

Justice, Transparency & Accountability

Pillars for Civilian Oversight

Brooke McNabb, Vice-Chair
Commission for Public Complaints Against the RCMP

Why Service Standards

- Complainants & Members have the Right to Be Heard in a Timely Fashion
- Chronic Backlog

Nature of the Backlog

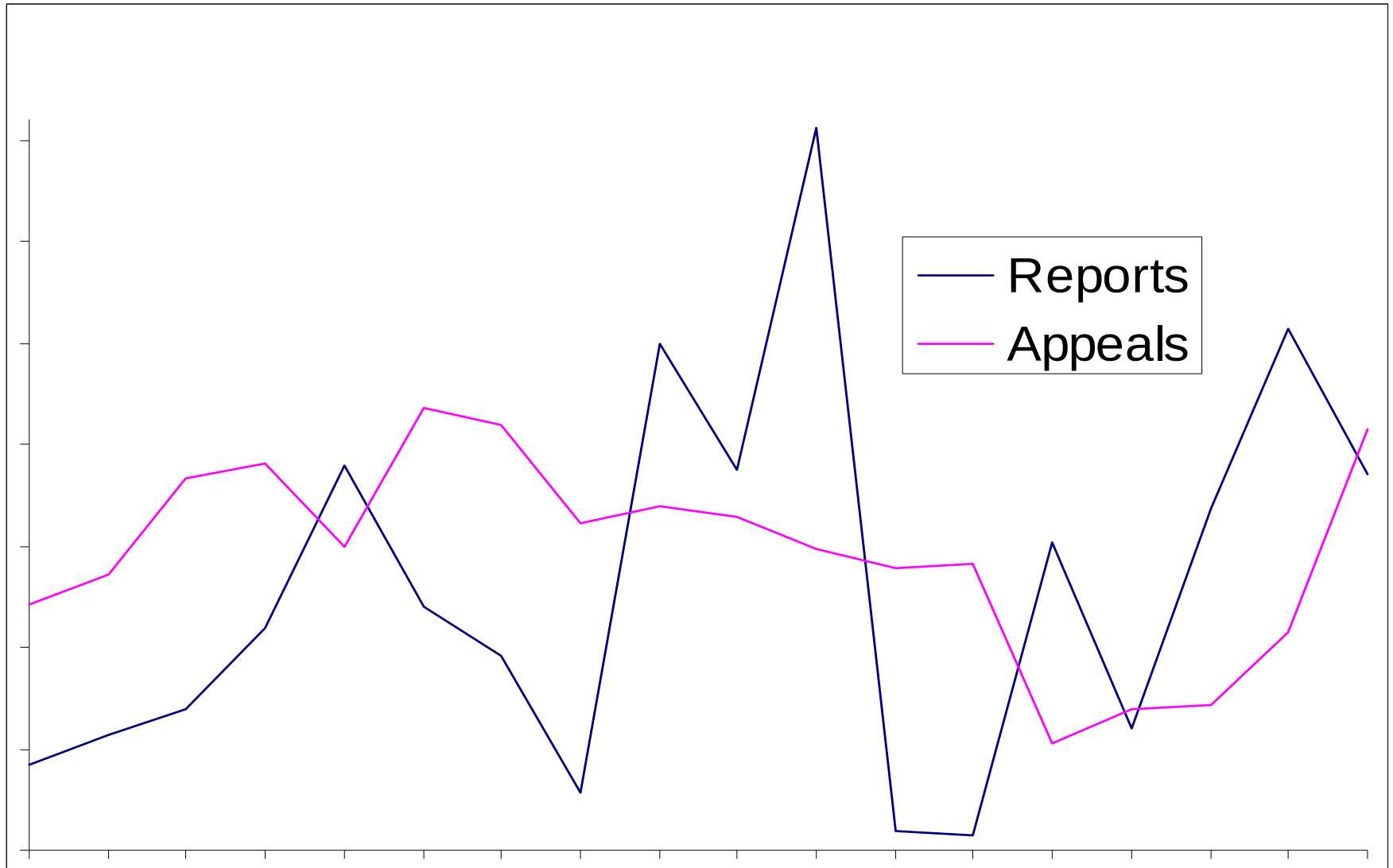
- Growing Inventory of Files
- Files “Sitting” for 2 to 6 Years
- In Custody Death – 1289 Days

Impact of the Backlog

- Unresponsive to Complainants
- Unfair to RCMP Members
- Negatively Impacted Nature & Scope of Recommendations
- Undermined CPC Credibility
- Undermined Credibility of Public Complaints Process
- Undermined Public Confidence in Policing

Reports vs. Appeals

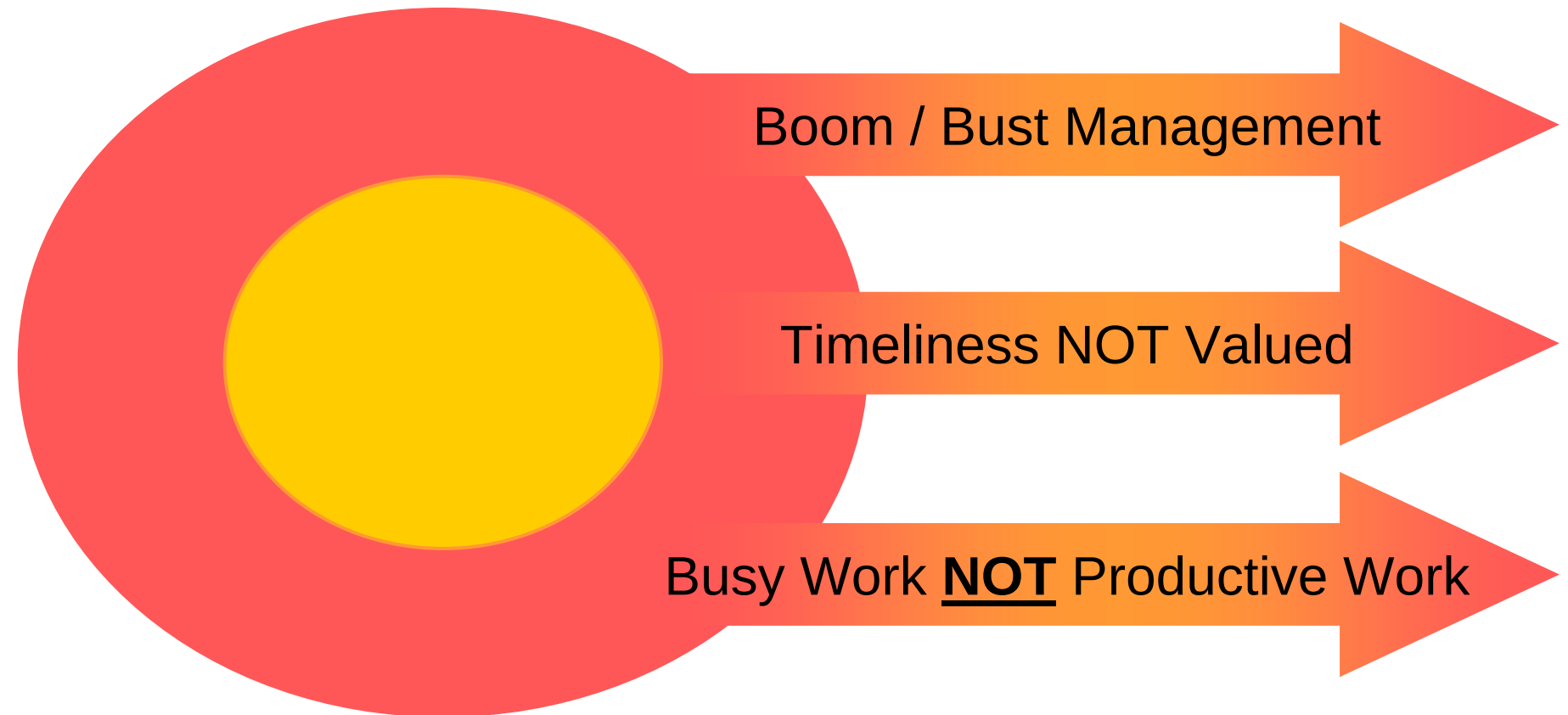
1988-2007



Backlogs Are Symptoms

- Treat the Underlying illness
- “If you Don’t Like *Change* ...
You’ll Like *Irrelevance* Even Less”

Backlog Culture Characteristics



Solution – A Paradigm Shift



Treatment for Backlog Cultures



How The
CPC
Approached
Service
Standards

First Step Towards Performance
Culture

Custodian – Complaints Process

Client Focus

Aggressive, Realistic & Flexible

How The
CPC
Approached
Service
Standards

1-Year Implementation

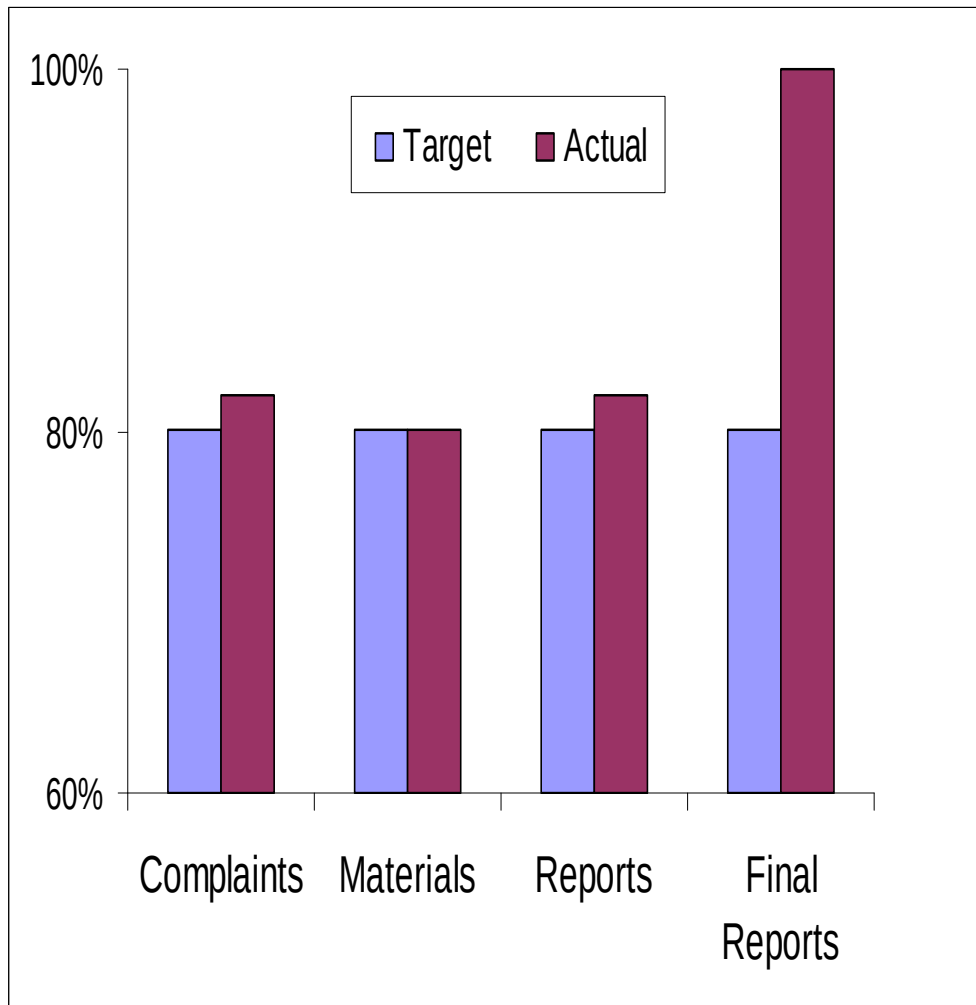
Streamline Processes

Resource Allocation

Track & Communicate

Service Standards

Results



Benefits

Reality Check

Value Added Work

Institutional Credibility

Challenges of Service Standards

Sustainability

Workload Impact

Better Resources

More Complaints & More Appeals

Service
Standards
Are a
Commitment
To the
Principles
of

Justice

Transparency

Accountability

THANK YOU