

# OM - ch. 25.3. Major Case Management

## Directive Amended: 2011-12-28

For information regarding this policy, contact National Criminal Operations, Contract and Aboriginal Policing at GroupWise address [OPS POLICY HQ](#).

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### 1. General

1. 1. Major cases are cases and/or investigations that are serious in nature and, due to their complexity, require application of the principles of Major Case Management (MCM).

1. 2. MCM is a methodology for managing major cases that provides accountability, clear goals and objectives, planning, allocation of resources and control over the speed, flow, and direction of the investigation.

1. 3. MCM is used to conduct significant investigations regardless of business lines (Contract or Federal). Major cases in the RCMP will be conducted in accordance with the principles of MCM. The methodology of MCM encompasses nine essential principles:

- 1. 3. 1. The Command Triangle,
- 1. 3. 2. Managerial Considerations,
- 1. 3. 3. Crime-solving Strategies,
- 1. 3. 4. Leadership and Team-building,
- 1. 3. 5. Legal Considerations,

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|---|-----|------------|
| <b>Exhibit: National Inquiry into Missing and Murdered Indigenous Women and Girls</b> |     |            |
| Location/Phase: <u>part 2 Regina</u>  |     |            |
| Witness: <u>Brenda Butterworth-Carr</u>   |     |            |
| Submitted by: <u>Anne McConville</u>  |     |            |
| Add'l info: <u>P02P02P0401</u>  |     |            |
| Date: <u>JUN 28 2018</u>  |     |            |
| Initials  | I/D | Entered    |
| <u>h3</u>   |     | <u>101</u> |

1. 3. 6. Ethical Considerations,

1. 3. 7. Accountability,

1. 3. 8. Communication, and

1. 3. 9. Partnerships.

## 2. Roles and Responsibilities

### 2. 1. Divisional Cr. Ops. Officer/delegate

2. 1. 1. Has ultimate authority over major cases.

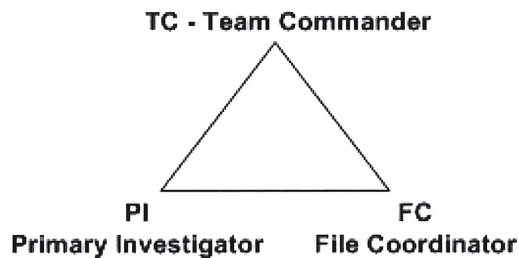
2. 1. 2. Is responsible for ensuring that all of the principles of MCM are applied in the investigation of major cases.

2. 1. 3. Divisions must have in place an assessment process for the selection and periodic re-evaluation of MCM Team Commanders.

### 2. 2. The Command Triangle

#### 2. 2. 1. General

2. 2. 1. 1. Major cases are managed by the Command Triangle. The roles within the Command Triangle are the following: Team Commander, Primary Investigator and File Coordinator. Although each role has clear responsibilities, a collaborative relationship between roles should be maintained while preserving independence and accountability.



#### 2. 2. 2. Team Commander

2. 2. 2. 1. The Team Commander (TC) has overall, authority, responsibility, accountability and control of the major case investigation, its resources, e.g. human, material and financial, and its mandate. See [App. 25-3-1.1](#).

2. 2. 2. 2. Divisions should maintain resource pools of TCs with current CVs outlining their experience and training in major cases focusing on leadership/managerial accomplishments.

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- Witness:
- Add'l info:
- Date:
- Entered:
- I/D:
- Initials:

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2. 2. 2. 3. The TC will ensure qualified File Coordinators (FC) and Primary Investigators (PI) are selected.

#### **2. 2. 3. Primary Investigator**

2. 2. 3. 1. The PI controls the speed, flow and direction of the overall investigative process. See [App. 25-3-1](#).

2. 2. 3. 2. The PI manages, although not necessarily performs, all aspects related to the investigation in order to effectively direct the overall major case investigation. The PI reports to the TC and works in collaboration with the FC.

2. 2. 3. 3. The PI will be an experienced investigator with proven ability to coordinate, organize and direct a complex, multi-faceted investigation.

#### **2. 2. 4. File Coordinator**

2. 2. 4. 1. The FC is responsible for file management and the preparation of its disclosure for subsequent legal process or examination. See [App. 25-3-1](#).

2. 2. 4. 2. The FC must identify human and material resources required to fulfill the role of file coordination.

2. 2. 4. 3. The FC will be an experienced investigator familiar with electronic and manual file coordination.

#### **2. 3. Coordinated Investigative Team**

2. 3. 1. The Coordinated Investigative Team (CIT) is formed with the exclusive purpose of investigating a major case.

2. 3. 2. The CIT includes the Command Triangle, investigators, some of whom may be seconded from their primary duties, support staff, and other employees.

#### **3. Electronic File Management**

3. 1. Using a database management system is critical to major case management.

3. 2. A database management system ensures proper recording, storage and retrieval of information. It enhances managerial accountability, efficient and effective use of resources, auditable and consistent standards and efficient preparation of disclosure.

3. 3. MCM may use an RCMP-approved database management system such as PROS, PRIME, SUPertext, or E&R. See the [Electronic Major Case Management Policy Centre](#) website.

3. 4. Once an investigation is identified as a major case, an RCMP-approved database management system will be adopted where applicable and available. See [sec. 3.3](#).



#### 4. Critical Incident

4. 1. An incident Commander will be familiar with the principles of MCM.
4. 2. A critical incident is an event or series of events that by its scope and nature requires a specialized and coordinated response. Critical incidents include, but are not limited to civil unrest, disasters, hostage/barricaded persons and terrorist attacks.
4. 3. During a critical incident, the incident commander has overall responsibility for the critical incident. See [TOM ch. 1.1.1.2.](#)
4. 4. The TC must be involved as soon as possible and consulted during the decision-making processes. The Incident Commander and the TC must work together sharing information and intelligence while the incident is ongoing.
4. 5. The Cr. Ops. Officer/delegate will advise the TC when a critical incident is deemed safe and secure. The TC will then assume responsibility.

#### 5. Media

5. 1. The TC will ensure that a media strategy is in place for all major cases.
5. 2. All media releases must be approved by the TC in coordination with the Command Triangle before release.
5. 3. The divisional/regional Media Relations Officer (MRO) will gather relevant information regarding any national or potential national/international issues and brief National Communications Services by contacting the Director of Media Relations Branch at Groupwise address [HQ CommsAlert](#). See [ch. 27.3.1.3.](#)

#### 6. Disclosure

6. 1. Organization of the file must be implemented early to ensure a thorough and efficient disclosure process. The disclosure process is a critical task and Crown Counsel should be consulted during its preparation.
6. 2. The management of disclosure is the responsibility of the FC. Crown Counsel has the responsibility to ensure proper disclosure to both the Court and Defence Counsel.
6. 3. The FC must ensure the appropriate number of resources are assigned to disclosure. When appropriate, the FC will appoint dedicated disclosure officers or disclosure teams.
6. 4. A disclosure officer/team will report directly to the FC.

#### 7. Decision-Making Process

7. 1. The management process of the investigation of major cases in both court and/or other judicial hearings must be accounted for and a record of the decision-making processes within MCM must be preserved.

7. 2. Individual managers, supervisors and investigators must make complete notes documenting their participation, rationale, time, direction and decisions.

#### 8. Intelligence Processing/Analysis

8. 1. The Command Triangle should ensure that early consideration is given to intelligence processing and analysis during the course of a major case investigation.

8. 2. The Command Triangle should consider early assignment of the required resources, in support of the intelligence process.

#### 9. Reporting

9. 1. Regular reporting to divisional Cr. Ops. Officer/delegate is a critical component of MCM.

9. 2. The development and monitoring of a reporting system is a division responsibility. Divisions must establish an acceptable reporting structure and frequency schedule.

9. 3. National Headquarters will be advised of significant, high-profile or high-risk incidents by the most expedient means to the National Operations Centre (NOC). See [ch. 46.1.4.](#)

9. 4. In a Joint Forces Operation, the participating agencies must be included in the reporting structure.

#### 10. Independent File Assessment

10. 1. To aid in the identification of new investigative avenues/strategies and/or implementation of best practices and to advance major cases, the Cr. Ops. Officer/delegate may submit major cases for independent file assessment.

10. 2. The TC, through their divisional Cr. Ops. Officer/delegate, should submit major cases for independent file assessment, when necessary.

10. 3. An independent file assessment should be conducted by an experienced major case investigator not involved in the investigation. The results of the assessment will be documented and reported to the Cr. Ops. Officer/delegate and shared with the TC.

10. 4. An independent file assessment will examine the [principles](#) of MCM.

10. 5. While this assessment is independent, it will require the cooperation and assistance of the CIT.

#### 11. Operational Debriefings

11. 1. All Major Cases should be debriefed at the conclusion of the case or at the discretion of the TC to identify "best practices" and "lessons learned."

#### 12. Canada Labour Code

12. 1. The TC, PI and the FC must be familiar with and comply with their duties as prescribed by [Part II of the Canada Labour Code](#) (CLC).

12. 2. The TC must successfully complete the Occupational Health and Safety Course "[Managing Safely](#)" available on the Human Resources Sector website or on CD.

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## References

- Canadian Police College, *Major Case Management Manual*, 6th ed.