

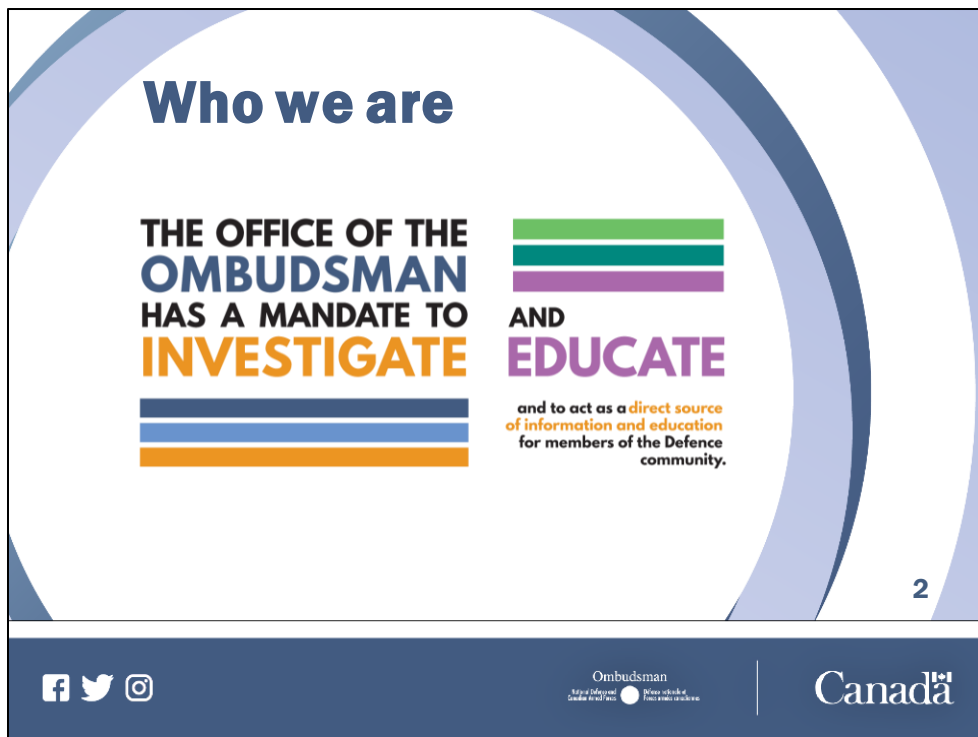


- Good Morning/Afternoon everyone, it is a pleasure today to share with you our thoughts on the theme of this conference.

*Gregory A. Lick – Ombudsman*

*Ms. Melanie Chapman – Director, General Investigations*

- Our Office was set up in 1998 along the lines of a classical ombudsman with the basic principles of independence, confidentiality, impartiality, and a credible review process.
- In a world where everyone is under scrutiny - social media being our newest challenge – we must continually ensure that our constituents find us credible and the Nation sees us adding value. **We require both.**



- I have the mandate to be a direct source of information, referral, and education for the individuals of Canada's Department of National Defence and the Canadian Armed Forces, including former members and families.
- Our challenge is continually in how to reach this large and diverse audience and know that we are reaching them.



- We assure fair treatment for our constituents by:
  - Preventing problems with accurate, accessible and understandable information,
  - Helping individuals' access existing channels of assistance or redress when they have a complaint or concern,
  - Intervening when we see unfairness in a situation, and
  - Deeply investigating systemic problem areas to recommend long-term positive change.
- The world of communication has more paths and is more complex than ever before.
- Our current paths include:
  - Website
  - Social media
  - Toll-free number
  - On-line booking tool
  - Live chat
  - Ombudsman outreach



- Other ways we reach out to our constituency:
  - Annual reports
  - Information pamphlets
  - Ads in base newspapers
  - Videos
  - Systemic reports
  - Social media posts
  - Parliamentary appearances
  - Our website
- Our challenge remains as with everyone here I believe, are we getting our message across effectively? Are constituents aware of us and see us as credible?



- To inform and educate, we develop learning products that we post on our website and social media.
- The challenge we have is to measure if our education products are reaching our constituency. We can measure certain aspects, for example: how many users and returning users to a webpage, how many shares... But how do we know the products reach their intended audience and the intended message is understood?
- My Director of Education and Collaboration is exploring how we can best get qualitative feedback. Our educational products are intended to inform individual constituents, so they can make informed decisions, and ultimately, we can prevent complaints and investigations.
- This year, she took an approach she calls, the “force multiplier”. Given that more than 60% of our complaints relate to benefits, we decided to target benefits administrators. We were invited to their annual conference in February and presented our educational products. In one engagement, we met more than 300 military benefits administrators, those who provide services, pay, claims and relocation advice to military members. This summer, some of those administrators provided us with feedback. They now go first to our website to obtain information (ABCs of Military Postings, Your Transition – The 3 phases of medical release) and refer members regularly to our site.
- By briefing these 300 administrators, we multiplied the access to our information for all our

serving CAF members. Hence the “force multiplier” approach.

Note:

Web analytics can also provide us an indicator of interest in particular products and how we might tailor them for a particular audience and at a particular point in time. E.g., posting message time

**Our Success**

Coming Soon  
Progress Reports on Recommendations  
Updates from the Ombudsman

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Ombudsman  
Adapted from the  
Canadian Ombudsman

Canada

- How do we define success for individual investigations? – **The Success Project** under the leadership of Ms. Melanie Chapman – Director, General Investigations

Notes:

- Emphasizing the theme of the Conference: Building resilient and sustainable Ombud institutions – how do we do that? By tracking the issues we deal with and measuring how they are dealt with. For example, are our recommendations implemented?
- Establish best practices and lessons learned related to our mandate, powers and functioning
- Goal: to achieve substantial and long-lasting improvements to the welfare of National Defence employees and Canadian Armed Forces members

## What does it measure?

- Complexity (# of issues investigated);
- Contributors / barriers to success (levels of cooperation from complainants and stakeholders);
- Issuing of, acceptance of, and implementation of recommendations; and
- Service standards (ex: 60 days)

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Ombudsman  
Adapted from the  
Canadian Ombudsman

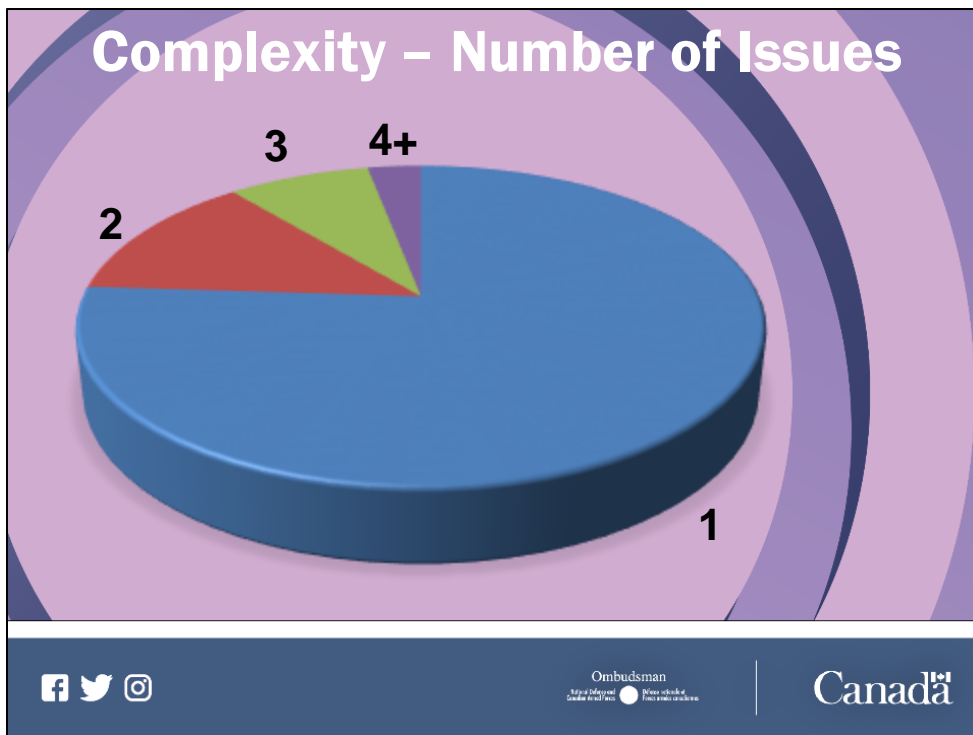
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### What does the Success Project Measure?

- Focuses upon individual investigations vice systemic (more public) investigations, which tend to attract more attention but are not representative of the majority of the work we do for our constituents. Further, our work on individual complaints informs the strategic / systemic investigation goals for the Office and ultimately effecting long-term positive change.

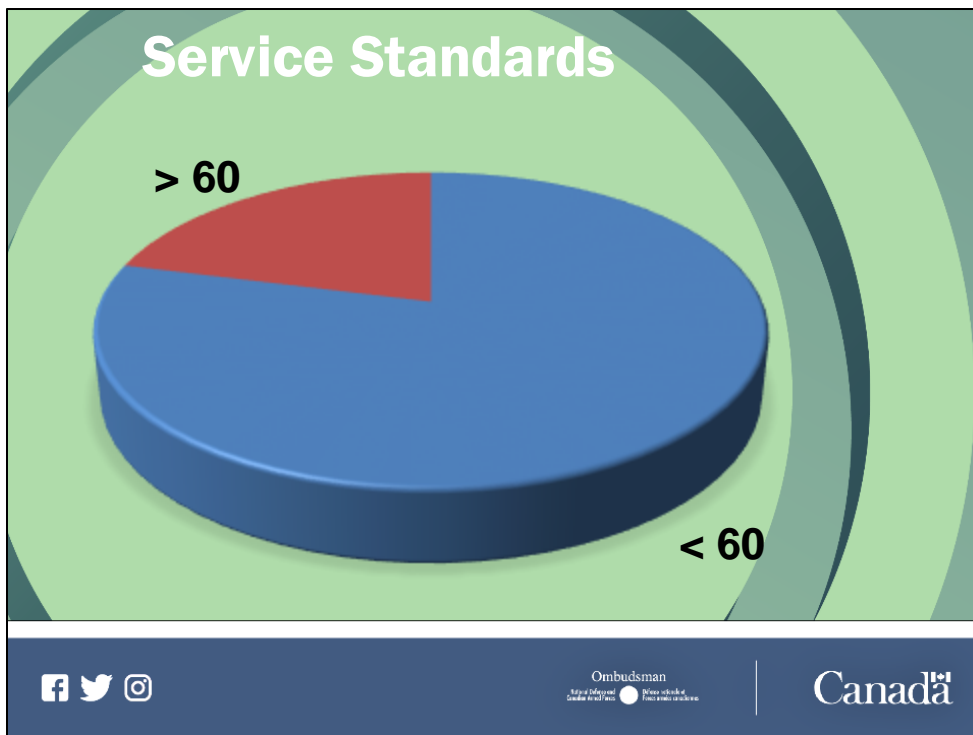


- Service standards (ex: 60 days) and reasons for delays.

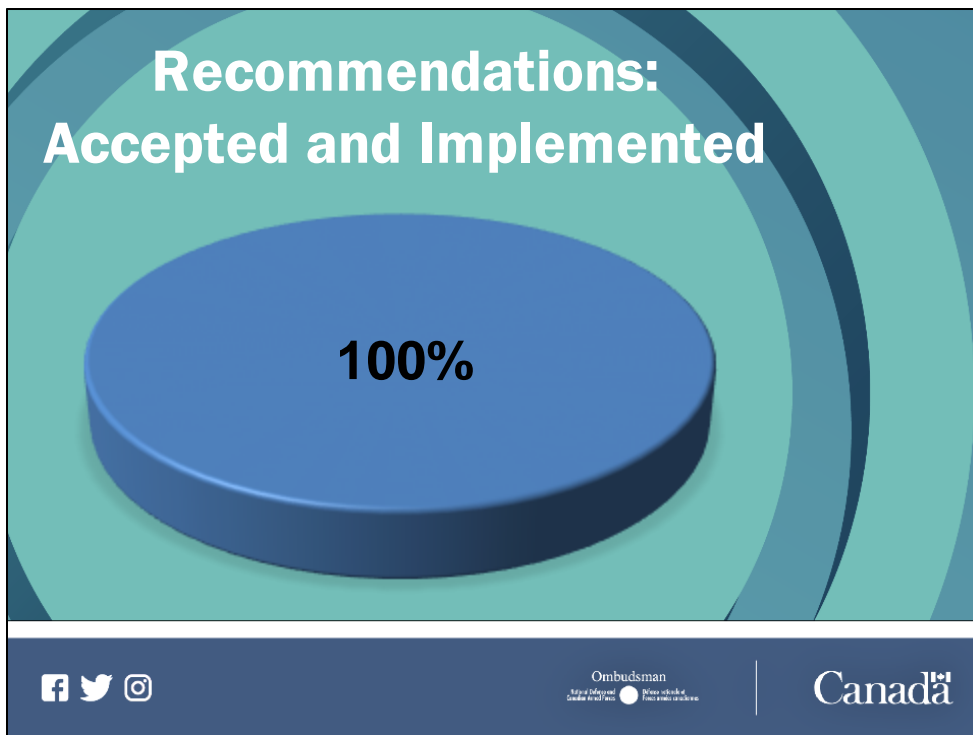


### Complexity

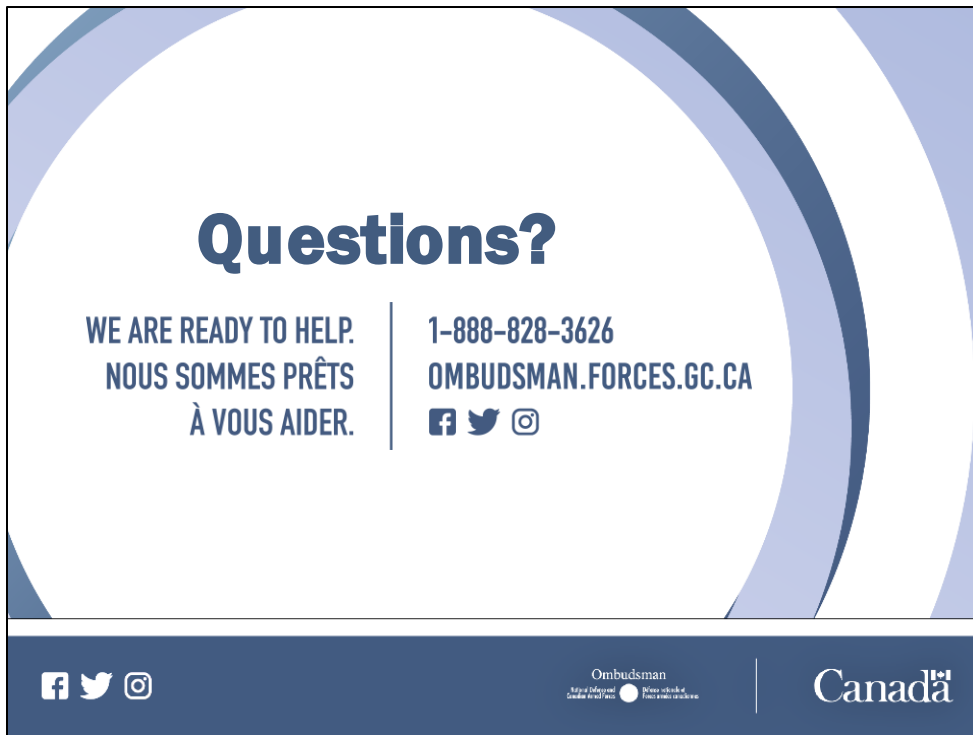
- We measure the number of issues investigated, per individual file. Matters that are related remain as one file / separate issues usually warrant a new file.
- This is but one indicator that informs complexity.
  - For example, when we measure cooperation levels on the part of the complainant, we assess whether they were fully cooperative, moderately obstructive, or required intervention to address unreasonable complainant conduct (New South Wales Ombudsman), such as abusive behaviour, unreasonable persistence, etc..
  - Likewise, when we measure stakeholder cooperation, we assess whether the investigator encountered delayed responses / resistance / unwillingness to provide information, as well as the necessity to escalate to myself, up through to the Ombudsman to address problematic cases (extremely rare; maybe 2 per year).



- Performance standards (60 days) are outlined in our mandate.
- Many factors can influence an investigator's ability to successfully resolve / close a case within 60 days (it's not binary).
- For this metric, we also include information as to why the file exceeded service standards (issues of cooperation, the file necessitated escalation to the director level or above, workload issues, etc.).
- We are also able to isolate files that go beyond 60 days and examine what, if anything, they have in common, in terms of barriers to successful resolution within a given timeframe. For example, if we notice that a number of files pertaining to benefits have taken a long time to resolve due to resistance on behalf of a specific stakeholder, we are able to adjust and focus our approach on problematic areas, maximizing efficiency while also working to positively influence organizational culture through a more collaborative approach. This helps us to better serve our clients.



- Five reasons for which we make a recommendation, outlined in our mandate. They include determining a file should be sent to or returned to a competent authority (proper decision-maker), an omission should be rectified, an unfair policy or law should be reviewed, reasons should be provided for a decision, and a delay should be rectified. Much of what our investigators do involves facilitation of communication; bringing the appropriate parties together.
- When we make a recommendation (written or otherwise) to the department of national defence, asking them to take action, we could that as a YES, for the purposes of measuring the number of files for which a recommendation was issued.
- We then measure to what extent the recommendation was accepted / implemented (ex: not at all, partially, or fully). For three years running, 100% of our recommendations have been accepted / fully implemented by stakeholders at the individual file level.



- This concludes our presentation.
- We welcome your questions and I invite you to our office's website for more detailed information on Systemic reports, frequently asked questions and the helpful information section.