

## **Rosenthal, Richard IIO:EX**

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**From:** Faganello, Tara JAG:EX  
**Sent:** May-22-14 4:14 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Hoadley, David JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Yes given his relocation costs are fixed and cannot be exceeded.

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** Thursday, May 22, 2014 4:05 PM  
**To:** Faganello, Tara JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Tara: does this work for you?

---

**From:** Hoadley, David JAG:EX  
**Sent:** May-21-14 3:30 PM  
**To:** Rosenthal, Richard IIO:EX; Faganello, Tara JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

I am fine with 12 months.

David

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Wednesday, May 21, 2014 3:09 PM  
**To:** Faganello, Tara JAG:EX  
**Cc:** Hoadley, David JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Hi David and Tara: I am not remembering seeing a response to this; please advise...

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** May-12-14 11:13 AM  
**To:** Faganello, Tara JAG:EX

**Cc:** Hoadley, David JAG:EX

**Subject:** FW: FW: Chief of Investigations Relocation Package

Based on this information, I would like to give him up to 12 months to complete his relocation, instead of my previous and arbitrary nine month period.

Any concerns?

## Rosenthal, Richard IIO:EX

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**From:** Hoadley, David JAG:EX  
**Sent:** May-09-14 10:27 AM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Chief of Investigations Relocation Package

Hi Richard,  
I agree with Tara's comments. I agree with time limiting the costs to 9 months. No other concerns.  
Thanks,  
Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Friday, May 9, 2014 7:11 AM  
**To:** Faganello, Tara JAG:EX; Hoadley, David JAG:EX  
**Subject:** Re: Chief of Investigations Relocation Package

Hi David: any issues or concerns? I would like to get back to Mr. Larkin on this shortly...

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** Tuesday, May 06, 2014 04:52 PM Pacific Standard Time  
**To:** Faganello, Tara JAG:EX; Hoadley, David JAG:EX  
**Subject:** Re: Chief of Investigations Relocation Package

Other travel expenses were meant to include airport parking and/or transportation to and from his home to his local airport. I understand and agree with your commentary,,,

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**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, May 06, 2014 04:26 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX; Hoadley, David JAG:EX  
**Subject:** RE: Chief of Investigations Relocation Package

Hi Richard,

My comments would be as follows:

- They are to be reasonable relocation expenses up to \$25,000 and no more. So future costs can be added to these but only to the max of \$25k and not to just top up to \$25k.
- I think most of these sound reasonable though I would add that with bicycles, ensure they are transported as economically as possible.
- Also, what are meant by, "3. Expenses related to his recent visit to BC. (Including airfare, hotel, per diem and **other travel expenses**)?"

David, Any other concerns from your experience?

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Monday, May 5, 2014 6:06 PM  
**To:** Faganello, Tara JAG:EX  
**Cc:** Kaiway, Barbara D IIO:EX  
**Subject:** Chief of Investigations Relocation Package

Good evening Tara: I have finished my discussions with John Larkin, who had a very successful visit to our office and the LMD last week. We have agreed on a start date of July 2, 2014.

As you hopefully remember, we offered him a relocation package to include to \$25,000. The PSA offer stated as follows:

"As set out in the terms and conditions for excluded employees, assistance with relocation expenses is available, up to \$25,000. You will be required to repay this amount, on a pro-rated basis, if you resign from the Public Service of British Columbia within the two-year period immediately following your appointment to this position."

John and I have been discussing some extraordinary expenses that I would like to assure him would be covered within the \$25,000 relocation package:

1. Cost of work visas and permanent residency applications for himself and his wife. (Likely up to approximately \$4,000).
2. Cost of health insurance during period prior to qualifying for the Medical Service Plan (MSP) for both himself and his wife.
3. Expenses related to his recent visit to BC. (Including airfare, hotel, per diem and other travel expenses).

John is an  
and conditions for excluded employees.

s  
22

I believe this would be permitted under the terms

Finally, given that John will be on six months probation, I would like to give him and his wife up to nine months to complete their move.

Any issues or concerns?

## Rosenthal, Richard IIO:EX

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** May-02-14 10:58 AM  
**To:** Marshall, Fraser JAG:EX  
**Cc:** Daniels, Judy IIO:EX  
**Subject:** Re: Polygraph Results

Excellent and thank you. I believe the key thing we need now is confirmation from your shop that the criminal record check has been complied with based upon his current security clearance. Then we can get an offer letter from the PSA and submit his application for a work visa.

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**From:** Marshall, Fraser JAG:EX  
**Sent:** Friday, May 02, 2014 10:12 AM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Daniels, Judy IIO:EX  
**Subject:** Re: Polygraph Results

Richard - no issues with the polygraph. A report will be coming to you later this morning. Character references will be pending, but should not be a concern.

Contact me if you need more from us.

Fraser

On May 1, 2014, at 5:59 PM, "Rosenthal, Richard IIO:EX" <[Richard.Rosenthal@iiobc.ca](mailto:Richard.Rosenthal@iiobc.ca)> wrote:

Good evening Fraser: We has a polygraph test conducted this morning on our top candidate for our "Chief of Investigations," Mr. John Larkin. I am in the process of submitting an application to the Provincial Nominee Program (PNP) to get Mr. Larkin a work visa as he comes to us from England. I was hoping to get a general report back on whether there were any significant issues or concerns that arouse as a result of the polygraph prior to my taking this important next step – we are hoping to get him on board as early as June 2<sup>nd</sup> – so we do need to submit the PNP paperwork ASAP.

Is there any way someone in your shop can either inquire with the polygrapher and let me know one way or the other or who facilitate a quick conversation between myself and the polygrapher?

Thank you, in advance, for any assistance you can provide. I can be reached anytime on my cell: 604-363-5270.

**Richard Rosenthal | Chief Civilian Director**

## Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3

Direct: (604) 586-5656 | Mobile: (604) 363 5270 | Fax: (604) 586-5662

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## Rosenthal, Richard IIO:EX

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** May-01-14 5:55 PM  
**To:** Marshall, Fraser JAG:EX  
**Cc:** Daniels, Judy IIO:EX  
**Subject:** Polygraph Results

Good evening Fraser: We has a polygraph test conducted this morning on our top candidate for our “Chief of Investigations,” Mr. John Larkin. I am in the process of submitting an application to the Provincial Nominee Program (PNP) to get Mr. Larkin a work visa as he comes to us from England. I was hoping to get a general report back on whether there were any significant issues or concerns that arouse as a result of the polygraph prior to my taking this important next step – we are hoping to get him on board as early as June 2<sup>nd</sup> – so we do need to submit the PNP paperwork ASAP.

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**Richard Rosenthal | Chief Civilian Director**  
Independent Investigations Office

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**Rosenthal, Richard IIO:EX**

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**From:** Labh, Janet JAG:EX  
**Sent:** April-29-14 9:11 AM  
**To:** Rosenthal, Richard IIO:EX; Mandur, Tracy PSA:EX  
**Subject:** IIO - Chief of Investigations - 408643  
**Attachments:** Larkin - 408643.pdf

Good morning;

Attached please find a copy the attached letter to Mr. John Larkin with respect to the above position.

Thanks

Janet



**Rosenthal, Richard IIO:EX**

**From:** Rosenthal, Richard IIO:EX

**Sent:** April-17-14 3:56 PM

**To:** Fyfe, Richard J JAG:EX

**Cc:** Wharf, Sandy PREM:EX; Faganello, Tara JAG:EX; Chalke, Jay JAG:EX

**Subject:** RE: Chief of Investigations Recruitment - IIO

Good afternoon Richard: I had an opportunity to speak to John Dyble as per my email of April 11th. Rather than re-categorize the Director of Investigations

position to "Band A," we agreed to instead offer Mr. John Larkin (the former Director of Investigations for the Police Ombudsman's Office of Northern Ireland),

who is an extraordinary candidate for this position, a salary of 8% over the Strategic Leadership band (\$125,783.03).

FYI: Tara Faganello was on the interview panel and assisted me with the reference checks and can attest to the remarkable alignment between Mr. Larkin's

professional experience and the current needs of our office. I am working with the PSA and the Provincial Nominee Program towards a start date of June 2, 2014.

Sandy Wharf just informed me that the PSA will require a letter from you in order to process a salary above the normal range. She advises that she will attempt

to locate a template letter and forward it to you sometime next week.

Please let me know if there is anything you need me to do to facilitate this process. If not, thank you, as always, for your support and assistance.

## Rosenthal, Richard IIO:EX

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**From:** Faganello, Tara JAG:EX  
**Sent:** April-11-14 6:50 AM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Confirmation of Interview Panel Scoring

Yes I agree.

Tara

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Thursday, April 10, 2014 4:29 PM  
**To:** Faganello, Tara JAG:EX; Chalke, Jay JAG:EX; Lowe, Stan T OPCC:EX; Mitchell-Banks, Teresa BCSE:EX  
**Subject:** Confirmation of Interview Panel Scoring

Greetings all: Tara and I have completed the reference checks for the three top candidates and John Larkin (formerly of the Northern Ireland Ombudsman's Office) came out as the top candidate.

Thank you all for your assistance on the panel. I cannot express how appreciative I am for your assistance and willingness to commit your time and energy in support of this important process.

In order to complete the recruitment file for the PSA, I do need each of you to confirm (by replying to this email) the following scoring by consensus as documented by Tara during the course of the interview paneling:

1. s.22
2. John Larkin: Total – 33.0
- 3.
4. s.22
- 5.
- 6.

On the reference checks, Tara and I agreed on the following scores:

1. John Larkin: 93%
2. s.22

3.

s.22

I look forward to speaking further with Mr. Larkin, who continues to express a strong interest in relocating to BC. Mr. Larkins' references spoke specifically to his ability to ensure fair and thorough critical incident investigations in a civilian-based law enforcement capacity. While all three of the top rated candidates appear to be extraordinary professionals, I have a strong level of confidence that Mr. Larkin is an excellent choice.

**Richard Rosenthal | Chief Civilian Director**  
Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3  
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## Rosenthal, Richard IIO:EX

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**From:** Chalke, Jay JAG:EX  
**Sent:** April-10-14 5:39 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Confirmation of Interview Panel Scoring

I confirm the consensus oral interview scores.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Thursday, April 10, 2014 04:25 PM  
**To:** Faganello, Tara JAG:EX; Chalke, Jay JAG:EX; Lowe, Stan T OPCC:EX; Mitchell-Banks, Teresa BCSE:EX  
**Subject:** Confirmation of Interview Panel Scoring

Greetings all: Tara and I have completed the reference checks for the three top candidates and John Larkin (formerly of the Northern Ireland Ombudsman's Office) came out as the top candidate.

Thank you all for your assistance on the panel. I cannot express how appreciative I am for your assistance and willingness to commit your time and energy in support of this important process.

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4. s.22
5. s.22
6. s.22

On the reference checks, Tara and I agreed on the following scores:

1. John Larkin: 93%
2. s.22
3. s.22

I look forward to speaking further with Mr. Larkin, who continues to express a strong interest in relocating to BC. Mr. Larkins' references spoke specifically to his ability to ensure fair and thorough critical incident investigations in a civilian-based law enforcement capacity. While all three of the top rated candidates appear to be extraordinary professionals, I have a strong level of confidence that Mr. Larkin is an excellent choice.

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## Rosenthal, Richard IIO:EX

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**From:** Faganello, Tara JAG:EX  
**Sent:** April-10-14 3:03 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Andrade, Ana JAG:EX; Daniels, Judy IIO:EX  
**Subject:** Reference Checks  
**Attachments:**

s.22

Hi Richard,

Here are ecopies of the scored reference checks and a summary scoring sheet. Ana is putting hard copies for you in the courier, along with my interview notes. I trust this is what you will need. Let me know if any questions.

T

***Tara A. Faganello, CPA CGA and BAEC***  
*Assistant Deputy Minister and Executive Financial Officer*  
*Corporate Management Services (CMS) Branch*  
*Ministry of Justice*  
*Phone: 250-387-5929*  
*Fax: 250-356-8739*

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## **Rosenthal, Richard IIO:EX**

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** April-10-14 10:25 AM  
**To:** Chalke, Jay JAG:EX  
**Subject:** RE: CI Recruitment

Jay: Tara and I finished the reference checks with John Larkin as the top candidate. I sent an email to Lynda and Stuart (her 2IC) letting them know our current status -- they had already promised to give me an answer by the end of this week -- as such, I am not thinking you will need to follow up with Lynda tomorrow unless you just want to informally check in with her since you will be seeing her tomorrow anyway... I do think it is under control at this time.

In order to make the formal preliminary offer, I will need to submit the file to the PSA and I will need your shortlisting scoring sheet (evaluation of written scores) -- please forward at your earliest convenience.

-----Original Message-----

From: Chalke, Jay JAG:EX  
Sent: April-01-14 7:55 AM  
To: Rosenthal, Richard IIO:EX  
Subject: Re: Shortlisting scoring sheet

Ah, got it.

----- Original Message -----

From: Rosenthal, Richard IIO:EX  
Sent: Tuesday, April 01, 2014 06:50 AM  
To: Chalke, Jay JAG:EX  
Subject: Re: Shortlisting scoring sheet

I meant for the written questions.

----- Original Message -----

From: Chalke, Jay JAG:EX  
Sent: Monday, March 31, 2014 09:57 PM Pacific Standard Time  
To: Rosenthal, Richard IIO:EX  
Subject: Re: Shortlisting scoring sheet

My scoring is same as Tara's but sure.

----- Original Message -----

From: Rosenthal, Richard IIO:EX

Sent: Monday, March 31, 2014 07:04 PM

To: Chalke, Jay JAG:EX

Subject: Shortlisting scoring sheet

Jay: please remember that I will need your scoring sheet for the PSA file. Thanks



## Rosenthal, Richard IIO:EX

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** April-08-14 10:01 PM  
**To:** Chalke, Jay JAG:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

It's not in the budget, but given that we gave up to \$20,000 for investigators to move from Alberta, I am thinking I could offer up to \$30,000 for this position. But I would want to discuss with Tara first.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Tuesday, April 08, 2014 09:50 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

Are you offering a relocation package?

Jay

On Apr 8, 2014, at 4:22 PM, "Rosenthal, Richard IIO:EX" <[Richard.Rosenthal@iiobc.ca](mailto:Richard.Rosenthal@iiobc.ca)> wrote:

If he is a viable candidate; truly willing to relocate, we would need to go ahead and connect with the Provincial Nominee program and assist in that regard.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** April-08-14 3:30 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

Moving expenses are important but secondary. Legal entitlement to work is the threshold question. Are you prepared to connect with the Provincial Nominee program at JTI (the same program you entered Canada under) or are you leaving Larkin to sort out his own eligibility?

J.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Tuesday, April 08, 2014 03:11 PM  
**To:** Chalke, Jay JAG:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** RE: Reference checks

We will have completed 8 reference checks by tomorrow morning. Depending on tomorrow's, I may be reaching out to Larkin to ensure that his is a viable application – e.g. to find out his expectations regarding moving expenses, immigration and start date and to ensure he has done the research regarding challenges of moving to BC. If his application is viable, we would need to do one more reference check and score the references.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** April-08-14 2:54 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Reference checks

When will those be complete?

Process after that?

Jay

## **Rosenthal, Richard IIO:EX**

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** April-08-14 4:19 PM  
**To:** Chalke, Jay JAG:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** RE: Reference checks

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---

**From:** Chalke, Jay JAG:EX  
**Sent:** April-08-14 3:30 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

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**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Reference checks

When will those be complete?

Process after that?

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## Rosenthal, Richard IIO:EX

---

**From:** Chalke, Jay JAG:EX  
**Sent:** March-21-14 1:12 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Written Questions

...I can live with that although I would have preferred to have the questions be anonymous.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Friday, March 21, 2014 01:08 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Written Questions

Yes. The resume/cover letters guided the first stage. In this stage, we are to be guided by the written answers only.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Friday, March 21, 2014 12:23 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Written Questions

Is this how written replies weighted against resumes? Do we only consider replies and ignore resumes at this stage? If so, then yes, this approach makes some sense to me since it allows candidates to restate their resumes.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Friday, March 21, 2014 12:14 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Written Questions

Jay: thanks for booking the time. I did talk to PSA and they suggested adding on a question along the lines of: "Tell us in as much detail as possible about your experience and knowledge and/or accomplishments in the following areas: Conduct or supervision of criminal and/or critical Incident investigations; Leadership and management in an investigative context; Creation or implementation of a new program or process."

The question could be scored up to 20 points with the three other questions scored up to 10 points each. Your thoughts?

**From:** Chalke, Jay JAG:EX

**Sent:** Friday, March 21, 2014 11:42 AM Pacific Standard Time

**To:** Rosenthal, Richard IIO:EX; Daniels, Judy IIO:EX

**Subject:** RE: Written Questions

Judy,

If I can ask that this happen right away after noon on Monday that would be great. I have blocked noon to 2:15 for this and after that I am booked for other

things. So time is of essence, thanks.

Jay

## Rosenthal, Richard IIO:EX

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**From:** Chalke, Jay JAG:EX  
**Sent:** March-21-14 1:10 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Written Questions

Won't it be impossible to answer that kind of question without identifying the candidate?

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Friday, March 21, 2014 01:08 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Written Questions

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**Sent:** Friday, March 21, 2014 12:23 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
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**Sent:** Friday, March 21, 2014 12:14 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Written Questions

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Sent: Friday, March 21, 2014 11:42 AM Pacific Standard Time

To: Rosenthal, Richard IIO:EX; Daniels, Judy IIO:EX

Subject: RE: Written Questions

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Jay



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Rosenthal, Richard IIO:EX

From: Chalke, Jay JAG:EX  
Sent: March-21-14 10:06 AM  
To: Rosenthal, Richard IIO:EX; Daniels, Judy IIO:EX  
Subject: RE: Written Questions

Excellent thanks.

## Rosenthal, Richard IIO:EX

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** March-19-14 9:07 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Shortlisting

s.22

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**From:** Chalke, Jay JAG:EX  
**Sent:** Wednesday, March 19, 2014 08:44 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Shortlisting

I am for the longer list and cut it down based on written results.

s.22

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** Wednesday, March 19, 2014 07:15 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Re: Shortlisting

Jay: I am tempted to just go with the 7 we both agree are "yes" and dump the rest. It would certainly make the next part of the process -- reducing down to 5 or 6 for interview easier. However, I am okay with going with the 11 please let me know what you think.

s.22

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Wednesday, March 19, 2014 04:52 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** RE: Shortlisting

Got your voicemail about trying to find your email to me. Here is the shortlist email you sent me. Excel spreadsheet was attached.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Saturday, March 15, 2014 1:56 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Shortlisting

Jay: please find enclosed my shortlisting sheet. I would suggest you adding your comments to section K. I am good with either requiring us both to agree to shortlist a candidate for them to make the shortlist or for a person to be shortlisted if they receive one "vote." Your call. (Remember that we will be sending out written questions to get us down to no more than 6 candidates for interviews on March 31. (If I have indicated a question mark under whether or not a person should be shortlisted -- please edit as per your thoughts and I will be fine with that decision.) Please send the updated document back to me as soon as you are done. thanks for the help!

I identified 5 applicants for shortlisting:

\*John Larkin: former Director of Investigations of the Northern Ireland Police Ombudsmans Office (although he is not a current resident of Canada)

s.22

I identified two additional who I indicated with a "Yes?":

s.22

I identified two additional who I indicated with a "No?":

s.22

Lots of clearly unqualified candidates. For some reason I am always surprised at how many people put in for jobs for which they have no background whatsoever.

Please review the shortlisting and edit and comment as you believe appropriate. I would suggest you use

## Rosenthal, Richard IIO:EX

---

**From:** Chalke, Jay JAG:EX  
**Sent:** March-19-14 1:06 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Shortlisting

Richard,

Here are the results of my review:

Proceed to written:

Yes:

s.22

Larkin

s.22

Maybe:

s.22

When I compare that to your list we are in agreement tha s.22 should proceed.

You had 2 "yes" that I was not sure about: s.22 However I had both as a "maybe" so am fine with them proceeding to next stage.

Of your four "maybes" I think s.22 I agree with you that he is on the bubble. I would say leave him in unless you are really concerned about numbers (although at this stage I wouldn't worry too much).

s.22

As for the questions I will get back to you later today. One question, are the written questions brand new for IIO? Given that we obviously can't re-use any.

s.22

Jay

## Rosenthal, Richard IIO:EX

---

**From:** Chalke, Jay JAG:EX  
**Sent:** March-17-14 3:23 PM  
**To:** Rosenthal, Richard IIO:EX; Kaiway, Barbara D IIO:EX  
**Subject:** Re: CI Resumés

OK, sorry, will look again.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Monday, March 17, 2014 03:21 PM  
**To:** Chalke, Jay JAG:EX; Kaiway, Barbara D IIO:EX  
**Subject:** Re: CI Resumés

Jay: you got them all. None were screened out.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Monday, March 17, 2014 02:56 PM Pacific Standard Time  
**To:** Kaiway, Barbara D IIO:EX; Rosenthal, Richard IIO:EX  
**Subject:** Re: CI Resumés

Can I get the "screened out" resumes too?

Thx.

J.

---

**From:** Kaiway, Barbara D IIO:EX  
**Sent:** Saturday, March 15, 2014 09:01 AM  
**To:** Rosenthal, Richard IIO:EX; Chalke, Jay JAG:EX  
**Subject:** RE: CI Resumés

 application here (Jay, may be a duplicate).

45 applications in total.

Thanks.

---

**From:** Kaiway, Barbara D IIO:EX  
**Sent:** March-15-14 8:52 AM  
**To:** Rosenthal, Richard IIO:EX; Chalke, Jay JAG:EX  
**Subject:** CI Resumés

Good morning Richard and Jay.

The file includes 7 applications showing as submitted since John Larkin. Just in case, I have included a scan of <sup>ss</sup> which may be a duplicate of what Richard had scanned on Thursday) as it showed on the list as a 'boldface' (i.e. application hadn't been opened up previously) even though her resumé was the fourth one submitted.

Richard, I will delete the PDF from my file and put the hard copy in your office.

Good luck.

Thanks.

**Barbara D. Kaiway | Director, Corporate Services**  
Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3  
Direct: (604) 586-5694 | Mobile: (778) 873-3347 | Fax: (604) 586-5662

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Please consider the environment before printing this e-mail.

## Rosenthal, Richard IIO:EX

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** March-15-14 1:59 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** RE: Shortlisting

I just wanted to let you know that I was not completely certain on my decision. They were close calls. The other "no's" I felt quite comfortable with...

---

**From:** Chalke, Jay JAG:EX  
**Sent:** March 15, 2014 1:57 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Shortlisting

OK will review. Why the specific NO for those 2 candidates? Presumably anyone not a yes is a no.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Saturday, March 15, 2014 01:56 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Shortlisting

Jay: please find enclosed my shortlisting sheet. I would suggest you adding your comments to section K. I am good with either requiring us both to agree to shortlist a candidate for them to make the shortlist or for a person to be shortlisted if they receive one "vote." Your call. (Remember that we will be sending out written questions to get us down to no more than 6 candidates for interviews on March 31. (If I have indicated a question mark under whether or not a person should be shortlisted -- please edit as per your thoughts and I will be fine with that decision.) Please send the updated document back to me as soon as you are done. thanks for the help!

I identified 5 applicants for shortlisting:

\*John Larkin: former Director of Investigations of the Northern Ireland Police Ombudsmans Office (although he is not a current resident of Canada)

s22

I identified two additional who I indicated with a "Yes?":

s22



s.22

I identified two additional who I indicated with a "No?":

s.22

Lots of clearly unqualified candidates. For some reason I am always surprised at how many people put in for jobs for which they have no background whatsoever.

Please review the shortlisting and edit and comment as you believe appropriate. I would suggest you use

## Rosenthal, Richard IIO:EX

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** March-15-14 1:56 PM  
**To:** Chalke, Jay JAG:EX  
**Subject:** Shortlisting  
**Attachments:** Director of Investigations Req 18557 - Screening Document.xlsx

Jay: please find enclosed my shortlisting sheet. I would suggest you adding your comments to section K. I am good with either requiring us both to agree to shortlist a candidate for them to make the shortlist or for a person to be shortlisted if they receive one "vote." Your call. (Remember that we will be sending out written questions to get us down to no more than 6 candidates for interviews on March 31. (If I have indicated a question mark under whether or not a person should be shortlisted -- please edit as per your thoughts and I will be fine with that decision.) Please send the updated document back to me as soon as you are done. thanks for the help!

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s22

I identified two additional who I indicated with a "Yes?":

s22

I identified two additional who I indicated with a "No?":

s22

Lots of clearly unqualified candidates. For some reason I am always surprised at how many people put in for jobs for which they have no background whatsoever.

Please review the shortlisting and edit and comment as you believe appropriate. I would suggest you use

Pages 35 through 38 redacted for the following reasons:

-----

s.13, s.22

s.22

## Faganello, Tara JAG:EX

---

**From:** Faganello, Tara JAG:EX  
**Sent:** Friday, March 28, 2014 12:39 PM  
**To:** Rosenthal, Richard IIO:EX; Niessen, Elizabeth JAG:EX; Kaiway, Barbara D IIO:EX  
**Cc:** Brown, Richard J JAG:EX; Spiteri, Julie R JAG:EX  
**Subject:** RE: Fwd: cost recoveries coding

Thank you

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Friday, March 28, 2014 12:02 PM  
**To:** Niessen, Elizabeth JAG:EX; Kaiway, Barbara D IIO:EX  
**Cc:** Brown, Richard J JAG:EX; Spiteri, Julie R JAG:EX; Faganello, Tara JAG:EX  
**Subject:** Re: Fwd: cost recoveries coding

Hi Barbara: I have spoken to Tara Faganello about this. We need to continue this process into the next fiscal year. The only cost recovery that has been requested is the travel for Dr. Brown. I believe it is in the IIO's best interest for us to accomodate - so I am prepared to approve the expenditure of IIO funds for that purpose.

---

**From:** Niessen, Elizabeth JAG:EX  
**Sent:** Friday, March 28, 2014 11:28 AM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Brown, Richard J JAG:EX  
**Subject:** Fwd: cost recoveries coding

Hi Richard I was asked to forward this email to you to confirm future travel of Richard Brown

Elizabeth  
(250) 217-8755  
sent from iPhone

Begin forwarded message:

**From:** "Kaiway, Barbara D IIO:EX" <[Barbara.Kaiway@iiobc.ca](mailto:Barbara.Kaiway@iiobc.ca)>  
**Date:** March 18, 2014 at 8:44:49 AM PDT  
**To:** "Niessen, Elizabeth JAG:EX" <[Elizabeth.Niessen@gov.bc.ca](mailto:Elizabeth.Niessen@gov.bc.ca)>  
**Cc:** "Ilott, Carol L IIO:EX" <[Carol.Ilott@iiobc.ca](mailto:Carol.Ilott@iiobc.ca)>  
**Subject:** RE: cost recoveries coding

This is OK for fiscal 13/14. I recall that when I'd talked to Richard Brown on this in December, he'd indicated that we were not going to be charged for his costs.

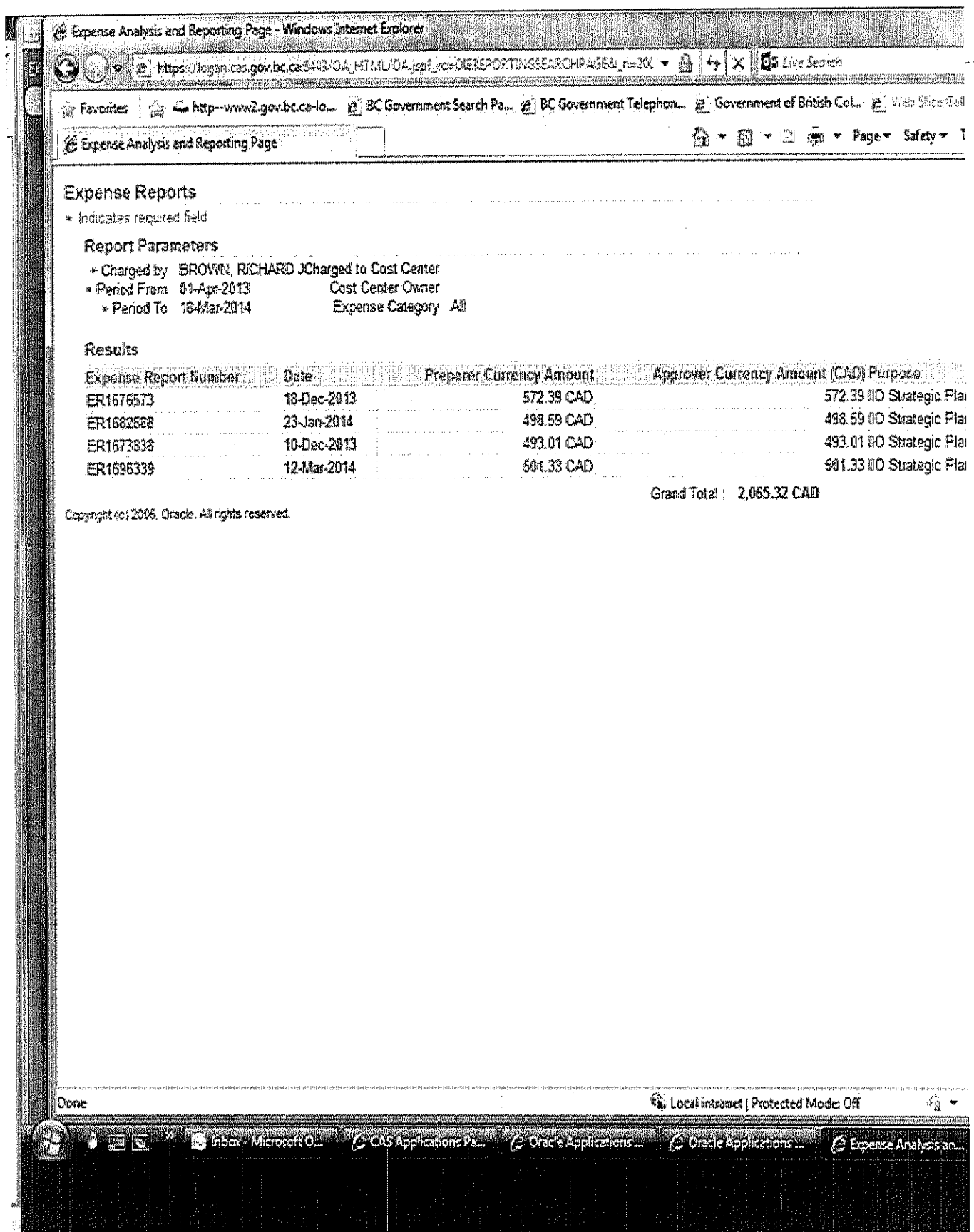
For fiscal 14/15, we do not have the budget to cover his travel costs (as we have to deal with the budget reduction assigned by the Ministry).

Thanks, Elizabeth.

---

**From:** Niessen, Elizabeth JAG:EX  
**Sent:** March-18-14 8:38 AM  
**To:** Kaiway, Barbara D IIO:EX  
**Subject:** cost recoveries coding

Ok so for Richard Brown the travel he did to the IIO strategic planning which is shown below. For Julie's visit along with David, Tara etc that is not part of the cost recovery at all you are correct. Does this help at all.



Elizabeth Niessen  
 Research/HR Program Coordinator  
 Organizational Development Team  
 CMSB, Ministry of Justice  
 5th Floor, 910 Gov't St.  
 Victoria, BC  
 cell: 250-217-8755

**From:** Kaiway, Barbara D IIO:EX  
**Sent:** Saturday, March 15, 2014 9:07 AM  
**To:** Niessen, Elizabeth JAG:EX  
**Cc:** Ilott, Carol L IIO:EX  
**Subject:** RE: cost recoveries coding

Hi, Elizabeth.

This is a bit of a surprise. I didn't know about the chargeback for travel. Julie came over once in November, 2013 (along with Tara, David H. and David M.) and I do not recall that visit was related to strategic planning.

Yes, please. Would you let us know the cost to be recovered.

Thanks.

---

**From:** Niessen, Elizabeth JAG:EX  
**Sent:** March-14-14 12:19 PM  
**To:** Kaiway, Barbara D IIO:EX  
**Subject:** cost recoveries coding

Hi Barbara, I am doing the cost recoveries for Julie Spiteri and wanted to know what coding I should be using for the IIO Strategic Planning that Richard Brown and Julie Spiteri came over on a few times. Do you need a total cost for their travels or? thank you

**Elizabeth Niessen**  
Research/HR Program Coordinator  
Organizational Development Team  
CMSB, Ministry of Justice  
5th Floor, 910 Gov't St.  
Victoria, BC  
cell: 250-217-8755

## Faganello, Tara JAG:EX

---

**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, May 6, 2014 4:27 PM  
**To:** Rosenthal, Richard IIO:EX; Hoadley, David JAG:EX  
**Subject:** RE: Chief of Investigations Relocation Package

Hi Richard,

My comments would be as follows:

- They are to be reasonable relocation expenses up to \$25,000 and no more. So future costs can be added to these but only to the max of \$25k and not to just top up to \$25k.
- I think most of these sound reasonable though I would add that with bicycles, ensure they are transported as economically as possible.
- Also, what are meant by, "3. Expenses related to his recent visit to BC. (Including airfare, hotel, per diem and other travel expenses)?"

David, Any other concerns from your experience?

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Monday, May 5, 2014 6:06 PM  
**To:** Faganello, Tara JAG:EX  
**Cc:** Kaiway, Barbara D IIO:EX  
**Subject:** Chief of Investigations Relocation Package

Good evening Tara: I have finished my discussions with John Larkin, who had a very successful visit to our office and the LMD last week. We have agreed on a start date of July 2, 2014.

As you hopefully remember, we offered him a relocation package to include to \$25,000. The PSA offer stated as follows:

"As set out in the terms and conditions for excluded employees, assistance with relocation expenses is available, up to \$25,000. You will be required to repay this amount, on a pro-rated basis, if you resign from the Public Service of British Columbia within the two-year period immediately following your appointment to this position."

John and I have been discussing some extraordinary expenses that I would like to assure him would be covered within the \$25,000 relocation package:

1. Cost of work visas and permanent residency applications for himself and his wife. (Likely up to approximately \$4,000).
2. Cost of health insurance during period prior to qualifying for the Medical Service Plan (MSP) for both himself and his wife.
3. Expenses related to his recent visit to BC. (Including airfare, hotel, per diem and other travel expenses).

John is <sup>s22</sup> and would like to take along his two bicycles on his flight out to BC. I believe this would be permitted under the terms and conditions for excluded employees.

Finally, given that John will be on six months probation, I would like to give him and his wife up to nine months to complete their move.

Any issues or concerns?

**Faganello, Tara JAG:EX**

---

**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, April 8, 2014 10:03 PM  
**To:** Rosenthal, Richard IIO:EX; Chalke, Jay JAG:EX  
**Subject:** Re: Reference checks

Ok and before we make any offers we have to finish the checks and the scores, of course. Richard is just qualitatively feeling what kind of a personal situation we could be looking at.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Tuesday, April 8, 2014 10:00 PM  
**To:** Chalke, Jay JAG:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

It's not in the budget, but given that we gave up to \$20,000 for investigators to move from Alberta, I am thinking I could offer up to \$30,000 for this position. But I would want to discuss with Tara first.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Tuesday, April 08, 2014 09:50 PM Pacific Standard Time  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

Are you offering a relocation package?

Jay

On Apr 8, 2014, at 4:22 PM, "Rosenthal, Richard IIO:EX" <[Richard.Rosenthal@iiohc.ca](mailto:Richard.Rosenthal@iiohc.ca)> wrote:

If he is a viable candidate; truly willing to relocate, we would need to go ahead and connect with the Provincial Nominee program and assist in that regard.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** April-08-14 3:30 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Re: Reference checks

Moving expenses are important but secondary. Legal entitlement to work is the threshold question. Are you prepared to connect with the Provincial Nominee program at JTI (the same program you entered Canada under) or are you leaving Larkin to sort out his own eligibility?

J.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Tuesday, April 08, 2014 03:11 PM  
**To:** Chalke, Jay JAG:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** RE: Reference checks

We will have completed 8 reference checks by tomorrow morning. Depending on tomorrow's, I may be reaching out to Larkin to ensure that his is a viable application – e.g. to find out his expectations regarding moving expenses, immigration and start date and to ensure he has done the research regarding challenges of moving to BC. If his application is viable, we would need to do one more reference check and score the references.

---

**From:** Chalke, Jay JAG:EX  
**Sent:** April-08-14 2:54 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Faganello, Tara JAG:EX  
**Subject:** Reference checks

When will those be complete?



Process after that?

Jay

## Faganello, Tara JAG:EX

---

**From:** Faganello, Tara JAG:EX  
**Sent:** Wednesday, February 19, 2014 2:00 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** RE: Chief Invesitgator Recruitment

Perfect thx...you do count, but nice of you to prioritize for the rest of us ☺

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Wednesday, February 19, 2014 1:44 PM  
**To:** Chalke, Jay JAG:EX; Faganello, Tara JAG:EX; Lowe, Stan T OPCC:EX; Mitchell-Banks, Teresa BCSE:EX  
**Subject:** RE: Chief Invesitgator Recruitment

Also, I am aware that downtown Vancouver would be more convenient for everyone (except for me, but I don't count). As such, I would plan to obtain a conference room (likely on Hornby Street) in the downtown area...

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** February-19-14 12:15 PM  
**To:** Chalke, Jay JAG:EX; Faganello, Tara JAG:EX; Stan T. Lowe ([stlowe@opcc.bc.ca](mailto:stlowe@opcc.bc.ca)); Teresa Mitchell-Banks ([tmitchell-banks@bcsc.bc.ca](mailto:tmitchell-banks@bcsc.bc.ca))  
**Subject:** Chief Invesitgator Recruitment

Please consider this to be a request/invitation for you to assist the IIO in the selection of a permanent Chief Investigator for the Independent Investigations Office (IIO). The recruitment will be posted to the PSA website this upcoming Friday, February 21<sup>st</sup> and will be open until Friday March 14<sup>th</sup>. (This recruitment will be open to both internal and external candidates). I anticipate that we will be able to cull the number of candidates down via shortlisting and written questions and answers such that we should be able to interview the top 4-5 candidates over a one-day period, during the first week of April.

Please let me know if you are willing and able to assist on the interview panel and, if so, what your availability is for the week of April 3<sup>rd</sup>. Thank you, in advance, for any assistance you can provide.

**Richard Rosenthal | Chief Civilian Director**  
Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3  
Direct: (604) 586-5656 | Mobile: (604) 363 5270 | Fax: (604) 586-5662

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## Faganello, Tara JAG:EX

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**From:** Faganello, Tara JAG:EX  
**Sent:** Wednesday, April 2, 2014 4:15 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Andrade, Ana JAG:EX  
**Subject:** RE: Reference Check Questions

Yes Ana copied here controls my calendar so by way of this email, will ask her to find room for these calls.

Thanks  
T

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Wednesday, April 2, 2014 4:11 PM  
**To:** Faganello, Tara JAG:EX; Chalke, Jay JAG:EX  
**Subject:** RE: Reference Check Questions

Sounds good to me. I have received the references from all three candidates. I can ask Judy to set up times for the 9 calls. Is there someone in your office to whom she can talk to ensure we schedule according to your availability?

---

**From:** Faganello, Tara JAG:EX  
**Sent:** April-02-14 3:28 PM  
**To:** Rosenthal, Richard IIO:EX; Chalke, Jay JAG:EX  
**Subject:** RE: Reference Check Questions

Richard,  
I think these are really good questions. Under the strengths and weakness question, this is where I suggest we explore specific "alarm bells" that came across to the panel in the interviews. For each, the strength or weakness may be different but I think it is legitimate based on their personalities.

Sound ok?

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Tuesday, April 1, 2014 11:49 AM  
**To:** Chalke, Jay JAG:EX; Faganello, Tara JAG:EX  
**Subject:** Reference Check Questions

Here's what I cobbled together from a PSA template. Please let me know your thoughts.

**Richard Rosenthal | Chief Civilian Director**  
Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3  
Direct: (604) 586-5656 | Mobile: (604) 363 5270 | Fax: (604) 586-5662

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## Faganello, Tara JAG:EX

---

**From:** Faganello, Tara JAG:EX  
**Sent:** Thursday, April 10, 2014 3:03 PM  
**To:** Rosenthal, Richard IO:EX  
**Cc:** Andrade, Ana JAG:EX; Daniels, Judy IO:EX  
**Subject:** Reference Checks  
**Attachments:**

s.22

Hi Richard,

Here are ecopies of the scored reference checks and a summary scoring sheet. Ana is putting hard copies for you in the courier, along with my interview notes. I trust this is what you will need. Let me know if any questions.

T

**Tara A. Faganello, CPA CGA and BAEC**  
**Assistant Deputy Minister and Executive Financial Officer**  
**Corporate Management Services (CMS) Branch**  
**Ministry of Justice**  
**Phone: 250-387-5929**  
**Fax: 250-356-8739**

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Reference Check Scoring  
IIO - #18557 Chief Investigator  
April 8-10, 2014

Panel Member - Tara Faganello

John Larkin	Reference 1	Reference 2	Reference 3	
Score	96%	96%	87%	
Average score				93%

s.22	Reference 1	Reference 2	Reference 3	
Score	89%	87%	90%	
Average score				89%

s.22	Reference 1	Reference 2	Reference 3	
Score	92%	89%	80%	
Average score				87%

# Reference Check Template

Requisition #: 18557

Applicant Name: John Larkin

Date: April 9, 2014

Conducted by: Rosenthal/Faganello

Reference Name: § 22

Reference Phone: \_\_\_\_\_

## Sample Script:

- Introduce Interviewers (Richard Rosenthal, CCD IIO; Tara Faganello, ADM Corporate Management Services Branch)
- Conducting reference check for (name), who is being considered for the position of Chief of Investigations for the Independent Investigations Office of British Columbia. The IIO is a newly formed organization, within the British Columbia Ministry of Justice, which is mandated to investigate police related critical incidents involving death and serious injury.
- The Chief of Investigations position is responsible for managing five investigative teams, each supervised by a Team Director, who are responsible for conducting fair and unbiased, competent and timely investigations. The investigations are subsequently used by the Chief Civilian Director of the IIO to determine if an officer may have committed a criminal offence and for subsequent use by the Crown prosecution service with respect to any subsequent criminal prosecution. The Chief of Investigations directly reports to the Chief Civilian Director and is part of the Executive Staff of the IIO. It is essential that the Chief of Investigations be a person who can manage and lead a diverse team of investigators (which include former police officers and civilian investigators) and help the CCD develop a positive organizational culture that fosters good morale and job satisfaction amongst IIO staff.
- Your name has been provided as a reference. I would like to first confirm that you have supervised, \_\_\_\_\_ and also that you are prepared to provide a reference. I will be verifying certain employment information as well as his/her skills, abilities and competencies that are related to this position.
- The reference check will take approximately 20-30 minutes to complete.
- Please note that this reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the candidate, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

# Reference Check Template

*Skills, abilities and competencies (factors) that will be assessed in the reference check*

Sample Skills	Sample Abilities	Sample Competencies
Communication Skills	Ability to multitask and handle high volume of work	Problem Solving & Judgement
Organizational Skills	Ability to meet deadlines	Holding People Accountable
Administrative Skills	Ability to deal with irate, upset, hostile people	Leadership
	Ability to exercise tact and diplomacy	Developing Others
Customer Service Skills	Attention to detail, high level of accuracy	Teamwork and Cooperation
Interpersonal Skills	Ability to manage programs/ projects	Service Orientation

I have a few general questions to ask, followed by questions related to job specific factors and then overall factors.

1. In what capacity was the applicant employed by your company / Ministry / Branch?
2. What were the dates of employment?
3. Please describe the applicant's key responsibilities during this time.

**Notes:**

s.22

*Rating guide: Gather and collect all information from the referee and complete the rating after the call. Reference check can be Pass/Fail or Scored. Below is a sample scoring grid as well as descriptors for Pass/Fail. Do not ask the reference to provide a score.*

**Rating:**

Poor- Unacceptable 0-1	Weak - Less than acceptable 2	Satisfactory Acceptable 3	Full performance Very good 4	Exceptional 5
FAIL	FAIL	PASS-FAIL	PASS	PASS

# Reference Check Template

Job Specific Questions:	
<p>1. In this role the position is required to be very well organized, and able to manage five investigative teams.</p> <p>Please describe the applicant's ability to organize and manage others in completing demanding investigative work. How well does he adapt to changing priorities?</p>	<p>Notes:</p> <p>s.22</p> <p>Rating: 5 exceptional rating because this candidate is the only who has taken a similar journey to where the IIO needs to go. John started in a command control style but moved to a civilianization style and was successful at it. No other candidate's reference have supported this occurring with them.</p>



## Reference Check Template

<p>2. <i>In this role, the position is required to identify, monitor and assess problems and determine appropriate course of action.</i></p> <p><i>Please describe the candidate's ability to identify, monitor and assess problems and determine course of action.</i></p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
<p><b>Rating: 4.5</b></p>	
<p>3. <i>In this role the position is required to lead a diverse group of professionals with both police and civilian backgrounds.</i></p> <p><i>Please describe the applicant's ability to lead a diverse group under sometimes difficult and challenging circumstances and to align the work of those professionals with the executive staff of an organization.</i></p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>

## Reference Check Template

s.22

**Rating: 5** exceptional rating because this candidate is the only who has taken a similar journey to where the IIO needs to go. John started in a command control style but moved to a civilianization style and was successful at it. No other candidate's reference have supported this occurring with them.

## Reference Check Template

4. Please describe the candidate's ability to be an agent of change while maintaining good morale and job satisfaction amongst staff.

Notes:

S.22

Rating: 5

### Overall Performance Questions:

If you have any questions or concerns after completing this section, please contact your Rating Reviewer or contact us at 800-451-1111.

## Reference Check Template

<p>5. What would you say were the candidate's key strengths and challenges?</p> <p>Have there been any issues or performance concerns with this individual?</p> <p>If yes, please explain when were these issues identified? When were they discussed with the individual? What development is underway to achieve improvement? How long has he been working on improvement and what is the progress/ outcome?</p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
<p><b>Rating:4.5</b></p>	
<p><b>Communication and Leadership</b></p>	
<p>6. Please describe the candidate's ability to communicate effectively - both verbally and in writing in a clear, concise manner (inter-personal, group settings, email, letters/memos, reports, presentation, etc.).</p> <p>7. Please describe the candidate's staff leadership ability and provide an example. In what leadership areas is he very effective? What areas of leadership need further development? Describe how he addresses and deals with challenging employees. Provide an example of his success in managing employee performance. In what areas of employee coaching and development is he very effective? What effective approaches has he demonstrated to</p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
<p><b>Rating4.5</b></p>	

## Reference Check Template

develop or improve employee performance?

### *Standards of Conduct:*

8. How effective was this individual in ensuring that their conduct met the highest standards in matters such as confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest?

If there were any issues or concerns in this regards, please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result?

**Notes:**

s.22

**Rating:5**

### *In closing:*

1. Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add?

**Notes:**

s.22

## Reference Check Template

2. Would you rehire this individual? Why, or why not?	<b>Notes:</b>  s.22
<b>Note:</b> Thank the referee for taking the time to provide the feedback. Provide your name and number in case they wish to call you back with further information.	

## Reference Check Template

<b>Overall Rating Summary</b>		
<b>Question and Factor you are assessing</b>	<b>Max Rating</b>	<b>Score or Pass/Fail</b>
Question 1.	5	5
Question 2.	5	4.5
Question 3:	5	5
Question 4:	5	5
Question 5:	5	4.5
Question 6:	5	4.5
Question 7:	5	4.5
Question 8:	5	5
Closing Questions 1 & 2:	5	5
<b>Minimum Pass Mark (If applicable)</b>		
<b>Total Score (If applicable) or Overall Pass/ Fail rating</b>	<b>45</b>	<b>43</b>

Overall comments:

A very strong pass for this candidate. This reference check concluded this candidate is the only who has taken a similar journey to where the IIO needs to go. John started in a command control style but moved to a civilianization style and was successful at it. No other candidate's reference have supported this occurring with them.

# Reference Check Template

Requisition #: 18557

Applicant Name: John Larkin\_

Date: April. 10, 2014

Conducted by: Rosenthal/Faganello

Reference Name: s 22

Reference Phone: \_\_\_\_\_

## ***Sample Script:***

- Introduce Interviewers (Richard Rosenthal, CCD IIO; Tara Faganello, ADM Corporate Management Services Branch)
- Conducting reference check for (name), who is being considered for the position of Chief of Investigations for the Independent Investigations Office of British Columbia. The IIO is a newly formed organization, within the British Columbia Ministry of Justice, which is mandated to investigate police related critical incidents involving death and serious injury.
- The Chief of Investigations position is responsible for managing five investigative teams, each supervised by a Team Director, who are responsible for conducting fair and unbiased, competent and timely investigations. The investigations are subsequently used by the Chief Civilian Director of the IIO to determine if an officer may have committed a criminal offence and for subsequent use by the Crown prosecution service with respect to any subsequent criminal prosecution. The Chief of Investigations directly reports to the Chief Civilian Director and is part of the Executive Staff of the IIO. It is essential that the Chief of Investigations be a person who can manage and lead a diverse team of investigators (which include former police officers and civilian investigators) and help the CCD develop a positive organizational culture that fosters good morale and job satisfaction amongst IIO staff.
- Your name has been provided as a reference. I would like to first confirm that you have supervised, \_\_\_\_\_ and also that you are prepared to provide a reference. I will be verifying certain employment information as well as his/her skills, abilities and competencies that are related to this position.
- The reference check will take approximately 20-30 minutes to complete.
- Please note that this reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the candidate, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.



## Reference Check Template

**Skills, abilities and competencies (factors) that will be assessed in the reference check:**

Sample Skills	Sample Abilities	Sample Competencies
Communication Skills	Ability to multitask and handle high volume of work	Problem Solving & Judgement
Organizational Skills	Ability to meet deadlines	Holding People Accountable
Administrative Skills	Ability to deal with irate, upset, hostile people	Leadership
	Ability to exercise tact and diplomacy	Developing Others
Customer Service Skills	Attention to detail, high level of accuracy	Teamwork and Cooperation
Interpersonal Skills	Ability to manage programs/ projects	Service Orientation

I have a few general questions to ask, followed by questions related to job specific factors and then overall factors.

1. In what capacity was the applicant employed by your company / Ministry / Branch?
2. What were the dates of employment?
3. Please describe the applicant's key responsibilities during this time.

**Notes:**

s.22

**Rating guide:** Gather and collect all information from the referee and complete the rating after the call. Reference check can be Pass/ Fail or Scored. Below is a sample scoring grid as well as descriptors for Pass/Fail. Do not ask the reference to provide a score.

**Rating:**

Poor- Unacceptable 0-1	Weak - Less than acceptable 2	Satisfactory Acceptable 3	Full performance Very good 4	Exceptional 5
FAIL	FAIL	PASS-FAIL	PASS	PASS

## Reference Check Template

Job Specific Questions:	
<p>1. <i>In this role the position is required to be very well organized, and able to manage five investigative teams.</i></p> <p><i>Please describe the applicant's ability to organize and manage others in completing demanding investigative work. How well does he adapt to changing priorities?</i></p>	<p><b>Notes:</b></p> <div style="text-align: right; margin-top: 100px;">s.22</div>
	<p><b>Rating: 4.5</b></p>
<p>2. <i>In this role, the position is required to identify, monitor and assess problems and determine appropriate course of action.</i></p> <p><i>Please describe the candidate's ability to identify, monitor and assess problems and determine course of action.</i></p>	<p><b>Notes:</b></p> <div style="text-align: right; margin-top: 100px;">s.22</div>

## Reference Check Template

<p>3. <i>In this role the position is required to lead a diverse group of professionals with both police and civilian backgrounds.</i></p> <p><i>Please describe the applicant's ability to lead a diverse group under sometimes difficult and challenging circumstances and to align the work of those professionals with the executive staff of an organization.</i></p>	<p><b>Rating: 4.5</b></p> <p><b>Notes:</b></p> <p>s.22</p>

## Reference Check Template

	<b>Rating: 4</b>
<p>4. <i>Please describe the candidate's ability to be an agent of change while maintaining good morale and job satisfaction amongst staff.</i></p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
	<b>Rating: 4</b>
<p><b>Overall Performance Questions:</b>          If you have any questions or concerns after completing this section, please contact your Hiring Advisor or contact ESKMHR.</p>	

## Reference Check Template

<p>5. What would you say were the candidate's key strengths and challenges?</p> <p>Have there been any issues or performance concerns with this individual?</p> <p>If yes, please explain when were these issues identified? When were they discussed with the individual? What development is underway to achieve improvement? How long has he been working on improvement and what is the progress/ outcome?</p>	<p><b>Notes:</b></p> <div style="text-align: center; height: 150px; font-size: 2em; color: gray;">s.22</div>
<p><b>Rating: 4</b></p>	
<p><b>Communication and Leadership</b></p>	
<p>6. Please describe the candidate's ability to communicate effectively - both verbally and in writing in a clear, concise manner (inter-personal, group settings, email, letters/memos, reports, presentation, etc.).</p> <p>7. Please describe the candidate's staff leadership ability and provide an example. In what leadership areas is he very effective? What areas of leadership need further development? Describe how he addresses and deals with challenging employees. Provide an example of his success in managing employee performance. In what areas of employee coaching and development is he very effective? What effective approaches has he demonstrated to develop or improve employee performance?</p>	<p><b>Notes:</b></p> <div style="text-align: center; height: 150px; font-size: 2em; color: gray;">s.22</div>
<p><b>Rating 4.5</b></p>	

**Standards of Conduct:**

## Reference Check Template

<p>8. How effective was this individual in ensuring that their conduct met the highest standards in matters such as confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest?</p> <p>If there were any issues or concerns in this regards, please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result?</p>	<p><b>Notes:</b></p> <p style="text-align: center;">s.22</p>
<p><b>Rating: 4</b></p>	
<p><b>In closing:</b></p>	
<p>1. Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add?</p>	<p><b>Notes:</b></p> <p style="text-align: center;">s.22</p>
<p>2. Would you rehire this individual? Why, or why not?</p>	<p><b>Notes:</b></p> <p style="text-align: center;">s.22</p>
<p><b>Note:</b> Thank the referee for taking the time to provide the feedback. Provide your name and number in case they wish to call you back with further information.</p>	

## Reference Check Template

<b>Overall Rating Summary</b>		
<b>Question and Factor you are assessing</b>	<b>Max Rating</b>	<b>Score or Pass/Fail</b>
Question 1:	5	4.5
Question 2:	5	4.5
Question 3:	5	4
Question 4:	5	4
Question 5:	5	4
Question 6:	5	4.5
Question 7:	5	4.5
Question 8:	5	4
Closing Questions 1 & 2:	5	5
<b>Minimum Pass Mark (if applicable)</b>		
<b>Total Score (if applicable) or Overall Pass/Fail Rating</b>	<b>45</b>	<b>39</b>

Overall comments:

Overall, a very good pass as a most recent reference.

## Reference Check Template

Requisition #: 18557

Applicant Name: John Larkin

Date: April. 7, 2014

Conducted by: Rosenthal/Faganello

Reference Name:

S22

Reference Phone: \_\_\_\_\_

### ***Sample Script:***

- Introduce Interviewers (Richard Rosenthal, CCD IIO; Tara Faganello, ADM Corporate Management Services Branch)
- Conducting reference check for (name), who is being considered for the position of Chief of Investigations for the Independent Investigations Office of British Columbia. The IIO is a newly formed organization, within the British Columbia Ministry of Justice, which is mandated to investigate police related critical incidents involving death and serious injury.
- The Chief of Investigations position is responsible for managing five investigative teams, each supervised by a Team Director, who are responsible for conducting fair and unbiased, competent and timely investigations. The investigations are subsequently used by the Chief Civilian Director of the IIO to determine if an officer may have committed a criminal offence and for subsequent use by the Crown prosecution service with respect to any subsequent criminal prosecution. The Chief of Investigations directly reports to the Chief Civilian Director and is part of the Executive Staff of the IIO. It is essential that the Chief of Investigations be a person who can manage and lead a diverse team of investigators (which include former police officers and civilian investigators) and help the CCD develop a positive organizational culture that fosters good morale and job satisfaction amongst IIO staff.
- Your name has been provided as a reference. I would like to first confirm that you have supervised, \_\_\_\_\_ and also that you are prepared to provide a reference. I will be verifying certain employment information as well as his/her skills, abilities and competencies that are related to this position.
- The reference check will take approximately 20-30 minutes to complete.
- Please note that this reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the candidate, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.



## Reference Check Template

*Skills, abilities and competencies (factors) that will be assessed in the reference check.*

Sample Skills	Sample Abilities	Sample Competencies
Communication Skills	Ability to multitask and handle high volume of work	Problem Solving & Judgement
Organizational Skills	Ability to meet deadlines	Holding People Accountable
Administrative Skills	Ability to deal with irate, upset, hostile people	Leadership
	Ability to exercise tact and diplomacy	Developing Others
Customer Service Skills	Attention to detail, high level of accuracy	Teamwork and Cooperation
Interpersonal Skills	Ability to manage programs/ projects	Service Orientation

I have a few general questions to ask, followed by questions related to job specific factors and then overall factors.

1. In what capacity was the applicant employed by your company / Ministry / Branch?
2. What were the dates of employment?
3. Please describe the applicant's key responsibilities during this time.

**Notes:**

s.22

*Rating guide: Gather and collect all information from the referee and complete the rating after the call. Reference check can be Pass/ Fail or Scored. Below is a sample scoring and as well as descriptors for Pass/Fail. Do not ask the reference to provide a score.*

**Rating:**

Poor- Unacceptable 0-1	Weak - Less than acceptable 2	Satisfactory Acceptable 3	Full performance Very good 4	Exceptional 5
FAIL	FAIL	PASS-FAIL	PASS	PASS

## Reference Check Template

Job Specific Questions:	
<p>1. <i>In this role the position is required to be very well organized, and able to manage five investigative teams.</i></p> <p><i>Please describe the applicant's ability to organize and manage others in completing demanding investigative work. How well does he adapt to changing priorities?</i></p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
<p><b>Rating: 5 – experience with critical incidents sets him apart from others.</b></p>	
<p>2. <i>In this role, the position is required to identify, monitor and assess problems and determine appropriate course of action.</i></p> <p><i>Please describe the candidate's ability to identify, monitor and assess problems and determine course of action.</i></p>	<p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>

## Reference Check Template

<p>3. <i>In this role the position is required to lead a diverse group of professionals with both police and civilian backgrounds.</i></p> <p><i>Please describe the applicant's ability to lead a diverse group under sometimes difficult and challenging circumstances and to align the work of those professionals with the executive staff of an organization.</i></p>	<p><b>Rating: 5 reference re challenging police in a respectful manner.</b></p> <p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div> <div style="text-align: center; margin-top: 100px;">h</div>

## Reference Check Template

<p>4. <i>Please describe the candidate's ability to be an agent of change while maintaining good morale and job satisfaction amongst staff.</i></p>	<p><b>Rating: 5 very good response</b></p> <p><b>Notes:</b></p> <div style="text-align: center; margin-top: 100px;">s.22</div>
	<p><b>Rating: 4.5 good response, particularly incorporating keeping a good moral.</b></p>

## Reference Check Template

### Overall Performance Questions:

*If you have any questions or concerns after completing this section, please contact your Hiring Advisor or contact ASK MeHR.*

5. What would you say were the candidate's key strengths and challenges?

Have there been any issues or performance concerns with this individual?

If yes, please explain when were these issues identified? When were they discussed with the individual? What development is underway to achieve improvement? How long has he been working on improvement and what is the progress/ outcome?

**Notes:**

s.22

**Rating:4**

### Communication and Leadership

6. Please describe the candidate's ability to communicate effectively - both verbally and in writing in a clear, concise manner (inter-personal, group settings, email, letters/memos, reports, presentation, etc.).

7. Please describe the candidate's staff leadership ability and provide an example. In what leadership areas is he very effective? What areas of leadership need further development? Describe how he addresses and deals with challenging employees. Provide an example of his success in managing employee performance. In what areas of employee coaching and development is he very effective? What effective approaches has he demonstrated to develop or improve employee performance?

**Notes:**

s.22

**Rating**

**5 great experience with investigative reports/standards and credibility.**

## Reference Check Template

<i>Standards of Conduct</i>	
<p>8. How effective was this individual in ensuring that their conduct met the highest standards in matters such as confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest?</p> <p>If there were any issues or concerns in this regards, please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result?</p>	<p><b>Notes:</b></p> <p style="text-align: center; margin-top: 100px;">s.22</p>
<p><b>Rating: 4.5</b></p>	
<i>In closing:</i>	
<p>1. Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add?</p>	<p><b>Notes:</b></p> <p style="text-align: center; margin-top: 100px;">s.22</p>
<p>2. Would you rehire this individual? Why, or why not?</p>	<p><b>Notes:</b></p> <p style="text-align: center; margin-top: 100px;">s.22</p>
<p><b>Note:</b> Thank the referee for taking the time to provide the feedback. Provide your name and number in case they wish to call you back with further information.</p>	

## Reference Check Template

<b>Overall Rating Summary</b>		
<b>Question and Factor you are assessing</b>	<b>Max Rating</b>	<b>Score or Pass/Fail</b>
Question 1:	5	5
Question 2:	5	5
Question 3:	5	5
Question 4:	5	4.5
Question 5:	5	4
Question 6:	5	5
Question 7:	5	5
Question 8:	5	4.5
Closing Questions 1 & 2:	5	5
<b>Minimum Pass Mark (if applicable)</b>		
<b>Total Score (if applicable) or Overall Pass/Fail rating</b>		

**Overall comments:**

Overall, a very strong pass for this candidate. This reference check concluded that John Larkin has the most relevant previous work experience to the position he is being considered for at the IIO. The stature and professionalism from this reference is highest ranking from a comparability perspective. Based on this reference John is leading the other candidates base on their comparable references.

Faganello, Tara JAG:EX

**From:** Faganello, Tara JAG:EX  
**Sent:** Friday, April 11, 2014 6:50 AM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Confirmation of Interview Panel Scoring

Yes I agree.

Tara

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Thursday, April 10, 2014 4:29 PM  
**To:** Faganello, Tara JAG:EX; Chalke, Jay JAG:EX; Lowe, Stan T OPCC:EX; Mitchell-Banks, Teresa BCSE:EX  
**Subject:** Confirmation of Interview Panel Scoring

Greetings all: Tara and I have completed the reference checks for the three top candidates and John Larkin (formerly of the Northern Ireland Ombudsman’s Office) came out as the top candidate.

Thank you all for your assistance on the panel. I cannot express how appreciative I am for your assistance and willingness to commit your time and energy in support of this important process.

In order to complete the recruitment file for the PSA, I do need each of you to confirm (by replying to this email) the following scoring by consensus as documented by Tara during the course of the interview paneling:

- |    |              |               |
|----|--------------|---------------|
| 1. | s22          | Total – 33.25 |
| 2. | John Larkin: | Total – 33.0  |
| 3. |              | Total – 30.25 |
| 4. | s22          | Total – 24.0  |
| 5. |              | Total – 19.0  |
| 6. |              | Total – 18.0  |

On the reference checks, Tara and I agreed on the following scores:

- |    |              |     |
|----|--------------|-----|
| 1. | John Larkin: | 93% |
| 2. | s22          | 39% |
| 3. |              | 87% |

I look forward to speaking further with Mr. Larkin, who continues to express a strong interest in relocating to BC. Mr. Larkins’ references spoke specifically to his ability to ensure fair and thorough critical incident investigations in a civilian-based law enforcement capacity. While all three of the top rated candidates appear to be extraordinary professionals, I have a strong level of confidence that Mr. Larkin is an excellent choice.

**Richard Rosenthal | Chief Civilian Director**  
Independent Investigations Office

12<sup>th</sup> Floor, 13450 102 Avenue, Surrey BC V3T 5X3  
Direct: (604) 586-5656 | Mobile: (604) 363 5270 | Fax: (604) 586-5662

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Please consider the environment before printing this e-mail.



## Faganello, Tara JAG:EX

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**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, April 15, 2014 4:18 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** RE: Chief of Investigations Offer

But you can't offer him that yet right and he knows that? I.e. no promise until you hear back from Dyble.

-----Original Message-----

From: Rosenthal, Richard IIO:EX  
Sent: Monday, April 14, 2014 4:04 PM  
To: Faganello, Tara JAG:EX  
Subject: Re: Chief of Investigations Offer

Thanks Tara. Works for me. John was making \$22 at the time of his retirement, but seems fine with a \$125,000 offer....

----- Original Message -----

From: Faganello, Tara JAG:EX  
Sent: Monday, April 14, 2014 12:12 PM Pacific Standard Time  
To: Rosenthal, Richard IIO:EX  
Subject: RE: Chief of Investigations Offer

Ok so I think we can support the preliminary offer of top of the SL band plus benefits (these are non cash but still very valuable - Barbara should be able to quantify their value). In addition, up to \$25k Canadian max for relocation costs.

I would not say anything to John or others about a higher salary until you get formal approval from Lynda Tarras. But the \$125k seems fair, if you do get approval.

That work?

-----Original Message-----

From: Rosenthal, Richard IIO:EX  
Sent: Saturday, April 12, 2014 6:31 PM  
To: Faganello, Tara JAG:EX  
Subject: Chief of Investigations Offer

Hi Tara: i have been in touch with the Provincial Nominee Program and I need to get a preliminary offer to him to get the visa process started.

Here's what I am planning: if I cannot get the position recategorized, the salary would be at the top of SL range (approx. \$116,000) -- there would also be reimbursement of up to \$25,000 for moving expenses, to include cartage/shipping of personal property, cost relating to one round trip to BC for house hunting purposes, transportation to BC for the candidate and his spouse, costs of work permits, and fees relating to permanent residency for the candidate and his spouse, costs of temporary health insurance for the candidate and his spouse, and rent for the first three months of residency. There would be the standard probationary period. We would need the standard language that moving costs would be reimbursable pro rata if he were to leave the public service prior to a two year period. The offer would be contingent on his obtaining the ability to work lawfully in Canada. If I can get the position recateogized to Band A - I would offer an 8% increase over SL - (approx. \$125,000). Your thoughts?

**Faganello, Tara JAG:EX**

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**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, April 29, 2014 5:12 AM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Requested links

s.13

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Faganello, Tara JAG:EX  
**Sent:** Tuesday, April 29, 2014 5:09 AM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: Requested links

Thanks

s.13

s.13

T

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Rosenthal, Richard IIO:EX  
**Sent:** Monday, April 28, 2014 8:03 PM  
**To:** Faganello, Tara JAG:EX  
**Subject:** FW: Requested links

Hi Tara: here are the links the one/some of my investigators located regarding John Larkin.

---

<http://www.engagingnews.us/select/John-Larkin.html>

<http://www.coventrytelegraph.net/news/coventry-news/police-woman-wins-sex-discrimination-3139872>

This message and any attachments may contain information that is privileged, confidential or exempt from disclosure under applicable law. It should not be forwarded or distributed without authorization from the Independent Investigations Office. If you are not the addressee or an employee or agent of the addressee, please notify the sender immediately, destroy any copies of this message, and do not disclose its contents to any other person.  
Please consider the environment before printing this e-mail.

**Faganello, Tara JAG:EX**

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**From:** Faganello, Tara JAG:EX  
**Sent:** Thursday, May 22, 2014 4:14 PM  
**To:** Rosenthal, Richard IIO:EX  
**Cc:** Hoadley, David JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Yes given his relocation costs are fixed and cannot be exceeded.

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Thursday, May 22, 2014 4:05 PM  
**To:** Faganello, Tara JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Tara: does this work for you?

---

**From:** Hoadley, David JAG:EX  
**Sent:** May-21-14 3:30 PM  
**To:** Rosenthal, Richard IIO:EX; Faganello, Tara JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

I am fine with 12 months.

David

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** Wednesday, May 21, 2014 3:09 PM  
**To:** Faganello, Tara JAG:EX  
**Cc:** Hoadley, David JAG:EX  
**Subject:** RE: FW: Chief of Investigations Relocation Package

Hi David and Tara: I am not remembering seeing a response to this; please advise...

---

**From:** Rosenthal, Richard IIO:EX  
**Sent:** May-12-14 11:13 AM  
**To:** Faganello, Tara JAG:EX  
**Cc:** Hoadley, David JAG:EX  
**Subject:** FW: FW: Chief of Investigations Relocation Package

Based on this information, I would like to give him up to 12 months to complete his relocation, instead of my previous and arbitrary nine month period.  
Any concerns?

**From:** John Larkin [mailto:]  
**Sent:** May-11-14 12:09 PM  
**To:** Rosenthal, Richard IIO:EX  
**Subject:** Re: FW: Chief of Investigations Relocation Package

Richard

Regards

John

On 9 May 2014 18:47, Rosenthal, Richard IIO:EX <[Richard.Rosenthal@iiobc.ca](mailto:Richard.Rosenthal@iiobc.ca)> wrote:  
Good morning/evening John:

Things seem to be progressing well.

s22  
and all necessary paperwork has been submitted to the Provincial Nominee Program. I was just advised, as well, that the Chief of Investigations position has been reclassified to "Band A" which increases the maximum possible compensation to approximately \$140,000 per year (although your starting salary will remain at \$125,000 as indicated in the original offer letter).

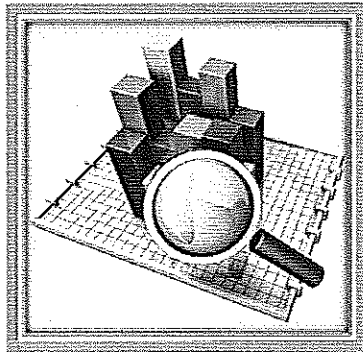
We appear to be completely aligned in favor of a start date of July 2, 2014 and your work visa should be available to you upon your arrival in Canada on or shortly before that date. I will need to know your flight information so that we can advise the PNP program and request that the work visa be available at the airport on the date/time of your arrival.

As to the relocation package: In addition to the traditional "excluded employee" PSA package (up to \$25,000) as indicated in the original offer letter, I am able to offer the following additional information:

s22

Please let me know if these representations are in accord with your expectations.

As previously discussed, Judy Daniels is available to assist you in obtaining appropriate housing prior to your arrival in BC. Please feel free to contact me by email or phone at any time if you need any additional information or assistance.



# Organization Development Branch

## Independent Investigations Office

Ministry: Ministry of Justice  
Branch: Independent Investigations Office  
Author: Dr. Richard Brown, Senior Workforce Advisor  
Date: September, 2013

### Introduction

This document provides a summary of the data collected by the Independent Investigations Office (IIO) SWOT data collection initiative. This initiative was conducted as the initial step in developing an overall strategic plan for the IIO that would include the creation of vision, mission and goals statements, a succession management plan and an employee engagement plan.

Although the SWOT analysis is very powerful in terms of its results, the tool itself is generally simple and straight forward. The tool collects data specific to the following elements:

1. **Strengths:** The characteristics of the IIO that give it a significant advantage;
2. **Weaknesses:** The characteristics of the IIO that give it a significant disadvantage;
3. **Opportunities:** The factors occurring outside the IIO that the office could use to its advantage; and
4. **Threats:** The factors occurring outside the IIO that could potentially cause trouble or difficulties for the office.

When combined, these four discrete elements can be combined to provide a comprehensive picture of the IIO that will then be used as a basis for strategic planning.

### Methodology

The IIO SWOT was a population-based online survey. All employees in the IIO had equal opportunity to respond to the survey and therefore no form of sampling was used or implemented. Data collected by the online survey tool was captured in a standard ASC encoded database and is imported to Microsoft Excel for analysis.

Once collected, all data was themed against each of the four variables being examined (*strengths, weaknesses, opportunities and threats*). Each theme identified is a 'cluster' of similar data points from different sources, however, in order to be included in the SWOT summary; each theme must be identified independently by a minimum of two separate respondents. This multi-source triangulation is necessary to increase the validity of the analysis, but inevitably leads to some data loss, since issues not identified by multiple independent sources are discarded from further consideration, regardless of how important or poignant the issue may seem to be. **Data loss in this research document due to triangulation failure is estimated to be approximately 10%.** This level of data loss is considered normal, or even slightly lower than normal, for qualitative data collection exercises of this nature. Data collected by the survey tool totalled about 30 pages with each theme being a greatly distilled summary of related material from multiple sources. Each theme also stands on its own, and is considered equal in nature to any other theme. While a greater or lesser number of respondents may have identified a single theme, or aspects of a single theme, no attempt has been made to sort or categorize themes based on the number of respondents who may have referenced that theme in their response to the survey. So long as a theme was referenced by two or more respondents, it has been included in the data summary.

There were a total of **30** responses to the survey, collected from a total population of **50** potential respondents. This gives the survey a **60.00%** response rate which, while not as high as we would have liked for an undertaking of this nature, is more than sufficient to allow for the construction of a solid narrative in regards to the strategic planning needs of the IIO.

*It should also be noted that the choice of name for each theme, and its associated description, may seem provocative to the reader. However the names for each theme, and the summary descriptions developed for each, are deliberately created based on the language used among individual respondent submissions. The author attempts to re-use as much of the original respondent's language as possible, in order to guard against certain forms of researcher bias.*

Pages 81 through 208 redacted for the following reasons:

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- s.22
- a.14, s.22
- s.13, s.14, s.22
- s.13, s.14, s.22
- s.13, s.14, s.22
- s.13, s.22
- s.14
- s.14, s.22
- s.22

s.14, s.22

s.22

s.22



Pages 211 through 222 redacted for the following reasons:

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s.22

s.13, s.14, s.22

s.14

s.14, s.22

s.14, s.22

s.22

**From:** Deitch, James JAG:EX  
**Sent:** Wednesday, November 12, 2014 4:06 PM  
**To:** Richter, Connie JAG:EX  
**Subject:** RE: IMPORTANT: s.22

Thanks Connie.

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Justice**  
3rd floor, 703 Broughton Street  
PO Box 9243, Stn Prov Govt  
Victoria, BC V8W 9J2

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

Phone: 250.387.2109  
Fax: 250.356.6552  
Cell: 250.580.5612

*Please consider the environment before printing this e-mail*

---

**From:** Richter, Connie JAG:EX  
**Sent:** Wednesday, November 12, 2014 4:08 PM  
**To:** Deitch, James JAG:EX  
**Cc:** Chalke, Jay JAG:EX  
**Subject:** RE: IMPORTANT: s.22

Thanks Jamie.

Yes, Richard is back on Monday.

I will watch for the new letters to arrive via the CCU and if Janis or Edna have any questions pls. ask them to contact me as I have the previous material.

Many thx, C

---

**From:** Deitch, James JAG:EX  
**Sent:** Wednesday, November 12, 2014 3:18 PM  
**To:** Richter, Connie JAG:EX  
**Cc:** Chalke, Jay JAG:EX  
**Subject:** RE: IMPORTANT: s.22

Connie:

I reviewed with Jay this morning and we now have a final report from s.22 so rather than sending an interim acknowledgment letter Jay thought it better to finalize the letters for both s.22 and have them for the DAG to approve and sign next week when he returns. Is he back in the office on Monday?

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**

Justice Services Branch  
Ministry of Justice  
3rd floor, 703 Broughton Street  
PO Box 9243, Stn Prov Govt  
Victoria, BC V8W 9J2

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

Phone: 250.387.2109  
Fax: 250.356.6552  
Cell: 250.580.5612

*Please consider the environment before printing this e-mail*

---

**From:** Richter, Connie JAG:EX  
**Sent:** Wednesday, November 12, 2014 9:47 AM  
**To:** Deitch, James JAG:EX  
**Subject:** RE: IMPORTANT: s.22

Hi Jamie,

I'm following up re the below s.22

Did the letters get forwarded to our office on Friday?

Thank you, C

---

**From:** Deitch, James JAG:EX  
**Sent:** Thursday, November 6, 2014 5:17 PM  
**To:** Richter, Connie JAG:EX; Chalke, Jay JAG:EX  
**Subject:** RE: IMPORTANT: s.22

Connie:

We should have the letters to you tomorrow morning.

Thanks.

**James Deitch**  
Executive Director  
Criminal Justice and Legal Access Policy Division  
Justice Services Branch  
Ministry of Justice  
3rd floor, 703 Broughton Street  
PO Box 9243, Stn Prov Govt  
Victoria, BC V8W 9J2

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

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Fax: 250.356.6552  
Cell: 250.580.5612

Pages 225 through 276 redacted for the following reasons:

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S.14, S.22

s.13, s.14, s.22

s.14

s.14, s.22

s.22

s.22

s.14, s.22

s.22

Pages 278 through 316 redacted for the following reasons:

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S.22

s.14, s.22

s.22

s.13, s.14,s.22

s.14, s.22

s.22

s.22

## Schultz, Janis JAG:EX

---

**From:** Deitch, James JAG:EX  
**Sent:** Monday, July 14, 2014 11:39 PM  
**To:** Schultz, Janis JAG:EX  
**Subject:** FW: s.22 Correspondence Review

Janis:

Please print e-mail for my 3 PM meeting Tuesday.

Thanks, Jamie

---

**From:** Richardson, Craig S JAG:EX  
**Sent:** Monday, July 14, 2014 4:58 PM  
**To:** Deitch, James JAG:EX  
**Subject:** RE: s.22 Correspondence Review

Hi Jamie, I need the total amount of the contract and the start and end dates?

---

**From:** Deitch, James JAG:EX  
**Sent:** Monday, July 14, 2014 4:21 PM  
**To:** Richardson, Craig S JAG:EX  
**Cc:** Chalke, Jav JAG:EX  
**Subject:** FW: s.22 Correspondence Review

Craig:

Could you prepare a GSA for the named entity and I will provide you with a Schedule A to finalize once the DAG has approved the terms?

Jay:

I assume the hourly rate is fine here. Also I assume that Craig will JV the IIO for this expenditure so once the DAG approves Craig can connect with Barb Kaiway to advise.

Thanks.

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Justice**  
**3rd floor, 703 Broughton Street**  
**PO Box 9243, Stn Prov Govt**  
**Victoria, BC V8W 9J2**

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

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Fax: 250.356.6552  
Cell: 250.580.5612

Pages 318 through 319 redacted for the following reasons:

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s.14, s.22



WE JULY 23  
(who is drafting?)

JSB-CJLAPD

## Referral Slip

Fri, Jul 11, 2014 9:37 AM

Action: <b>DAG Draft Reply</b>	Due: <b>2014/07/24 [-9]</b>	Log ID: <b>410043</b>
--------------------------------	-----------------------------	-----------------------

s.22	Type:	Letter	Written:	2014/06/27	
	Office:	AG-DAG	Received:	2014/07/04	
	Entered By:	kking	Interim Rsp:		
	Sign By:		Sent/Signed:		
	Batch:		Closed:		
	File No.:	10120-20/IIO			
	<input type="checkbox"/> Confidential	<input type="checkbox"/> Frequent Writer	<input type="checkbox"/> Elected Official		
	Phone:	s.22	Fax:		Email:

Addressed To: DAG

Drafter:

Issue:

MLA: Hogg, Gordon (BC Liberal)

X-Ref: 407378 ( s.22 409372, 410014

Elect Dist: Surrey-White Rock

Other Info: RUSH AT DAG'S REQUEST

Copied to:

s.22
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## Referrals

From: AG-DAG	Sent: 2014/07/04	Rcvd:	Status: BF July 14
To: AG-DAG	Due: 2014/07/24	Active: <1 day	State: Pending
Action: DAG Draft Reply	Cmpltd:		
To Notes:: 2014/07/04 kking (AG-DAG) Rec'd and forwarded with copy of previous from writer's review s.22 to DAG for his			

2014/07/07 kking (AG-DAG) DAG has seen - JL referred to JSB via CCU for RUSH DAG draft response. BF'd for Jul 14.

From: AG-DAG	Sent: 2014/07/07	Rcvd:	Status: JSB-RUSH
To: CCU-Corp.Cor.Unit	Due: 2014/07/24	Active: <1 day	State: Pending
Action: DAG Draft Reply	Cmpltd:		
To Notes:: 2014/07/07 grgreen (CCU-Corp.Cor.Unit) Janet Labh has hardcopy. 2014/07/08 kking (CCU-Corp.Cor.Unit) Copy BF'd in CCU JSB file			

From: CCU-Corp.Cor.Unit	Sent: 2014/07/07	Rcvd: 2014/07/07	Status: CJLAPD
To: JSB - Just. Services	Due: 2014/07/21	Active: <1 day	State: Pending
Action: CCU to Branch DAG Draft Reply	Cmpltd:		
From Notes:: 2014/07/07T11:38 Email notification for JSB - Just. Services to Tiny.Vermaning@gov.bc.ca			

From: JSB - Just. Services	Sent: 2014/07/07	Rcvd:	Status: Anita review
To: JSB-CJLAPD	Due: 2014/07/24	Active: 4 days	State: Active
Action: DAG Draft Reply	Cmpltd:		
From Notes:: 2014/07/07T11:52 Email notification for JSB-CJLAPD to Cindy.Wallbank@gov.bc.ca; cc:Janis.Schultz@gov.bc.ca; bcc:Tiny.Vermaning@gov.bc.ca			
To Notes:: 2014/07/11 cwallban (JSB-CJLAPD) given to Anita for review			

Pages 321 through 330 redacted for the following reasons:

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s.22

s.3

s.22

s.22

s.3

## Schultz, Janis JAG:EX

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**From:** Deitch, James JAG:EX  
**Sent:** Wednesday, July 2, 2014 11:36 PM  
**To:** Schultz, Janis JAG:EX  
**Subject:** FW: RUSH DAG Draft Email (410014- s.22  
**Attachments:** Letter to Mr Fyfe.docx; ATT00001.htm; Letter from Mr Lowe.jpg; ATT00002.htm; Termination Letter.jpg; ATT00003.htm

Janis:

Please print attachments for my review. I will take care of drafting response for the DAG.

Thanks, Jamie

---

**From:** Chalke, Jay JAG:EX  
**Sent:** Wednesday, July 2, 2014 7:55 PM  
**To:** Deitch, James JAG:EX  
**Subject:** Fwd: RUSH DAG Draft Email (410014- s.22

FYI.

Begin forwarded message:

**From:** "King, Kim J M JAG:EX" <[Kim.King@gov.bc.ca](mailto:Kim.King@gov.bc.ca)>  
**To:** "Vermaning, Tiny JAG:EX" <[Tiny.Vermaning@gov.bc.ca](mailto:Tiny.Vermaning@gov.bc.ca)>, "Philippides, Edna M JAG:EX" <[Edna.Philippides@gov.bc.ca](mailto:Edna.Philippides@gov.bc.ca)>, "Chalke, Jay JAG:EX" <[Jay.Chalke@gov.bc.ca](mailto:Jay.Chalke@gov.bc.ca)>  
**Cc:** "Labh, Janet JAG:EX" <[Janet.Labh@gov.bc.ca](mailto:Janet.Labh@gov.bc.ca)>  
**Subject:** RUSH DAG Draft Email (410014- s.22


Good afternoon,

Attached is a response from s.22 further to 409372, for **RUSH DAG draft response by Monday, July 14**. FYI, also related to this letter is the recent letter from Richard Rosenthal under log 409844.

Thank you.  
Kim

*Many thanks,*

*Kim Jung Mee King* | Correspondence Coordinator | CCU  
and Program Assistant | Office of the Deputy Attorney General  
Phone: 250-356-0149 | Fax: 250-387-6224

 Please consider the environment before printing.

**From:** s.22 >  
**To:** "Fyfe, Richard J JAG:EX" <[Richard.Fyfe@gov.bc.ca](mailto:Richard.Fyfe@gov.bc.ca)>  
**Subject:** s.22

Dear Sir,

Attached please find my response to your correspondence of 2014-06-13.

Thank you for your attention to this matter.

Sincerely,

s.22

Pages 333 through 340 redacted for the following reasons:

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s.13, s.22

s.14

s.14, s.22

s.22

s.3

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## Introduction

This document provides a summary of themes collected by the Independent Investigations Office (IIO) SWOT data collection initiative initiated in August 2013. This initiative was conducted as the initial step in developing an overall strategic plan for the IIO that would include the creation of vision, mission and goals statements, a succession management plan and an employee engagement plan.

The SWOT tool collects data specific to the following elements:

1. **Strengths:** The characteristics of the IIO that give it a significant advantage;
2. **Weaknesses:** The characteristics of the IIO that give it a significant disadvantage;
3. **Opportunities:** The factors occurring outside the IIO that the office could use to its advantage; and
4. **Threats:** The factors occurring outside the IIO that could potentially cause trouble or difficulties for the office.

When combined, these four discrete elements can be combined to provide a comprehensive picture of the IIO that can be used as a basis for strategic planning.

## Methodology

The IIO SWOT was a population-based online survey. All employees in the IIO had equal opportunity to respond to the survey and therefore no form of sampling was used or implemented. Data collected by the online survey tool was captured in a standard ASC encoded database and is imported to Microsoft Excel for analysis.

Once collected, all data was themed against each of the four variables being examined (*strengths, weaknesses, opportunities* and *threats*). Each theme identified is a 'cluster' of similar data points from different sources, however, in order to be included in the SWOT summary; each theme must be identified independently by a minimum of two separate respondents. This multi-source triangulation is necessary to increase the validity of the analysis, but inevitably leads to some data loss, since issues not identified by multiple independent sources are discarded from further consideration, regardless of how important or poignant the issue may seem to be. **Data loss in this research document due to triangulation failure is estimated to be approximately 10%.** This level of data loss is considered normal, or even slightly lower than normal, for qualitative data collection exercises of this nature. Each theme stands on its own, and is considered equal in nature to any other theme. While a greater or lesser number of respondents may have identified a single theme, or aspects of a single theme, no attempt has been made to sort or categorize themes based on the number of respondents who may have referenced that theme in their response to the survey. So long as a theme was referenced by two or more respondents, it has been included in the data summary.

There were a total of 30 responses to the survey, collected from a total population of 50 potential respondents. This gives the survey a 60.00% response rate.

*It should also be noted that the choice of name for each theme, and its associated description, may seem provocative to the reader. However the names for each theme are deliberately created based on the language used among individual respondent submissions.*

Pages 342 through 424 redacted for the following reasons:

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s.13

s.14, s.22

s.14, s.22

s.22

s.3

s.3

- 1) January 20, 2014 Memo from s.22 (6 pages)
- 2) IIO Org Chart (1 page)
- 3) IIO Office Layout Indicating Locations of s.22 offices/cubicles (1 page)
- 4) IIO Contact List (1 page)
- 5) Privacy Breach Letter to s.22 including email from s.22 & print out of document "properties" (4 pages)
- 6) Rosenthal Log Jan 9-21, 2014 (2 pages)
- 7) Email from s.22 dated Jan 10, 2014 (1 page)
- 8) Fitzpatrick notes regarding Jan 10 conversation with s.22 & Introductory Email (5 pages)
- 9) Emails between s.22 (Jan 9-17, 2014) (Including email to "All Staff" entitled "Privacy breach" (6 pages)
- 10) Print out from computer of s.22 indicating "Job Offer" document opened from his computer (4 pages)
- 11) Print outs from all Team 1 member computers s.22 - 4 pages s.22 - 5 pages; s.22 48 pages s.22 - 3 pages; s.22 - 24 pages; s.22 15 pages; s.22 - 18 pages)
- 12) PSA Print Out Showing applicants for Team Director position (1 page)
- 13) IIO Standards of Conduct policy, effective July 2, 2013 (2 pages)
- 14) Email & Mission, Vision, Values, dated January 20, 2014 (2 pages)



<b>Title</b> Public Complaints Process	<b>Number</b> 3010
<b>Section</b> Public Accountability	<b>Original Effective Date</b> July 2, 2013
<b>Responsibility</b> Executive Director, Public Accountability	<b>Last Revised Effective Date</b> Not Applicable

## **POLICY**

1. The Independent Investigations Office (IIO) ensures that the public and employees have full and complete access to the complaints process.
2. The IIO makes efforts to resolve complaints at the front line level as they arise.
3. The IIO reviews and acts upon any complaint, anonymous, written or verbal, that indicates possible misconduct by an IIO employee.
4. The IIO acknowledges all complaints in writing to the complainant, if known, and notifies all complainants in writing of the disposition of the complaint.
5. The IIO does not address complaints arising from dissatisfaction with the outcome of an IIO investigation through this complaints process.
6. The Chief Civilian Director (CCD) reviews all complaints as soon as possible.
7. IIO employees are notified in writing that a complaint has been made and provided, if appropriate, details regarding the complaint.
8. The IIO refers all criminal complaints against an IIO investigator to the Office of the Police Complaint Commissioner (OPCC) for investigation. The CCD confers with the BC Public Service Agency regarding the handling of any such complaints.
9. Complaints against non investigative or included employees are dealt with according to this policy and where applicable, the Collective Agreement and BC Public Service Agency human resources policy.

## PROCEDURES

10. Anyone may initiate a complaint with the IIO by:
  - 10.1. speaking with an IIO employee
  - 10.2. telephoning the IIO office
  - 10.3. sending in a written complaint to any employee of the IIO, including the CCD.
11. If any IIO employee receives a complaint, anonymous, written or verbal, that indicates misconduct by an IIO investigator or other staff, the employee documents the complaint and forwards it to the CCD.
12. When an IIO employee receives a complaint, the employee advises the CCD of the complaint through their supervisor.
13. The supervisor tries to resolve minor complaints informally. The supervisor ensures that questions related to the complaint are answered (Appendix A) and forwards the information to the CCD through their supervisor where appropriate. The CCD documents any resolution reached.
14. The responsible supervisor advises the complainant that:
  - 14.1. there is a formal complaint process that can be accessed by providing a written complaint;
  - 14.2. all complaints are documented and sent to the CCD.
15. If the complainant wishes to make a formal written complaint, the supervisor advises the complainant to include as much detail as possible in their written complaint and to direct their complaint to the CCD.

### Complaints about IIO investigative employees

16. When an IIO supervisor receives a complaint about an IIO employee, it will be forwarded to the CCD. The CCD or designate reviews the complaint and determines whether to investigate and the method of investigation. Complaints may be:
  - 16.1. forwarded to the OPCC for investigation of IIO investigator misconduct;
  - 16.2. directed to the Executive Director, Investigations (EDI) for a Standards of Conduct investigation;
  - 16.3. informally resolved with the consent of the complainant and the IIO employee, either through contact by the CCD or designate or through formal mediation;
  - 16.4. dismissed as frivolous, vexatious, made in bad faith or not warranting further investigation. The CCD takes no further action.
17. The CCD may designate another IIO employee, in a position senior to the employee under investigation, to carry out an investigation of the complaint. The CCD or designate:
  - 17.1. brings complaints to closure that have been directed for summary dismissal as frivolous, vexatious, made in bad faith or not warranting investigation;
  - 17.2. ensures a written acknowledgement has been sent to the complainant within five days of receipt of the complaint by the CCD;
  - 17.3. provides notice to the subject employee, unless such notice would negatively impact the integrity of the investigation;
  - 17.4. conducts the Standards of Conduct investigation;
  - 17.5. if, during the investigation, there are indications that the matter may be one that will involve disciplinary procedures, advises the CCD;

## PROCEDURES

- 17.6. if during the investigation, it is determined that the matter may be concluded through informal resolution, advises the CCD;
  - 17.7. manages the complaints process for the course of the investigation;
  - 17.8. submits a report with recommendations to the CCD, as to the disposition of the complaint.
18. If a complaint is referred to the IIO supervisor of the subject employee, the supervisor makes reasonable efforts to resolve the complaint within 30 days. If the complaint is not resolved within 30 days, the supervisor provides a written report to the CCD outlining the reasons for the delay.
19. At the conclusion of any investigation of allegations against an employee, an investigation report is prepared and submitted to the CCD. The CCD may find as follows:
- 19.1. the complaint is summarily dismissed;
  - 19.2. the complaint is unsubstantiated;
  - 19.3. the complaint is substantiated:
20. Where the findings indicate that the behaviour of the employee violates IIO policy, procedure or written directives, the CCD considers possible outcomes, first giving the subject employee the opportunity to be heard. The outcomes may include disciplinary action up to and including termination, carried out in consultation with BC Public Service Agency.
21. The CCD responds to the complainant in writing regarding the disposition of the complaint with a copy to the subject employee.

### **Complaints about IIO policy or services**

22. An IIO employee receiving a complaint about IIO policy or services documents the complaint and forwards it to the CCD through their supervisor.
23. The supervisor receiving a complaint makes reasonable attempts to resolve it as soon as it is received. If able to resolve the complaint, the supervisor documents the complaint and forwards the complaint and the documentation of its resolution to the CCD.
24. When the supervisor is unable to resolve the complaint, they take the complainant's contact information and a summary of the complaint; document any steps taken to resolve the complaint and forward the matter to the CCD.
25. The CCD or designate:
- 25.1. ensures that a letter of acknowledgement is forwarded to the complainant;
  - 25.2. makes contact with the complainant to ascertain the exact nature of the complaint and, where appropriate, attempts to resolve the complaint.
26. The CCD or designate reviews the complaint and where appropriate, forwards any policy matters to the Policy Analyst to make changes as per the IIO policy development process.

## PROCEDURES

### POLICY

Approved by: Signature on Original  
Richard Rosenthal, Chief Civilian Director

Date Approved: July 2, 2013

### PROCEDURES

Approved by: Signature on Original  
Kellie Kilpatrick, Executive Director, Public Accountability

Date Approved: July 2, 2013

## APPENDIX A

### Complaint Information Questions:

1. Name and contact information for the complainant.
2. The name of the IIO employee(s) subject of the complaint.
3. The date, time and location where the complaint was received.
4. The date, time and location of the incident involving the complaint.
5. A summary of the details of the complaint.
6. Where applicable, the manner in which the verbal complaint has been resolved informally to the complain                      action.

Pages 431 through 432 redacted for the following reasons:

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s.13, s.14, s.22

s.14

## LETTER OF EXPECTATIONS FOR THE CHIEF CIVILIAN DIRECTOR OF THE INDEPENDENT INVESTIGATIONS OFFICE

This letter outlines the expectations of the Attorney General with respect to the Independent Investigations Office.

Part 7.1 of the *Police Act* provides for the Independent Investigations Office's ("IIO") operational mandate for investigations into incidents involving police. That is: that the IIO, under the direction of the Chief Civilian Director ("CCD") is solely and independently responsible for investigations where it appears a person may have died or suffered serious harm as the result of the actions of an officer; or where it appears that an officer may have committed a prescribed offence. The legislation also makes it clear that it is the CCD that is responsible for oversight of these investigations and that only the CCD may exercise the powers given under the *Police Act* (or any other Act) with respect to this mandate.

In addition to the operational mandate, the statute requires the CCD to manage, administer and operate the IIO and to oversee the investigations that the IIO is required to conduct [38.04].

Part of the management, administration and operational function of the IIO is linked to the provisions of the *Police Act* that establish the IIO within the Ministry of Attorney General [38.02]. This means that the IIO is accountable to the Attorney General (and thereby the Deputy Attorney General). The Attorney General is, in turn, accountable to the Legislative Assembly with respect to the compliance of the IIO with respect to government-wide requirements relating to Cabinet direction and financial management.

In combination, these provisions mean that the IIO is considered to be part of regular government operations, thereby invoking certain government-wide requirements to which the IIO must adhere. The CCD responsible for the IIO must also ensure these requirements are met as part of the management, administration, and operation of the office. This letter outlines the government-wide requirements that the CCD and the IIO will be responsible for meeting.

### 1. Communications, Policy Development and Information Sharing:

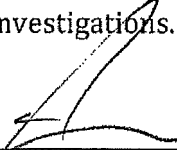
- a. The CCD will advise the Deputy Attorney General of issues or events that he reasonably expects will be of concern to the Ministry, to the extent that the reporting of those issues would not interfere with the ability of the IIO or the CCD to exercise its statutory obligations.
- b. The IIO will participate in consultations with the Ministry in relation to proposals to amend legislation or regulations that will have significant impact specific to the IIO.

- c. The IIO will advise the Deputy Attorney General if he identifies policy or legislative issues related to the IIO that, in his opinion, should be addressed by the Ministry.
  - d. The IIO will issue all communications relating to specific investigations and IIO operations.
  - e. The IIO will participate in consultations with the Ministry in relation to communications about government funding of the IIO.
  - f. Subject to the discretion of the CCD, and subject to legal constraints, the IIO will enter into information sharing agreements with other investigative agencies, such as but not limited to, the Coroner's Service, in order to facilitate and improve efficiency in parallel investigations.
  - g. The IIO will recommend policy to the Attorney General and seek policy advice from the Attorney General in relation to initiatives concerning IIO operations.
2. The IIO will maintain an open dialogue with police agencies, the public and communities in relation to the activities and operations of the IIO.
3. General Operational Expectations:
- a. The CCD will ensure that the IIO complies with the government's public reporting and accountability standards, including the *Financial Administration Act*, the *Budget Transparency and Accountability Act*, and the *Balanced Budget and Ministerial Accountability Act*.
  - b. The CCD will ensure that the IIO meets the requirements of all applicable financial management legislation and Cabinet and Treasury Board Directives.
  - c. The CCD will ensure IIO compliance with all applicable Ministry policies and procedures, including human resource, financial, and administrative policies.
  - d. The CCD will prepare materials necessary for estimates and budget allocation to be reviewed and approved by the Deputy Attorney General within timelines as directed by the Deputy Attorney General.
  - e. The CCD will support the Attorney General in reporting to the Legislature and Cabinet on the affairs of the IIO.



- f. The CCD will meet with the Deputy Attorney General to discuss matters of mutual concern, including reporting on the extent to which the IIO is meeting its mandate and policy or systemic issues raised in reports or elsewhere.
  - g. The CCD will submit the IIO Annual Report for the preceding fiscal year to the Deputy Attorney General no later than May 31 of each year. The Deputy Attorney General will review the report to ensure it meets all criteria specified in the Act. In addition to the legislated reporting requirements, the IIO Annual Report will include: a message from the CCD, a description of the IIO's structure, mandate, purpose and principles, a description of the investigative process, development of performance measure indicators, and basic budget information.
  - h. The CCD will not make the IIO Annual Report publicly available without receiving prior approval from the Attorney General.
  - i. If the CCD reasonably expects that the costs of the IIO will diverge from the estimates provided to the Ministry, the CCD will advise the Deputy Attorney General as soon as this divergence is forecasted, and will provide such information as the Deputy Attorney General requires in relation to the reason for the divergence and the measures being taken to mitigate the divergence.
4. In addition to the government-wide requirements that the CCD and the IIO must adhere to, it is expected that the CCD will meet his statutory obligations as set out in the *Police Act*. Examples of such obligations include carrying out investigations under Part 7.1 of the *Police Act*, hiring staff and investigators, making reports to Crown counsel, making annual reports, and complying with requests of the Special Committee of the Legislature, all of which must be done in accordance with the *Police Act*.
5. The CCD will ensure that the IIO implements a system of performance measures and reporting including creating goals with respect to timelines.
6. Administrative Expectations:
- a. The CCD will work with the Executive Director of Criminal Justice and Legal Access Policy Division as the primary point of contact between the Ministry and the IIO for policy and legislative matters, and will inform the Executive Director of financial matters that are reasonably related to policy and legislation.

- b. The CCD will work with the Executive Director and Chief Financial Officer of the Corporate Management Services Branch as the primary point of contact between the Ministry and the IIO for financial reporting matters.
7. The CCD will, upon request, supply aggregate data or other aggregate information about IIO operations from time to time, such as the number and frequency of investigations, types of investigations, and outcomes of investigations. For greater certainty, this does not include information about any ongoing investigation or other information that would adversely impact the way in which the IIO conducts its investigations.



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Richard J. M. Fyfe, Q.C.  
Deputy Attorney General

MAR 07 2013

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Date

Acknowledged by:



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Richard Rosenthal  
Chief Civilian Director  
Independent Investigations Office

MAR 12, 2013

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Date