

## **AGENDA**

### **Day One: Monday, January 19, 2015**

- 8:00 to 9:00 a.m.**                    **Registration and continental breakfast**
- 9:00 to 9:30 a.m.**                    **Introduction and welcome**  
*André Marin, Ombudsman of Ontario*
- 9:30 to 10:30 a.m.**                    **Intake and Triage**  
*Laura Pettigrew, Senior Counsel*  
*Tom Barber, Assistant Manager, Early Resolutions*  
Learn about the intake and triage process, and how 27,000 complaints are triaged, or flagged and escalated to become large-scale systemic investigations each year.
- 10:30 to 10:45 a.m.**                    **BREAK**
- 10:45 a.m.**  
**to 12:15 p.m.**                    **Systemic Investigations**  
*Barbara Finlay, Deputy Ombudsman of Ontario*  
An introduction on identifying systemic issues and conducting effective and efficient investigations. Learn what a systemic investigation is, how to decide when to launch one, and how to make sure it stays on track, on time and on budget.

January 19-21, 2015 – Ontario Bar Association Conference Centre – 20 Toronto St.

Day One – Monday, January 19, 2015 – continued

- 12:15 to 1:15 p.m.**      **LUNCH (served in the adjoining room)**
- 1:15 to 1:45 p.m.**      **Principles of Excellent Investigations**  
*Gareth Jones, Director,*  
*Special Ombudsman Response Team*  
A discussion of the eight principles that underpin thorough and objective investigations of any kind.
- 1:45 to 3:15 p.m.**      **Investigation Planning**  
*Sue Haslam, Director, Investigations*  
*Wendy Ray, Senior Counsel*  
Learn how to develop an effective investigation strategy, avoid “issue creep”, pinpoint sources of evidence, obtain documents, anticipate potential roadblocks, use resources efficiently, and set realistic milestones and timelines.
- 3:15 to 3:30 p.m.**      **BREAK**
- 3:30 to 5:00 p.m.**      **Scenario and group preparation of investigation plans**  
*Sue Haslam, Director, Investigations*  
*Wendy Ray, Senior Counsel*  
Review a fact scenario, break into groups and prepare detailed investigation plans based on the scenario.

**Day Two: Tuesday, January 20, 2015**

- 8:00 to 9:00 a.m.**            **Continental breakfast**
- 9:00 to 10:30 a.m.**        **Old Watchdogs, New Tricks:  
Using Social Media in Investigations**  
*André Marin, Ombudsman of Ontario*  
*Twitter handle: @Ont\_Ombudsman*  
Learn how to interact with the public and track issues on social media, how to use Twitter, Facebook and other digital tools during investigations, and how to make sure your voice is heard in the crowd.
- 10:30 to 10:45 a.m.**        **BREAK**
- 10:45 to 11:30 a.m.**        **Case Study: *Careless About Child Care*: Investigation into complaints about unlicensed daycares**  
*Elizabeth Weston, Investigator*  
*Special Ombudsman Response Team*  
The session will discuss how the Special Ombudsman Response Team moved through this investigation, from assessing the issue, to sifting through a significant amount of documentation, to publishing the report, *Careless About Child Care*.

**ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE WATCHDOGS**

**January 19-21, 2015 – Ontario Bar Association Conference Centre – 20 Toronto St.**

**Day Two – Tuesday, January 20, 2015 – continued**

**11:30 a.m.  
to 12:30 p.m.**

**Case Study: *The Code: Use of force against inmates***

***Domonie Pierre, Investigator***

***Special Ombudsman Response Team***

Learn how investigators planned and conducted the Ombudsman's investigation into allegations of excessive use of force against inmates, including interviewing more than 180 individuals, and obtaining and reviewing large quantities of video and documentary evidence.

**12:30 to 1:30 p.m.**

**LUNCH (served in adjoining room)**

**1:30 to 2:30 p.m.**

**Keynote Speech by Steve Orsini, Secretary of the Cabinet, Head of the Ontario Public Service and Clerk of the Executive Council**

**2:30 to 2:45 p.m.**

**BREAK**

**2:45 to 4:45 p.m.**

**Witnesses and Interviewing**

***Gareth Jones, Director,***

***Special Ombudsman Response Team***

***Laura Pettigrew, Senior Counsel***

Review interview techniques, including how to identify and prioritize witnesses, prepare for and conduct interviews, put witnesses at ease and deal with witnesses who are less than co-operative, as well as how to overcome common problems and errors made by interviewers.

# SHARPENING your TEETH



## ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE WATCHDOGS

January 19-21, 2015 – Ontario Bar Association Conference Centre – 20 Toronto St.

**5:00 to 7:00 p.m.**

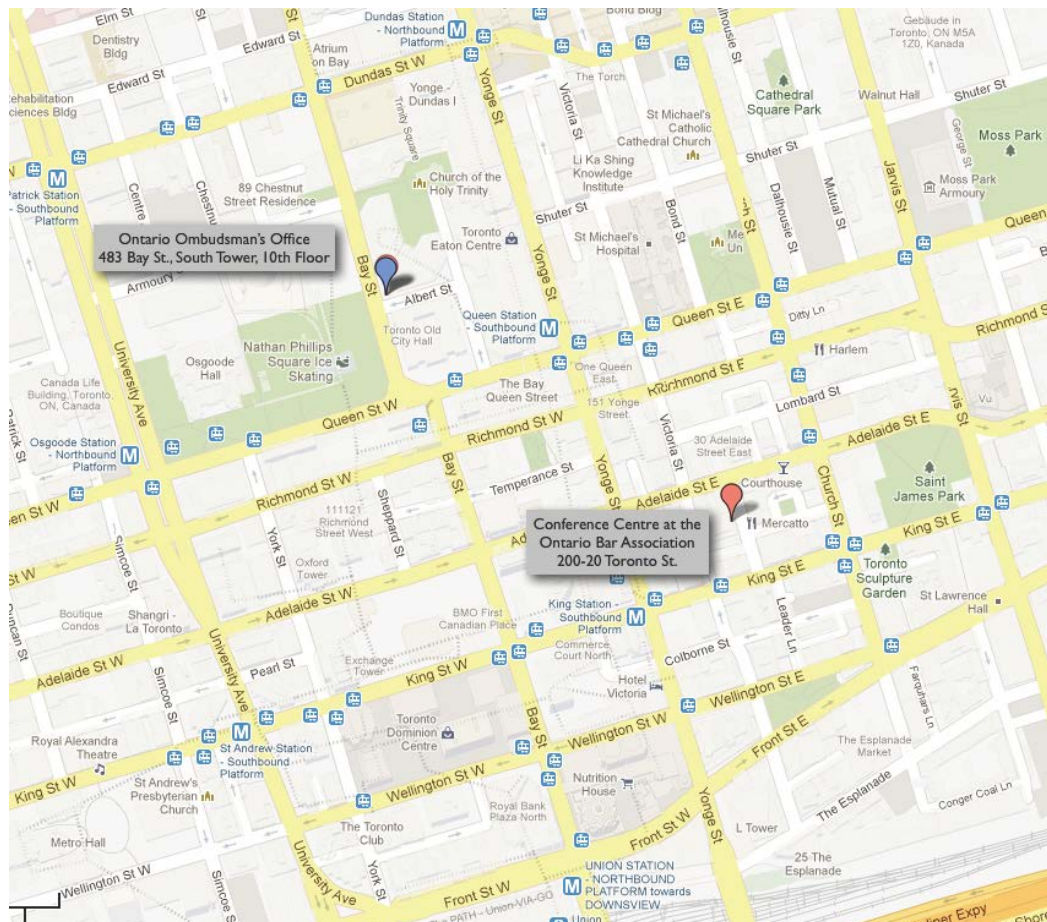
**Reception at the Ontario Ombudsman's Office**

Office of the Ombudsman of Ontario  
483 Bay Street, 10<sup>th</sup> Floor, South Tower  
Toronto

*(For directions, see map below)*

Hors d'oeuvres, soft drinks and a selection of Ontario wines and beers will be served.

**Directions to reception: 20 Toronto St. to 483 Bay St., 10<sup>th</sup> Floor, South Tower**



**Day Three: Wednesday, January 21, 2015**

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|-------------------------------------|---|
| <b>8:00 to 9:00 a.m.</b>            | <b>Continental breakfast</b>  |
| <b>9:00 to 10:30 a.m.</b>           | <b>Assessing Evidence</b><br><i>Barbara Finlay, Deputy Ombudsman of Ontario</i><br>Learn how to weigh the evidence gathered in an investigation, including through social media, for sufficiency, reliability and relevance. As an exercise, participants will evaluate mock evidence based on the investigation planning scenario. |
| <b>10:30 to 10:45 a.m.</b>          | <b>BREAK</b>  |
| <b>10:45 a.m.<br/>to 12:15 p.m.</b> | <b>Getting it Write</b><br><i>Laura Pettigrew, Senior Counsel</i><br>Review tips and best practices for writing strong, engaging, persuasive reports on investigations, and review mock samples of writing based on the investigation planning scenario.  |
| <b>12:15 to 1:15 p.m.</b>           | <b>LUNCH (served in adjoining room)</b>   |

January 19-21, 2015 – Ontario Bar Association Conference Centre – 20 Toronto St.

**Day Three – Wednesday, January 21, 2015 – continued**

- 1:15 to 2:15 p.m.**            **Watchdogs Bark: Communicating Your Investigation**  
*Linda Williamson, Director of Communications*  
This session will focus on getting your message out via traditional news media, Internet and social media. Discussion will include strategies for getting and keeping the public’s attention through good media relations and monitoring, report packaging, news conference planning and the strategic use of social media.
- 2:15 to 2:45 p.m.**            **Closing remarks and conclusion**  
*André Marin, Ombudsman of Ontario*  
Final questions and answers, and closing remarks by Ombudsman Marin.