

Military Police Complaints Commission of Canada

2020–21

Departmental Plan

The Honourable Harjit S. Sajjan
Minister of National Defence

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Chairperson’s Message

I am pleased to present the 2020-21 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.



We will also continue our efforts to have the MPCC added to the *Canada Evidence Act’s* Section 38 schedule. This is important to continue to deal with complaints involving sensitive information in a credible and resource-effective manner and carry out our oversight mandate as Parliament intended. Being a ‘designated entity’ would ensure timely access to the essential information we need to monitor and investigate complaints without going through the time consuming procedures in the Federal Court.

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

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. In collaboration with employees, implement and monitor progress against PSES Action Plan with respect to employee development, innovation and initiative, and values and ethics.

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 “Core responsibilities: planned results and resources” section of this report.

Core responsibilities: planned results and resources

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 discourage 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 2020-21 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 replenish as needed the 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. Ensuring an adequate number of investigators would allow the MPCC to move investigations along in a timelier manner; and
- Continue the Military Police Complaints Commission’s Outreach Program to increase awareness of its mandate and activities in both official languages and to respond to questions and concerns about the complaints process in order to increase transparency and accountability in the complaints process.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

Over the next year, our department will continue to support the transition to a low-carbon economy through green procurement in support to Support for United Nations Sustainable Development Goal 12.7 - Ensure sustainable consumption by:

- Ensuring decision makers have the necessary training and awareness to support green procurement; and
- Ensuring training is provided to acquisition cardholders on green procurement.

Experimentation

In 2020-21, we will continue to experiment with technology, such as tablets and other mobile devices, to reduce the use and reliance on paper in the workplace and move towards cloud base solutions.

Planned results for Independent Oversight of the Military Police

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
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*	83%
	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2019	N/A*	N/A*	100% ¹
	Percentage of interim reports issued in non-public interest cases within 18 months from the time disclosure is substantially received, excluding periods where the file is put in abeyance. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	70%	March 31, 2019	N/A*	N/A*	100%
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*	97%
Military Police and the public have access to current information on the issues addressed by the	Quarterly website updates of Military Police Complaints Commission of Canada findings and recommendations through case	4	March 31, 2019	N/A*	N/A*	4

Military Police Complaints Commission of Canada.	summaries and Military Police Complaints Commission of Canada Final Reports in public interest cases.					
	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*	8
	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2019	N/A*	N/A*	100%

¹No Judicial Review decisions were received during the reporting period.

*MPCC identified new indicators in 2018-19 and began measuring these as of April 1, 2018.

Financial, human resources and performance information for the Military Police Complaints Commission of Canada’s Program Inventory is available in the [GC InfoBase](#).¹

Planned budgetary financial resources for Independent Oversight of the Military Police

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
\$2,898,086	\$2,898,086	\$2,898,086	\$2,898,086

Financial, human resources and performance information for the Military Police Complaints Commission of Canada’s Program Inventory is available in the [GC InfoBase](#).ⁱⁱ

Planned human resources for Independent Oversight of the Military Police

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 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](#).ⁱⁱⁱ

Internal Services: planned results

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

Planning highlights

During the 2020-21 fiscal year, the MPCC will:

- Implement the new departmental Security Plan and Business Continuity Plan to align with the new policy on Government Security;
- Implement the new Policy on People Management;
- Launch cloud computing solutions to improve collaboration and transition from an infrastructure based IT system to a cloud based IT Solution;
- Continue the implementation of an Information Technology Asset Management Plan to ensure the efficient use of resources;
- 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; and
- 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.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
\$1,904,360	\$1,904,360	\$1,904,360	\$1,904,360

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
14	14	14

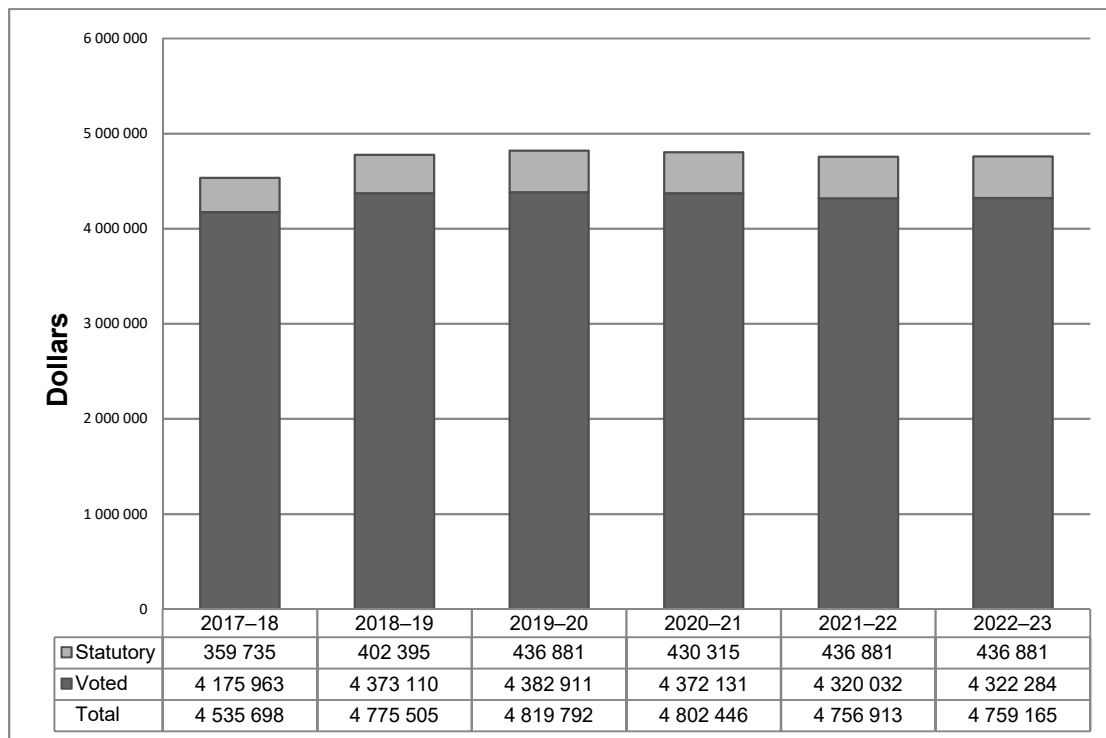
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



The Military Police Complaint Commission’s spending is projected to remain stable over the next three years with minor variations caused by collective agreement ratification and the related payout of retroactive salary.

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

The following table shows actual, forecast and planned spending for each of Military Police Complaints Commission of Canada's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Independent oversight of the Military Police	2,465,292	2,906,541	2,878,987	2,898,086	2,898,086	2,898,086	2,898,086
Subtotal	2,465,292	2,906,541	2,878,987	2,898,086	2,898,086	2,898,086	2,898,086
Internal Services	2,070,406	1,868,964	1,940,805	1,904,360	1,904,360	1,904,360	1,904,360
Total	4,535,698	4,775,505	4,819,792	4,802,446	4,802,446	4,802,446	4,802,446

Overall spending increase since 2017-18 is mainly attributable to two current public interest investigations and an increase in the number of complex files. Another major factor in 2019-20 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 \$4,802,446.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Military Police Complaints Commission of Canada’s departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for Core Responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Independent oversight of the Military Police	10	14	15	15	15	15
Subtotal	10	14	15	15	15	15
Internal Services	13	14	14	14	14	14
Total	23	28	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 [2020–21 Main Estimates](#).^{iv}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Military Police Complaints Commission of Canada’s operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore 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 [Military Police Complaints Commission of Canada’s website](#).

Condensed future-oriented statement of operations for the year ending
March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	5,278,810	5,170,558	(108,252)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,278,810	5,170,558	(108,252)

The MPCC’s 2020-21 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 2019-20 the MPCC received a carry-forward of \$204,704, most of which we are forecasting to lapse at this time.

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*^v, Part IV

Year of incorporation / commencement: 1998

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

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 [Military Police Complaints Commission of Canada's website](#).

Operating context

Information on the operating context is available on the [Military Police Complaints Commission of Canada's website](#).

Reporting framework

The Military Police Complaints Commission of Canada’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

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.	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).	
		Percentage of Final Decisions not overturned on Judicial Review.	
		Percentage of interim reports issued in non-public interest cases within 18 months from the time disclosure is substantially received, excluding periods where the file is put in abeyance. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	
	Information requests pertaining to complaint files are responded to in a timely manner.	Percentage of information requests initially responded to within 48 hours.	
	Military Police and the public have access to current information on the issues addressed by the MPCC.	Quarterly website updates of MPCC findings and recommendations through case summaries and MPCC Final Reports in public interest cases.	
Program Inventory		Number of outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.	
		Percentage of presentations to stakeholder or target groups that were received positively.	
	Complaints Resolution		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Military Police Complaints Commission of Canada's Program Inventory is available in the [GC InfoBase](#).^{vii}

Supplementary information tables

The following supplementary information tables are available on the [Military Police Complaints Commission of Canada's website](#):

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

Federal tax expenditures

The Military Police Complaints Commission of Canada's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{viii} This report provides detailed information on tax expenditures, including objectives, historical background 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 solely 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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. 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)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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 assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations 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 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.

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.

strategic outcome (résultat stratégique)

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

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. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. National Defence Act, <http://laws-lois.justice.gc.ca/eng/acts/N-5/>
- vi. [MPCC website](#)
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>