

**Ministry of the Solicitor General  
Public Safety Division**

**Service Improvement Plan**

**Ottawa Police Service – Major Case Management Inspection - 2019**

Ministry Use				Police Service			Ministry Use
#	Requirement / Recommendation	Reference	Responsibility- Board or Chief	Staff Assigned	Anticipated Completion	Progress Update	Verification
<b>Legislative/Regulatory - Nil</b>							
4	The Chief of Police establish procedures and processes to ensure that PowerCase software is used for every major case - O.Reg.354/04 s.1(3).7.	O.Reg. 354/04 s.1(3)	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	<p>A workflow model for tracking major cases has been developed and initiated. Cases are now routed directly to trained case managers within each investigative unit (ie. SACA, Major Crime, Partner Assault, etc.). The Case Manager is responsible to ensure PowerCase software is used for every major case.</p> <p>The workflow is monitored by the Sergeant in charge of the Major Case Management (MCM) Unit.</p> <p>MCM procedures are currently being amended to document the above process and related accountability.</p>	

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5	The Chief of Police ensures that the correct data entry standard for PowerCase entries is followed in accordance with the OMCM Manual – O.Reg.354/04 s.1(2).	O.Reg.354/04 s.1(2).	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	A quarterly quality assurance review will be conducted and reported to ensure proper classification and data entry.  MCM procedures are currently being amended to document the above process and related accountability.	
6	The Chief of Police ensure that non-threshold major cases are approved or reassigned by a Major Case Manager, including those investigated by Community Patrol officers - O.Reg.354/04 s.1(2).	O.Reg.354/04 s.1(2).	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	A workflow model for tracking major cases has been developed and initiated. Cases are now routed directly to trained case managers within each investigative unit (ie. SACA, Major Crime, Partner Assault, etc.). That Case Manager is responsible to ensure PowerCase software is used for every major case  MCM procedures are currently being amended to document the above process and related accountability.	
7	The Chief of Police ensure that Major Case Managers notify the Serial Predator Crime Investigations Coordinator within seven days after investigating linkages between cases raising a reasonable likelihood that the same person has committed the crimes - O.Reg.354/04 s.1(2).	O.Reg.354/04 s.1(2).	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	MCM procedures are being amended to ensure an oversight control is put into place with related accountability defined.	

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<b>Advisory/Good Practice</b>							
1	The Chief of Police revise the procedures to reflect the current role of the Major Case Management Unit.	Advisory	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	<p>The MCM Unit is a centralized coordinating body that supports major case investigations through the provision of investigative and administrative functions, including File Coordination, Indexing, and Data Entry.</p> <p>MCM procedures are currently being amended to clarify the MCM Unit members' roles responsibilities.</p>	
2	The Chief of Police revise the Criminal Investigation Management Plan to embed the Major Case Management procedure appendix (Policy No: 5.09(A)) as part of the investigative process, and include processes related to non-threshold major case investigations.	Advisory	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	<p>Because of the importance of Major Case Management and the authority of the Ontario Major Case Manual, the Ottawa Police Service has a stand-alone Major Case Management Policy (5.09A) which identifies the Criminal Investigation Management Plan (5.09) as the Associated Service Governance.</p> <p>As previously indicated within this service improvement plan, MCM procedures are being amended to consider non-threshold cases.</p>	

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3	The Chief of Police revise procedures to include a scheduled review date.	Advisory	Chief	Insp Isobel Granger, Investigative Support	Complete	<p>OPS aligns its scheduled procedural reviews to those defined within the Police Services Board Manual, Chapter 4, available on line at <a href="https://ottawapoliceboard.ca/op-sb-cspo/sites/default/files/docs/policy_manual_aug18_en_1.pdf">https://ottawapoliceboard.ca/op-sb-cspo/sites/default/files/docs/policy_manual_aug18_en_1.pdf</a> .</p> <p>Additionally, OPS Planning, Performance &amp; Analytics Directorate has a compliance function that monitors changes to law that could require a more immediate amendment to Board policy or service procedure.</p>	
8	The Chief of Police should consider additional capacity and resources in ensuring that Major Case Managers, Primary Investigators and File Coordinators are involved in making PowerCase an active investigation tool.	Advisory	Chief	Insp Isobel Granger, Investigative Support	Q1 2020	<p>Non adherence to PowerCase usage is detected by MCM Unit personnel through data entry and indexing activities. Monthly reports are now provided to management.</p> <p>MCM procedures are currently being amended to document the above process and related accountability.</p>	

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9	The Chief of Police should consider reviewing and establishing consistent training and processes to ensure organizational understanding of all OMCM manual definitions, for example threshold/non-threshold case classifications, and the associated relevant investigative and data entry standards.	Advisory	Chief	Insp Isobel Granger, Investigative Support	Complete	Ministry certified in-house trainers are available to provide routine training as scheduled by the Professional Development Centre. MCM Unit staff members possess the knowledge, skills and abilities to support proper use of PowerCase. The constables in the MCM Unit are now active participants in major case investigations and are well positioned to provide guidance in the proper application of the OMCM manual.	

This Service Improvement Plan (SIP) template is provided to assist the Board and Chief of Police in the development of responses to the inspection. The SIP lists the inspection report recommendations and identifies if they are based on mandatory legislative/regulatory requirements, advisory elements in the Policing Standards Manual or good practices calculated to assist. The Ministry requests that the SIP template be used for reporting on inspection recommendation decisions and progress.