modern Management Practices / Chief Financial Services, General Counsel and Chief of Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> <li>• HR service provider</li> </ul>	<p>2008-2011</p>	<ul style="list-style-type: none"> <li>• Controlled costs of investigations</li> <li>• An environment that is challenging and rewarding for employees</li> <li>• Identified compliance requirements</li> <li>• Formalized asset management framework</li> <li>• Sound management of procurement and contracting operations</li> </ul>

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<b>HR Strategies and Link to Business Priorities</b>	<b>Project / Office of Primary Interest</b>	<b>Partnerships and/or Resources Required</b>	<b>Timeframe</b>	<b>Performance Indicators and Expected Results</b>
<p><b>Performance Management</b></p> <p>Business Priority 1</p> <ul style="list-style-type: none"> <li>• Refine standards, practices and performance measures</li> </ul> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>• Improve management practices and update policy suites</li> <li>• Adhere to legislative and policy requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance Performance Program / Chief of Staff and General Counsel</li> <li>• Create Measurement Tools / Senior Planning and Administration Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> <li>• HR service provider</li> <li>• Office of the Comptroller General</li> </ul>	<p>2008-2011</p> <p>2008-2009</p>	<ul style="list-style-type: none"> <li>• Better measuring tools</li> <li>• Gold Standard (as defined by CPSA) performance</li> </ul>
<p><b>Succession Management</b></p> <p>Business Priority 2</p> <ul style="list-style-type: none"> <li>• Attract and maintain a high quality workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for Key Positions / Chief of Staff and General Counsel</li> <li>• Create Knowledge Transfer Program / Sr. Planning and Administration Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> <li>• HR service provider</li> </ul>	<p>2008-2009</p> <p>2009-2010</p>	<ul style="list-style-type: none"> <li>• Succession Plan</li> <li>• Knowledge Transfer Plan</li> </ul>
<p><b>Values and Ethics</b></p>	<ul style="list-style-type: none"> <li>• Enhance Awareness Program / Chief of Staff and General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>• Central agencies</li> </ul>	<p>2008-2011</p>	<ul style="list-style-type: none"> <li>• Updated Code of Conduct</li> </ul>

Appendix C: References

Financial Administration Act  
Public Service Employment Act  
Employment Equity Act  
Official Languages Act  
Accountability Act