

STRATEGIC PLAN 2018/22



Mission

Through our people, we achieve investigative excellence and transparent reporting of serious police incidents for British Columbians.

Vision

The leading oversight agency, enhancing the public's faith in police accountability.

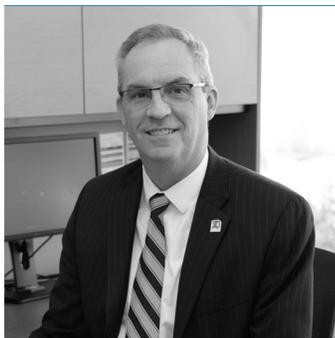
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Gayle Hogan, Marten Youssef

Professionalism ■ Excellence ■ Collaboration ■ Trust ■ Courage

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LETTER FROM RONALD J. MACDONALD, Q.C.



I am pleased to present the Independent Investigations Office (IIO) of British Columbia's five-year Strategic Plan that will guide the efforts of the IIO in the years ahead. The plan provides a roadmap to achieving our vision and fulfilling our mission. It also sets out the values we will honour as we work to provide excellence in the independent and thorough investigation of cases where persons are seriously injured or die in an interaction with police.

I want to express my thanks to the many individuals and organizations who participated in the comprehensive planning process that included input from community and Indigenous groups, police, employees and government representatives. The consultations, which took place over several weeks, resulted in outcomes that were summarized into themes. These informed the plan and provided the basis for the objectives, initiatives and activities which are captured within.

The IIO began operations in September 2012. Since that time, it has grown into an organization that demonstrates sound investigative and reporting practices while addressing between one and two hundred incidents of serious harm per year, some of them resulting in loss of life. I look forward to consolidating our policies and practices in the short term to prepare for growth in the years ahead. In particular, the IIO is committed to ensuring investigative excellence with enhanced training and certification programs, to fostering organizational health and to continuing to build constructive relationships with our stakeholders.

With respect to growth, several of our stakeholders indicated a desire for the IIO to assume oversight of alleged criminal misconduct by police officers. This conduct is currently investigated by external bodies such as other police agencies. This would represent an expansion in the current mandate of the IIO and requires further examination by the IIO and co-ordination with other agencies such as the Office of the Police Complaints Commissioner, police agencies, and the government. However, the IIO is committed to exploring this issue and has identified this as an initiative to be completed by 2021.

This plan also incorporates the B.C. Government's commitments to sound fiscal management, delivery of reliable services in a timely manner and development of broad based economic growth. While the plan is intended to provide a lasting foundation for the organization, it is a living document that will be revisited to ensure that it reflects our Province's changing needs and those of the people we serve.

We look forward to working together with our valued employees, the community and stakeholders to implement our plan and achieve our vision to be the leading oversight agency, enhancing the public's faith in police accountability.

Yours very truly,

Ronald J. MacDonald, QC
Chief Civilian Director

CONTRIBUTORS

This plan is the work of several IIO employees divided into two teams. The Extended Planning Team included the IIO's Executive and the Director, Public Engagement and Policy.

- Ronald J. MacDonald, QC - Chief Civilian Director
- Gayle Hogan - Chief of Investigations
- Salman Azam - former Chief Operating Officer
- Sandra Hentzen - Chief Operating Officer
- Marten Youssef - Director, Public Engagement and Policy (Project Lead)

The Planning Team was supported by an Extended Planning Team (EPT) comprised of the following representatives from the IIO:

- Erin Hobday - Director, Investigations
- Gene Krecsy - Director, Investigations Support Services
- Karpal Singh - Director, Investigations
- Alan Turner - Investigator
- Adrian Wilson - Director, Investigations
- Adrian Wild - Investigator
- Vicki Yeats - Director, Corporate Services

The IIO also consulted with the following external stakeholders:

- Deputy Commissioner, RCMP "E" Division
- Special Advisor to the Premier (previously Executive Director, UBCIC)
- Chief, Delta Police
- Police Services, Ministry of Public Safety and Solicitor General
- Executive Director, Together Against Poverty; formerly
- Police Accountability Lawyer, Pivot Legal Society
- Commissioner, Office of the Police Complaints Commission
- Community Lawyer, BC Civil Liberties Association
- Mother of an Affected Person
- Vancouver Police Department Executive
- Chief, Abbotsford Police
- President, Vancouver Police Union
- Senior Policy Advisor, Liquor Control Branch (LCB), previously Senior Policy Advisor, Justice Services Branch

Finally, the Planning Team reviewed the recommendations arising from all external reviews of the organization that have been conducted since its inception.

The IIO would like to thank those employees and external stakeholders who provided input to the plan or participated in reviews of the organization. Their time and thoughtful recommendations are greatly appreciated.

APPROACH

In order to inform the plan and truly understand the perspective of our stakeholders, the IIO undertook extensive consultation and provided several ways to participate in the planning process:

- Compiled a comprehensive list of recommendations following external reviews.
- Assessed current organizational strengths and weaknesses, together with future opportunities and threats, engaging employee representatives from all parts of the organization.
- Conducted an internal survey of all employees to identify the values of highest importance together with their vision for the future.
- Conducted an external scan asking stakeholders to consider the current organizational strengths and weaknesses, together with future opportunities and threats.

Feedback was summarized into themes which formed the basis for the strategic objectives and several of the initiatives and activities captured in the Strategic Plan.

The final plan was presented to all IIO employees for feedback. The plan will be shared with government and with external stakeholders, and then it will be made available to the public on the IIO's website.

Feedback was summarized into themes which formed the basis for the strategic objectives and several of the initiatives and activities captured in the Strategic Plan.

STRATEGIC PLATFORM

INVESTIGATIONS

The strategic platform sets out the IIO's vision, mission and the strategic objectives which will guide our journey toward excellence in police oversight. The values determine how we will work with one another and with our stakeholders to meet our shared responsibility to British Columbians. The refreshed vision, mission and values below reflect the IIO's continued commitment to excellence, transparency and timeliness.

A. VISION

The leading oversight agency, enhancing the public's faith in police accountability.

B. MISSION

Through our people, we achieve investigative excellence and transparent reporting of serious police incidents for British Columbians.

C. VALUES

- **Professionalism**
(demonstrating integrity, impartial, thorough, unbiased, committed, efficient, compassionate, caring)
- **Excellence**
(cutting edge practices, world class training, continuous improvement, consistency)
- **Collaboration**
(respectful, open and curious, present, mindful, demonstrating teamwork, shared goals, dialogue, communication and practical transparency)
- **Trust**
(foundation of our relationships and organizational health, open, genuine, authentic)
- **Courage**
(fact driven, confident in making difficult decisions, speaking and acting in support of decisions, admitting mistakes and being accountable)

STRATEGIC PLAN

The IIO's Strategic Plan is based on four strategic objectives.

OBJECTIVE INVESTIGATIVE EXCELLENCE



We will demonstrate investigative excellence to strengthen the confidence of the community and police.

OBJECTIVE TIMELINESS



We will ensure timeliness in all aspects of our investigations in order to meet the needs of affected persons, police and the broader community.

OBJECTIVE RELATIONSHIPS



We will foster relationships and honour our values with all our stakeholders to achieve our vision and mission.

OBJECTIVE ORGANIZATIONAL HEALTH



We will nurture organizational health to create an environment where people thrive and can be their best.

Each strategic objective is supported by initiatives and activities. In the short term, the initiatives and activities reflect consolidation of existing practices and systems to ensure that the IIO is prepared for the next phase in its growth. In the longer term, the initiatives and activities reflect an examination of the potential for the expansion of the IIO's mandate and resulting operational and policy changes. Throughout, the IIO is committed to sharing best practices and learnings to benefit policing in the Province and establish the IIO's role as a leading oversight agency.

We will nurture organizational health to create an environment where people thrive and can be their best.

This is a five-year Strategic Plan concluding in Q4, 2022.

The IIO's fiscal year runs from April 1 to March 31 with the following dates for each quarter:

Q1

APRIL 1 to
JUNE 30

Q2

JULY 1 to
SEPTEMBER 30

Q3

OCTOBER 1 to
DECEMBER 30

Q4

JANUARY 1 to
MARCH 30

STRATEGIC PLAN

OBJECTIVE INVESTIGATIVE EXCELLENCE



We will demonstrate investigative excellence to strengthen the confidence of the community and police.

MEASURES:

1. No more than 10% of files are returned by Crown for further investigation.
2. No shortcomings in external/internal file reviews of sufficient significance that they change the outcome or decision.
3. 80% of Team Directors and 25% of Investigators meet the Provincial Policing Standards for Team Commanders.
4. 90% of Investigators over two years of service are certified in oversight investigations.

Initiative	Key Activity	Target Date	Measures of Success	
Initiative A	A. Implement Training and Certification Program for Investigators	Develop Business Plan for all training and certification initiatives	Q1/18	<ul style="list-style-type: none"> • 20% of Investigators are nominated and referred for MCIT training annually • 10% of eligible Investigators are nominated and referred for Team Commander training annually • 20% of Investigators are nominated and referred to File Co-coordinator training annually • 25% of Investigators over 2 years of service are Certified in first year following approval of the Certification program • 80% of Team Directors are certified as Team Commanders by Q4/18
		Obtain conditional approval for Certification Program from Police Services	Q1/18	
		Draft and implement Communication Plan for Investigator Certification Program	Q1/18	
		Initiate certification of Investigators with over 2 years of service and continue annually	Q4/18 & ANNUALLY	
		Nominate participants for MCM MCIT, Team Commander and File Co-ordinator training and repeat annually	Q4/18 & ANNUALLY	
		Evaluate and report on training programs	Q4/19 & ANNUALLY	
		Meet Police Services' Team Commander Certification requirements	Q4/19 & ANNUALLY	
		Reevaluate delivery model for Team Commanders and File Co-Ordinator programs to consider internal delivery and revise model as required	Q4/20	
Initiative B	B. Initiate Critical Incident Debrief Practices	Draft and implement Critical Incident Stress Debrief Policy (CISD) addressing IIO's interactions with police	Q4/18	<ul style="list-style-type: none"> • CISD Policy is consistently implemented • IIO employees have adapted practices to reflect critical incident awareness when dealing with police
		Review and revise policy (incorporate in MOU)	Q4/20	

STRATEGIC PLAN

OBJECTIVE INVESTIGATIVE EXCELLENCE *Continued*



We will demonstrate investigative excellence to strengthen the confidence of the community and police.

	Initiative	Key Activity	Target Date	Measures of Success
Initiative C	C. Develop Information Technology Strategy	Develop IT Strategy to include Case Management System (CMS) and other workplace tool/system enhancements	Q3/18	<ul style="list-style-type: none"> Team members have the tools and software to maximize productivity Successful testing and implementation of CMS and related processes program Investigators trained and using system by Q3/18 Application and achievement of KPIs Complete user satisfaction and improvement survey
		Conclude design and implement CMS	Q3/18	
		Establish Key Performance Indicators for CMS	Q3/18	
		Initiate regular reporting for CMS	Q4/18 & ANNUALLY	
		Conduct needs assessment to address systems enhancements in 2 phases	Q4/19	
		Implement Phase 1 CMS enhancement	Q4/20	
		Implement Phase 2 enhancement		
		Review and update IT Strategy	Q1/21	
Initiative D	D. Continuously Improve Investigative Practices	Review and revise Manual of Investigations	Q2/18	<ul style="list-style-type: none"> No shortcomings in external/internal reviews of sufficient significance to change outcome or decision MCM practices are fully utilized resulting in cohesive Command Triangle, effective decision-making and resource efficiencies
		Enhance disclosure practices to ensure they are consistent and timely	Q4/18	
		Review MCM practices and principles to ensure benefits are fully realized	Q3/18	
		Continue review processes for internal review and hot debrief, General Counsel, OPCC, Coroner and Crown (including clear statement and charges approved)	Q2/18	
		Initiate gathering of data and review monthly	Q2/19	
		Conduct annual Business Improvement Forum to include outcomes of Command Triangle review	Q4/18 & ANNUALLY	
		Consolidate data and report (through Annual Report and website) following Business Forum	Q1/19	
Initiative E	E. Support policy and Legislative Reform	Call for and support legislative change if advanced	Q2/18	<ul style="list-style-type: none"> New legislation and standards in place and operative
		Support any consultative processes required	Q2/18	
		Monitor legislative process if pursued	Q3/18	
		Support development of policies and standards by the Ministry of Attorney General, or the Director of Police Services if pursued	Q3/18	
		Discuss further initiatives with Ministry of the Attorney General	Q1/19	
Initiative F	F. Assess Mandate Expansion	Conduct assessment with external stakeholders	Q1/20	<ul style="list-style-type: none"> New mandate in place by Q2 2021 with support of stakeholders Internal training committee feedback incorporated into training program
		If appropriate, develop proposal, including training and resource needs, for discussion with government.	Q3/20	
		Implement delivery of services under expanded mandate if approved.	Q2/21	

STRATEGIC PLAN

OBJECTIVE TIMELINESS



We will ensure timeliness in all aspects of our investigations in order to meet the needs of affected persons, police and the broader community.

MEASURES:

- 80% of fatal cases will be completed within 8 months, including the notification of affected persons and police. The public will be informed within 11 months.

	Initiative	Key Activity	Target Date	Measures of Success
Initiative A	A. Enhance Stakeholder Communication Tools and Channels	Develop and implement strategy for launch of communications tools to support public awareness and transparency of reporting (ie. print, social media, etc.)	Q2/18	<ul style="list-style-type: none"> Demonstrated increase in public awareness year over year
		Design updated logo to coincide with development of IIO communications media	Q4/18	
		Design and launch new website	Q4/18	
		Identify liaisons within key stakeholder groups to promote understanding of the IIO's role	Q3/18	
		Conduct base line and follow up assessments to determine level of public awareness and inform communication efforts	Q3/22	
Initiative B	B. Develop Information Technology Strategy	See above		
Initiative C	C. Implement File Specific Audit/ Review Process	Draft Audit/Review Process addressing file specific quality and timeliness	Q3/18	<ul style="list-style-type: none"> Functioning systems with "point in time" capability 80% of files concluded or Executive File Review (EFR) completed within 3 months
		Implement Audit Review Process	Q4/18	
		Adjust process and report on results	Q1/19 & ANNUALLY	

STRATEGIC PLAN

OBJECTIVE RELATIONSHIPS



We will foster relationships and honour our values with all our stakeholders to achieve our vision and mission.

MEASURES:

1. 25% of file Subject Officers (so's) will provide a statement.
2. Feedback obtained every two years from the External Advisory Group (EAG) confirming constructive relationships with stakeholders within the mandate.
3. Public feedback through survey, focus group and/or media scans showing increased confidence in the IIO year over year.

	Initiative	Key Activity	Target Date	Measures of Success
Initiative A	A. Refresh Terms of Reference for EAG	Redraft terms of reference for EAG, including composition and meeting parameters	Q4/18	<ul style="list-style-type: none"> Representation from a broad range of the Province Stakeholders represent those involved in IIO matters
		Review and revise as necessary	Q4/19	
Initiative B	B. Enhance Stakeholder Relations—All	Distribute and implement Stakeholder Engagement Strategy, including presentations/ outreach to stakeholders	Q1/18	<ul style="list-style-type: none"> 95% of outreach to all represented groups complete Improved relations with stakeholders as confirmed through external Scan/Focus Group
		Assess impact of Stakeholder Engagement Strategy and revise as required	Q4/18 & ANNUALLY	
		Develop Data Collection strategy & reporting mechanism	Q3/18	
Initiative C	C. Enhance Stakeholder Relations—Indigenous Persons	Establish Indigenous Stakeholder Group	Q2/18	
		Initiate data collection on all cases, including data involving Indigenous peoples and communities	Q3/18	
		Develop and implement policy to address cases involving Indigenous peoples and communities	Q1/19	
		Assess and revise policy	Q1/20	
Initiative D	D. Enhance Stakeholder Relations—Police	Case Review process to monitor regular contacts with so	Q2/18	
		Review so communications to ensure effectiveness	Q4/18	
Initiative E	E. Review Affected Persons (AP) Programs	Conduct needs assessment addressing locum and/or remote support	Q2/18	<ul style="list-style-type: none"> Enhanced delivery of AP services throughout British Columbia Contact with AP within 48 hours on 100% files with continuing mandate
		Develop an approach for enhanced remote services	Q3/18	
		Assess and revise as required	Q4/19	

STRATEGIC PLAN

OBJECTIVE **RELATIONSHIPS** *Continued*



We will foster relationships and honour our values with all our stakeholders to achieve our vision and mission.

	Initiative	Key Activity	Target Date	Measures of Success
Initiative F	F. Assess—Public Access to File Status Information	Conduct needs analysis and develop options to address ability to report on file status to the public	Q4/18	<ul style="list-style-type: none"> Public has appropriate access to status reports on the iio public platform
		Develop model	Q1/19	
		Launch	Q2/19	
		Assess impact and revise as necessary	Q4/19	
Initiative C	G. Conclude MOU Revisions	Redraft MOU for internal review	Q2/18	<ul style="list-style-type: none"> MOU satisfactory to all parties is signed by Q4/18
		Consult with police representatives	Q4/18	
		Finalize and sign off with police	Q4/18	
Initiative D	H. Enhance Co-operation with External Oversight Bodies	Establish methods for enhanced interactions and learning with external oversight bodies	Q1/19	<ul style="list-style-type: none"> External oversight bodies are considered for inclusion in training initiatives sponsored by the iio

STRATEGIC PLAN

OBJECTIVE ORGANIZATIONAL HEALTH



We will nurture organizational health to create an environment where people thrive and can be their best.

MEASURES:

1. 80% of employees have been with the organization for over 2 years (excluding retirements).
2. 75% achieved on Workplace Engagement Survey (WES) score.
3. Identified as a “Top Work Unit” within the BC Public Service in 2020.
4. Leave liability of less than 10%.

	Initiative	Key Activity	Target Date	Measures of Success
Initiative A	A. Invest in Employee and Leadership Growth	Build capacity within the IIO leveraging existing succession planning programs and establishing career paths	Q1/18	<ul style="list-style-type: none"> Increased meritorious internal promotions into Investigator roles Promote internally into leadership roles through meritorious process Consistent application of change management practices to organizational and project changes Demonstrated leadership impact and increased leadership capacity in all roles Enhanced employee engagement for target drivers 80% of senior management participating in the Coaching program through the PSA
		Build capacity for change management among senior leaders	Q3/18	
		Develop and implement Leadership Development Strategy which includes Supervisory/Management and all employee training	Q3/18	
		Develop and implement an internal Communications Plan, including enhanced tools and channels	Q4/18	
		Develop a coaching culture at the IIO, leveraging existing services within BCPS, where appropriate	Q4/18	
Initiative B	B. Foster Diversity/Equity—Recruitment Strategy	Design a Recruitment Strategy that is inclusive, attracts diverse talent, and markets the IIO's profile externally. Leverage technologies where possible	Q3/18	<ul style="list-style-type: none"> Inclusive practices are embedded in hiring process Outreach program is in place to ensure representative qualified applicant pool Proactive recruitment of skilled IIO employees is practiced to prevent shortages and delays
		Implement strategy	Q4/18	
		Review strategy and revise as needed	Q2/19	

COMMUNICATION

A Communication Plan has been prepared which includes delivery of the Strategic Plan to employees, the Ministry of the Attorney General and external stakeholders. The Strategic Plan will be made available to the public on the IIO's website.

The abbreviated Communication Plan can be found at Appendix A.

EVALUATION AND REPORTING

The activities within the Strategic Plan will be reviewed bi-monthly by the Executive and Senior Management Team to ensure that desired outcomes and timelines are being met. As well, the IIO's Public Engagement and Policy Team will be reporting to employees and the public on significant advancements for continued transparency.

Initiatives and activities will be revisited every two years to ensure that they continue to support IIO objectives and meet the needs of our stakeholders. Annual business planning will also be conducted. The next review of the Strategic Plan will be conducted in Q4 of 2019.

Initiatives and activities will be revisited every two years to ensure that they continue to support IIO objectives and meet the needs of our stakeholders.

APPENDIX A—COMMUNICATION PLAN

AUDIENCE	MESSAGE CONTENT AND OBJECTIVES	CHANNEL	SENDER	DATE
Extended Planning Team	<ul style="list-style-type: none"> Draft plan for review Feedback on vision, mission and values 	Meeting	Chief Civilian Director (ccd)	06/08/18
Employees	<ul style="list-style-type: none"> Introduce vision, mission and values Overview of key initiatives and activities Integration of WES outcomes 	GM	Chief Civilian Director (ccd)	07/03/18
Attorney General (AG) and Deputy Attorney General (DAG)	<ul style="list-style-type: none"> Present plan in advance of publication 	Meeting	Chief Civilian Director (ccd)	09/17/18
External Advisory Group (EAG)	<ul style="list-style-type: none"> Thank you for participation Present plan 	Email message with attached plan	Chief Civilian Director (ccd)	Following provision of report to DAG
Public	<ul style="list-style-type: none"> Present plan 	Website	Director, Public Engagement and Policy	One day following circulation to EAG

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