



IIO STRATEGIC PLAN 2022—2025

VISION

To be the leading oversight
agency enhancing the public's
faith in police accountability



INDEPENDENT
Investigations Office of BC

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MISSION

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

A MESSAGE FROM THE CHIEF CIVILIAN DIRECTOR

Beginning at the end of 2021, the IIO recognized a need to take a fresh look at our strategic direction in the face of rising caseloads and critical resource shortages. While the IIO works to resolve these challenges, the IIO Executive team determined that an update of the agency's strategic objectives was more prudent than developing a new plan given the four pillars of the IIO's strategic direction—our objectives—remain unchanged.



These objectives—organizational health, investigative excellence, timeliness of investigations, and continuing to enhance relationships—are the foundation of our commitment to the citizens of British Columbia who rely on the IIO to conduct thorough and fair investigations into police-involved incidents that result in serious harm or death to determine if an officer may have committed an offence.

IIO VALUES

Professionalism

The IIO team demonstrates impartiality and integrity in delivering on the organization's mandate. Every person who works at the IIO approaches their role, responsibilities, and interactions with the community, affected persons, police, and each other in an impartial, thorough, unbiased, committed, and efficient manner. Practice that is grounded in care and compassion for those we interact with is central to the IIO's values.

Courage

The work that we do is challenging and demanding, but an important part of maintaining a well-functioning society operating on rule-of-law principles. The CCD and IIO team conduct each investigation as fact-driven professionals that the people of B.C. can count on to do what's right – even when it's difficult. With this understanding, the IIO must be confident in making tough decisions, in speaking and acting in support of those decisions, and, when necessary, taking accountability if there has been a mistake.

Excellence

The IIO is committed to excellence in all aspects of investigations and interactions with others. This approach applies cutting-edge practices to improve our effectiveness and undertaking world-class training to ensure that employees' knowledge and skills are always up to date. The CCD and IIO team are dedicated to ongoing improvement with a focus on ensuring consistency. The goal of the IIO is to serve the communities of B.C. in a manner that inspires confidence in the organization and police accountability.

Trust

The IIO is dedicated to remaining impartial. The public, the affected person(s) and the police should have complete confidence in the IIO's processes and procedures. Whatever the outcome of the investigation, the IIO must be held to the highest standards. Aligned with our 'start from zero' approach, the IIO reaches conclusions only after gathering and analyzing all available evidence. Our goal is to be open and genuine in all interactions. It is this approach that fosters trust, which is at the core of all relationships with affected persons, police, communities, and British Columbians.

Collaboration

As an organization and as professionals, the IIO is dedicated to acting in a respectful, open, and curious manner and to being present and mindful in all interactions. At the foundation of the IIO's investigative and operational abilities is teamwork and employees who work toward shared goals that uphold both organizational and their own personal values. We stand on a strong foundation of encouraging respectful dialogue and operating with practical transparency and communication.



ORGANIZATIONAL
HEALTH

INVESTIGATIVE
EXCELLENCE

TIMELINESS OF
INVESTIGATIONS

CONTINUE TO
ENHANCE
RELATIONSHIPS



IIO STRATEGIC OBJECTIVES

The four pillars that provide the foundation of the IIO's work—our strategic objectives—are noted above.

IIO STRATEGIC OBJECTIVES

ORGANIZATIONAL HEALTH

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

INVESTIGATIVE EXCELLENCE

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

TIMELINESS OF INVESTIGATIONS

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

CONTINUE TO ENHANCE RELATIONSHIPS

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

OBJECTIVE 1

Organizational Health

1.1	Enhance Employee Well-Being
1.2	Continue to build strong and active communication across the organization and encourage our people to seek out and inquire
1.3	Continue to invest in our people and support continuous personal learning and development
1.4	Proactively retain our employees through communication, innovative workplace practices, and a supportive organizational culture
1.5	Encourage and support a diverse and inclusive organization and participate in and support the BC Public Service focus on Diversity and Inclusion

We will know we have succeeded when:

1. We achieve a rating of 75% or higher on the BC Public Service Workplace Engagement Survey (WES)
2. We are able to maintain an organizational attrition rate below 13% annually

OBJECTIVE 2

Investigative Excellence

2.1	Continuous improvement of the Case Management System
2.2	Continuously improve IIO investigative practices
2.3	Undertake file specific audits for continuous improvement
2.4	Support and advocate for the IIO mandate and explore opportunities for future expansion

We will know we have succeeded when:

1. No more than 10% of investigations referred to the BC Prosecution Service for consideration of charges require additional investigative steps
2. All investigators with over three years of service are certified as Oversight Investigators

OBJECTIVE 3

Timeliness of Investigations

3.1	Continue to advocate for adequate resources to support the mandate of the IIO
3.2	Explore opportunities or processes that can be created to resolve files faster
3.3	Explore potential alternate investigative models to increase the timeliness of investigations

We will know we have succeeded when:

1. When the average number of days to conclude an investigation is 50 days or fewer

OBJECTIVE 4

Continue to Enhance Relationships

4.1	Continue to Build and Enhance Relationships with Indigenous Peoples and Vulnerable Communities
4.2	Recognizing DRIPA, engage and enhance relationships with Indigenous Communities
4.3	Continue to Enhance Stakeholder Communication and Relationships
4.4	Continue to Enhance Communication and Relationships with Police Agencies
4.5	Enhance Co-Operation with External Oversight Bodies



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