



PUBLIC SERVICE COMMISSION AUDIT OF THE MILITARY POLICE COMPLAINTS COMMISSION

October 2004

WHY DID THE PSC CONDUCT THIS AUDIT?

The Public Service Commission (PSC) launched an audit of the Military Police Complaints Commission (MPCC) staffing and recruitment activities in February 2004 as a result of complaints received and issues raised in the MPCC's 2002-2003 Departmental Staffing Accountability Report (DSAR). The audit covered the MPCC's staffing activities and related matters over a three-year period from April 1, 2001 to March 31, 2004.

In total, the audit reviewed 56 staffing transactions, 52 involving non-executive positions and four involving executive-level positions. In addition to interviews with MPCC managers and staff, the PSC interviewed personnel from the Public Works and Government Services Canada (PWGSC) Shared Human Resources Services Directorate, which has provided human resources services to the MPCC since April 1, 2002.

What did the PSC find?

The MPCC abused its delegated staffing authority. There was no evidence of personal favouritism in the MPCC appointment processes. However there were serious deficiencies in the application of staffing policies and practices:

- half of the competition files were incomplete;
- insufficient justification of cases of non-competitive processes;
- overly restricted area of selection for rights of appeal;
- six of ten reclassifications were done retroactively;
- use of deployment and appointment immediately followed by an acting or reclassification.

The MPCC's plans and strategies in support of staffing are adequate for a small organization, but activities were not always consistent with their strategies.

The MPCC did not provide an accurate and complete picture of the organization's staffing performance in its Departmental Staffing Activity Report.

Management failed to resolve problems of communications, fear of reprisals and alleged harassment.

PWGSC personnel who provided operational staffing service to the MPCC did not provide a service that protected their clients from the errors in the application of staffing policies and practices.

What is being done?

The serious deficiencies in the MPCC's application of staffing policies and practices have resulted in the withdrawal of the MPCC's delegation for all appointments to executive positions and conditions have been imposed on its delegated authorities for non-executive staffing.

These measures will remain in effect until the PSC is satisfied that the MPCC has properly implemented its staffing management framework. The MPCC must develop an action plan with specific initiatives to address the recommendations of this audit and correct the deficiencies in its staffing processes.