

Military Police Complaints
Commission of Canada

2022–23

Departmental Plan

The Honourable Anita Anand
Minister of National Defence

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Interim Chairperson's Message

I am pleased to present the 2022-23 Departmental Plan for the Military Police Complaints Commission of Canada (MPCC).

This year will mark the arrival of new leadership for the organisation as our former Chairperson, Hilary C. McCormack, ended her term last fall. The arrival of a new Chairperson is always an opportunity for renewal and experimentation within our mandate.

This fiscal year will also mark the transition to a hybrid work environment and the integration of the lessons learned during our remote work experience in response to the COVID-19 pandemic.



The MPCC welcomed the recommendations of the Third Independent Review Authority, many of which were supportive of the MPCC submissions to strengthen its ability to carry out its mandate effectively. We look forward to continuing to work with our partners to ensure that the recommendations are implemented so that we can continue to deal with complaints involving sensitive information in a credible and resource-effective manner and carry out our oversight mandate as Parliament intended.

We will also continue to adapt our work environment to the realities imposed by the COVID-19 pandemic as we advance our important work of investigating conduct and interference complaints and 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.

Original signed by

Bonita Thornton, LL.B., B.A.
Interim 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 and will explore how to leverage technology in order to enhance the timeliness, efficiency and fairness of the complaint’s resolution process.

Work with partners to implement the recommendations of the Third Independent Review Authority, including being listed on the schedule of designated entities: The 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 MPCC will continue to diversify its virtual outreach program and engage with the Canadian Forces Provost Marshal and bases across Canada as well as the Canadian Forces Military Police Academy. This year we will pilot more tailored experiences on different topics of interest to various audiences.

Adapt to the future of work: In 2022, the MPCC is launching engagement with employees on the future of work and how hybrid work will change how the Commission performs its work and how we collaborate and work together. Lessons learned from the COVID-19 pandemic and remote work will be instrumental in adopting hybrid work.

Continue to promote mental wellness in the workplace: The MPCC continues to promote a respectful workplace and mental wellness in the workplace through positive interactions with staff by way of mental health awareness activities.

Diversity is MPCC’s Strength: The MPCC 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, Queer and Two-Spirit (LGBTQ2) communities.

For more information on the MPCC’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources

This section contains information on the department's planned results and resources for each of its core responsibilities.

Independent Oversight of the Military Police

Description

Promote and ensure the highest standards of conduct of Military Police in the performance of policing duties and 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 2022-23 fiscal year, the Military Police Complaints Commission of Canada (MPCC) will:

- Continue to work with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Police Group (CF MP Gp) 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 MPCC 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 leveraging technology to improve timeliness and ensure 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;
- Continue to work with the CFPM, the office of the Judge Advocate General (JAG), the Department of Defence (DND) and the Department of Justice (DOJ) towards the implementation of the recommendations of the Third Independent Review Authority. This includes updates to the *National Defence Act* (NDA) and associated Regulations to increase the ability of the MPCC to access information to carry out its mandate efficiently and effectively. These changes would also support the MPCC being 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;

- Replenish the pool of contract MPCC investigators with a focus on increasing its diversity, bilingualism and skill set to ensure we have the expertise for timely investigation of a wide ambit of complaints, including those involving allegations of sexual assault; and
- Continue the MPCC’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 to increase transparency and accountability in the complaints process. This year we will pilot more tailored experiences on different topics of interest to various audiences.

Gender-based analysis plus (GBA Plus)

Implement administrative procedures and system implementation to allow for the tracking of identified GBA Plus factors. In addition, the MPCC will develop a new GBA Plus plan to guide the analysis and use of GBA Plus in its review process.

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

Over the next year, our department will continue to support the transition to a low-carbon economy through green procurement in support of the 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 2022-23, we will continue to experiment with technology, collaboration software, tablets and other mobile devices, to reduce the use and reliance on paper in the workplace and move towards cloud-based solutions.

Planned results for Independent Oversight of the Military Police

The following table shows, for independent oversight of the Military Police, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 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	83%	100%	100%
	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2019	100% ¹	100%	100%
	Percentage of findings and recommendations issued in non-public interest cases within 18 months from the time disclosure is substantially received, to the issuance of the interim report. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	70%	March 31, 2019	100%	100%	90%
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	97%	97%	95%
Military Police and the public have access to current information on the	Quarterly website updates of MPCC findings and recommendations through case	4	March 31, 2019	4	4	4

issues addressed by the MPCC.	summaries and MPCC Final Reports in public interest cases.					
	Number of Outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.	6	March 31, 2019	8	7	7
	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2019	100%	100%	100%

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

The financial, human resources and performance information for the MPCC's program inventory is available on [GC InfoBase](#).ⁱ

Planned budgetary spending for Independent Oversight of the Military Police

The following table shows, for Independent oversight of the Military Police, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
2,944,544	2,944,544	2,899,671	2,899,671

Financial, human resources and performance information for the MPCC's program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned human resources for Independent Oversight of the Military Police

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
16	16	16

Financial, human resources and performance information for the MPCC's program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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 2022-23 fiscal year, the MPCC will:

- Engage employees on the future of work at the MPCC and the adoption of a hybrid work environment and review the space requirements of the organisation. This will require the review of operating procedures and the integrations of lessons learned following the adoption of remote work during the COVID-19 pandemic;
- Continue to promote a work environment free of harassment and develop a domestic violence program in accordance with employer obligations under the *Canada Labour Code*;
- Review its administrative support structure in preparation for the Program Administration group conversion;
- Continue its efforts in the migration of business processes to Microsoft Teams and SharePoint;
- Continue the implementation of an Information Technology Asset Management Plan to ensure the efficient use of resources; 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 spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
1,940,131	1,940,131	1,910,564	1,910,564

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
14	14	14

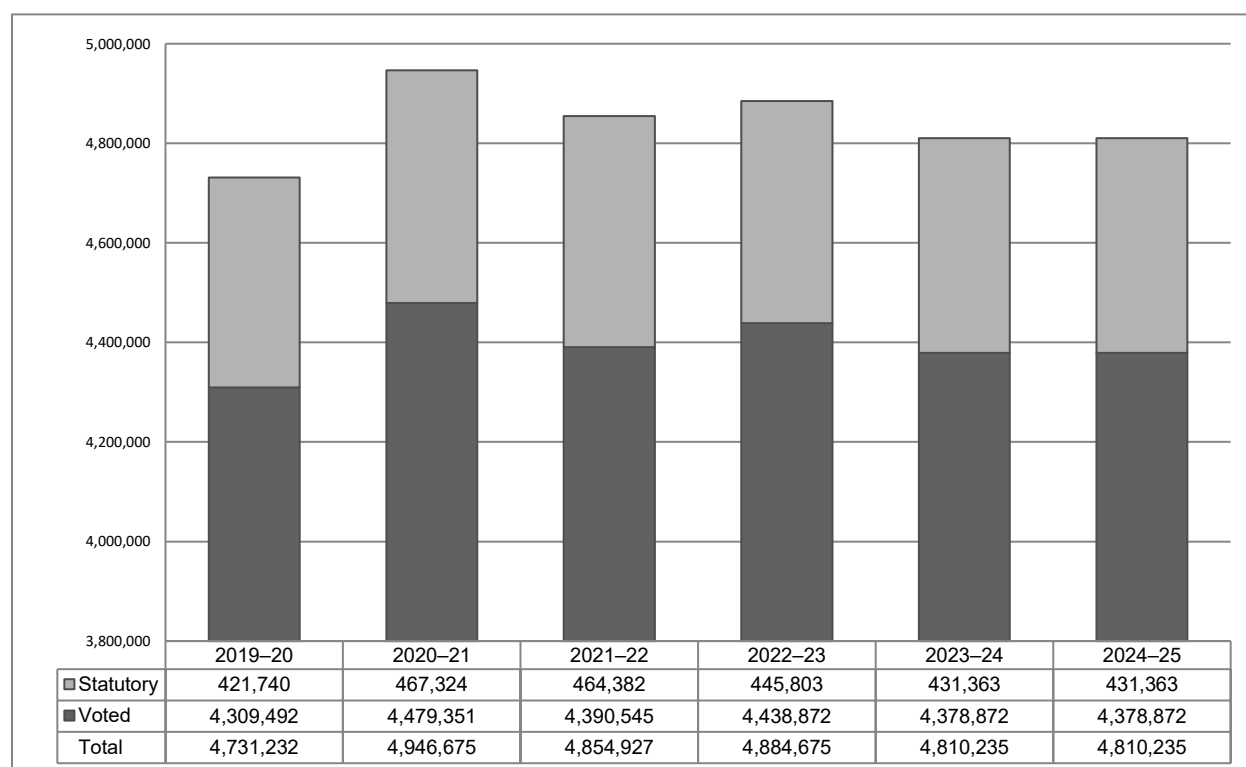
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



In 2017-18, a frozen allotment was set up using the lapse on personnel expenses (salary) exceeding the allocated carryover amount, as approved by the Treasury Board Secretariat, following the freeze on salaries. The extra salary allotment of \$300,000 plus the associated employee benefits plan was spread over five years up to 2022-23. Spending is expected to reduce by \$60,000 plus the associated employee benefits plan in 2023-24 as we are reverting to our regular allotment.

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the MPCC’s core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Independent Oversight of the Military Police	2,837,560	2,880,699	2,894,231	2,944,544	2,944,544	2,899,671	2,899,671
Subtotal	2,837,560	2,880,699	2,894,231	2,944,544	2,944,544	2,899,671	2,899,671
Internal services	1,893,672	2,065,976	1,960,696	1,940,131	1,940,131	1,910,564	1,910,564
Total	4,731,232	4,946,675	4,854,927	4,884,675	4,884,675	4,810,235	4,810,235

The MPCC’s planned spending for 2022-23 is based on its Main Estimates of \$4,884,675. In 2023-24, we see a drop of \$60,000, as the MPCC no longer has access to the frozen allotment created in 2017-18. This saw an additional \$60,000 per year for 5 years.

The forecast for 2021-22 is slightly lower than expenditures from the previous year, as 2020-21 saw a large number of retroactive payments due to signing of multiple collective agreements.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the MPCC's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Independent oversight of the Military Police	14	14	16	16	16	16
Subtotal	14	14	16	16	16	16
Internal services	14	15	14	14	14	14
Total	28	29	30	30	30	30

Following the timeliness review, the MPCC has strengthened its oversight function by realigning resources to better support its 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 MPCC's organizational appropriations is available in the [2022–23 Main Estimates](#).^{iv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the MPCC's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on the [MPCC website](#).

Future-oriented condensed statement of operations for the year ending
March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	5,150,271	5,216,297	66,026
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,150,271	5,216,297	66,026

The MPCC’s 2022-23 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 2021-22, the MPCC received a carry-forward of \$173,871.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Anita Anand, Minister of National Defence

Institutional head: Bonita Thornton, Interim Chairperson

Ministerial portfolio: Defence Portfolio

Enabling instrument(s): *National Defence Act, Part IV*

Year of incorporation / commencement: 1998

Other: For more information, please visit the [MPCC website](#).

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

Information on the MPCC's raison d'être, mandate and role is available on the [MPCC website](#).

Information on the MPCC's mandate letter commitments is available in the [Minister's mandate letter](#).

Operating context

Information on the operating context is available on the [MPCC website](#).

Reporting framework

The Military Police Complaints Commission of Canada's approved departmental results framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	Independent oversight of the Military Police	
	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 findings and recommendations issued in non-public interest cases within 18 months from the time disclosure is substantially received to the issuance of the interim report. It is recognized that there may be exceptionally complex cases which will not meet this indicator.
	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. 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.
Program Inventory	Complaints Resolution	

Internal Services

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 on [GC InfoBase](#).^v

Supplementary information tables

The following supplementary information tables are available on the [MPCC 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.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{vi} 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 plus.

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

Contact us for a private consultation.

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

Follow us on Twitter

[@MPCC_Canada](https://twitter.com/MPCC_Canada)

Follow us on LinkedIn

[@MPCC-Canada](https://www.linkedin.com/company/MPCC-Canada)

Like us on Facebook

[@MPCCCanada](https://www.facebook.com/MPCCCanada)

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>