



2023 - 2026



# Strategic Plan

Office of Inspector General  
Ville de Montréal

# *Proximity*

# *Proactivity*

# *Perennity*

## **STRATEGIC PLAN 2023-2026**

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Office of Inspector General  
Ville de Montréal

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# Mot de l'inspectrice générale



# Mot de l'inspectrice générale



C'est avec fierté que je vous présente le plan stratégique 2023-2026 du Bureau de l'inspecteur général de la Ville de Montréal. Notre organisation est unique au Canada. Son indépendance, tant hiérarchique qu'économique, lui assure une pleine autonomie qui se reflète dans sa capacité de faire de l'intégrité contractuelle une priorité montréalaise.

Notre plan stratégique illustre notre engagement à maintenir le haut niveau de confiance du conseil municipal, des personnes morales liées ainsi que de la population montréalaise envers notre bureau. Nos choix stratégiques ont été établis dans cette perspective, autour de trois orientations qui nous sont chères.

Depuis sa création en 2014, le BIG a acquis une fine connaissance des enjeux montréalais en matière d'intégrité contractuelle. Cette connaissance approfondie nous la devons notamment à notre **proximité** avec les unités d'affaires et les fournisseurs qui nous permet de détecter et de prévenir la délinquance contractuelle. Elle nous permet également

d'être des observateurs privilégiés et de recueillir ainsi des informations, voire des dénonciations, lesquelles mèneront à d'éventuelles enquêtes ou à bonifier notre programme de formation.

Le Bureau est reconnu par ailleurs pour sa **proactivité**. Notre grande expertise en matière de surveillance de l'exécution contractuelle fait de nous un chef de file auprès de nos partenaires dans ce domaine. Nous poursuivrons donc la bonification de nos plans et techniques de surveillance et le déploiement des outils visant à maintenir notre haut niveau de performance.

Enfin, nous nous engageons à ne jamais tenir pour acquis notre valeur ajoutée auprès de la Ville et des personnes morales liées. Grâce à l'engagement de nos équipes passionnées, déterminées et créatives, nous poursuivrons notre objectif d'assurer la **pérennité** de notre mission notamment en renforçant et en exportant notre expertise. De cette façon, le BIG pourra continuer de veiller à une gestion contractuelle exemplaire, en accord avec le cadre législatif.

L'inspectrice générale,

M<sup>e</sup> Brigitte Bishop

ORIGINAL SIGNÉ

# Message from the inspector general



# Message from the inspector general



I am proud to present the 2023-2026 strategic plan of the Office of Inspector General of Ville de Montréal. Our organization is unique in Canada. It's hierarchical and economic independence gives it full autonomy, reflected in its ability to make contract integrity a priority in Montreal.

Our strategic plan underscores our commitment to maintaining the deep-seated trust that City Council, related corporate entities and Montrealers have in our office. We have made our strategic choices with that in mind, based on three core values.

Since its creation in 2014, the OIG has developed in-depth knowledge of Montreal's contractual integrity issues. Specifically, we accrued this knowledge due to our **proximity** with business units and suppliers, which enables us to detect and prevent breaches of contract. It also enables us to be key observers, and

thus gather information and even denunciations, which can potentially lead to investigations or help us improve our training program.

The Office is also known for its **proactive approach**. We are a leading figure for our partners in the field thanks to our extensive expertise in contract performance monitoring. We will keep improving our monitoring plans and techniques and implement the tools we need to maintain our high level of performance.

Lastly, we are committed to never take for granted the added value the OIG provides for the City and related corporate entities. Thanks to the commitment of our passionate, driven and creative teams, we will pursue our goal of ensuring our mission's **perennity**, which includes deepening and exporting our expertise. In this way, the OIG will continue to ensure exemplary contract management, in line with the legal framework.

The Inspector General,

Brigitte Bishop  
SIGNED ORIGINAL

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# 01

- › Our mission
- › Our mandates
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- › Standing Committee on the Inspector General
- › Our vision
- › Our values

## Overview of the organization



# Overview of the organization

The Office of Inspector General<sup>1</sup> was created by the *Act Respecting the Inspector General of Ville de Montréal*, which was assented to by the National Assembly of Québec on June 13, 2014. This Act amended the *Charter of Ville de Montréal, metropolis of Québec*.

The Inspector General has jurisdiction over:

- Ville de Montréal
- Ville de Montréal employees and former employees
- Elected officials and members of their offices
- Selection committee members
- Legal persons associated with Ville de Montréal
- Persons in a contractual relationship with Ville de Montréal and subcontractors.

The legal persons related to Ville de Montréal include:

- Société de transport de Montréal (STM)
- Société d'habitation et de développement de Montréal
- Société du parc Jean-Drapeau
- Agence de mobilité durable
- Office municipal d'habitation de Montréal

The Inspector General has jurisdiction over all the contracts awarded by these entities, regardless of the amount, procurement method, and nature.

The Inspector General does not have jurisdiction over demerged cities on the Island of Montreal, such as Dorval, Pointe-Claire, Montreal West, Montreal East, Kirkland, Dollard-des-Ormeaux, Westmount, Mont-Royal and Côte Saint-Luc.

An *Act Respecting the Inspector General of Ville de Montréal* is the direct result of the work by the Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry, or Charbonneau Commission (2011-2015) and its final investigation report on the awarding and management of public contracts in the construction industry.

BIG's authority to ensure contractual integrity with respect to Ville de Montréal<sup>2</sup> entities was confirmed when the *Act Respecting the Autorité des marchés publics* was passed in December 2017, which provided in its favor an exception in section 68.

## Our mission

Ensure contractual integrity by monitoring the awarding and performance of contracts by Ville de Montréal, its related legal persons and their co-contractors, and taking appropriate action and recommendations.

<sup>1</sup> To facilitate reading, the acronym "BIG" (for Bureau de l'inspecteur général) will be used to refer to the Office of Inspector General.

<sup>2</sup> To facilitate reading, we will be using "City" to refer to Ville de Montréal, paramunicipal organizations and entities subject to BIG's jurisdiction. The same will apply to the term "Council," which will include city and borough councils, as well as the boards of directors of paramunicipal organizations and other entities subject to BIG's jurisdiction.

## Our mandates

### MONITOR

Monitor contract award processes and performance.

### RECOMMEND

Recommend to the Council measures aimed at preventing breaches of integrity in contract award and performance.

Recommend to the Council measures aimed at favouring compliance with the applicable legal provisions and requirements regarding contract award and performance.

### VERIFY

Verify and investigate within the City the implementation of our recommendations adopted by a council.

### TRAIN

Train councillors and City employees to recognize, prevent and disclose any breaches of integrity or violations of the applicable rules regarding the awarding of contracts by the City or contract performance.

### CARRY OUT

Carry out the functions and powers under the *Act Respecting the Autorité des marchés publics* with regard to Ville de Montréal and the organizations concerned.

## Our powers

Significant powers are provided so that we can assume fully our mission<sup>3</sup> to carry out the mandates set out in the *Charter of Ville de Montréal, metropolis of Québec*, and the *By-law on contract management*.

### INVESTIGATIVE POWERS

The Inspector General may examine any books, registers or records in order to obtain any information relevant to her mandate. Any person under the jurisdiction of the Inspector General must offer their full cooperation. Failure to comply with BIG's requests may result in a charge of obstructing the Inspector General's work, subject to a fine prescribed by the Act<sup>4</sup>.

### INSPECTION POWERS

The Inspector General may, at all reasonable times, enter a building to examine any books, registers or records. The Inspector General may require the owner, occupant or any other person on the premises being visited to give her reasonable assistance. The Inspector General may also use any computers, equipment or any other items found on the premises being visited to access data relevant to her mandate

and contained on an electronic device, computer system or other medium, or to inspect, examine, process, copy or print out such data.

### POWER TO CANCEL, RESCIND AND SUSPEND

The Inspector General may cancel any contracting process involving a contract from the City or any related legal person, or rescind or suspend the performance of such a contract when the following conditions are met:

1. If the Inspector General finds that any of the requirements specified in a document of a call for tenders or a contract have not been met or that the information provided during the contracting process is false; and
2. If the Inspector General believes that the seriousness of the breaches that were noted justifies the cancellation, rescinding or suspension.

<sup>3</sup> *Charter of Ville de Montréal, metropolis of Québec*, sections 57.1.8, 57.1.9, and 57.1.10.

<sup>4</sup> Section 57.1.16 of the *Charter of Ville de Montréal, metropolis of Québec*.

**POWER TO MAKE RECOMMENDATIONS**

The Inspector General may, at any time, send any report presenting findings or recommendations which, in her opinion, deserve being brought to the attention of the Council or any City body or entities under its jurisdiction. After reviewing a complaint or

determination relating to an open call for tenders, the Inspector General may recommend that the call for tenders be cancelled or that the tender documents be amended.

## Independence of the Office of Inspector General

Several guarantees of independence are provided to the Inspector General under the *Charter of Ville de Montréal, metropolis of Québec*:

**POSITION ENSHRINED IN THE LAW**

This function was created by provincial legislation and can only be dissolved by the will of legislators.

**NON-PARTISAN APPOINTMENT**

Appointment protected for a five-year term.

Non-renewable mandate.

A two-thirds majority vote of City Council is required to appoint, dismiss or suspend the Inspector General.

Appointment free from conflict of interest.

**HIERARCHICAL AUTONOMY**

The Inspector General reports directly to City Council. However, there is no relationship of subordination between City Council and the Inspector General.

**BUDGETARY AUTONOMY**

The Inspector General's budget is set by law. It represents a fixed percentage (0.11%) of Ville de Montréal's operating budget.

## Standing Committee on the Inspector General

The Standing Committee on the Inspector General is a non-partisan body that was established by a City Council by-law in March 2014. It is made up of 11 elected members from various political parties.

The purpose of the Standing Committee is to review any issues relating to the Inspector General's mandate and to submit such recommendations to the Council as it deems appropriate. It performs this function at the request of the City Council or the Executive Committee, or on its own initiative.

When a BIG public report is filed with City Council, the latter forwards it to the Standing Committee for review and to obtain an opinion on the recommendations made by the Inspector General. A review of each

item on the agenda of a working session of the Standing Committee may include a presentation by the Inspector General, the City's authorized representatives, or any other person authorized by the chair of the working session.

For instance, the Chair may, for the purpose of reviewing an item on the agenda, ask experts or people recognized as having relevant experience to make a presentation to the Standing Committee. The Standing Committee's recommendations report is submitted to City Council and, as applicable, to the agglomeration council. The Executive Committee is responsible for accepting or rejecting the recommendations.

Since the Inspector General is completely independent from the Standing Committee, the latter cannot intervene in her investigations at any time.

Since the files that are reviewed are confidential, only the persons concerned may have access to the Standing Committee's work.

## Our vision

Our mission, mandates and responsibilities contribute to the integrity of Ville de Montréal contracts, both in their preparation and award as well as during the course of their performance, particularly through compliance with processes, laws and regulations.

That is how our vision is defined as an organization at the forefront of the integrity of Montreal public contracts.

Since BIG's creation in 2014, we are proud of our close ties to the organizations we serve. Our appropriate interventions, the transparency expressed through our various publications, and our presence with City employees, both through our many training sessions, work site monitoring and meetings with witnesses and suppliers, reflect our vision of being at the forefront of Montreal public contracts.

*An organization at the forefront of the integrity of Montreal public contracts*

## Our values

An organization's values guide the behaviours essential to achieving its mission and vision and are a commitment to its actions.

The following are the three values of the Office of Inspector General of Ville de Montréal and their definitions:

### **TRUST**

Maintain trust in Montreal public institutions as regards contracting

### **INTEGRITY**

Ensure the integrity of the contract award and performance process

### **TRANSPARENCY**

Favour the transparency of the contracting process by bringing certain problems to light and formulating various recommendations and courses of action.

# 02

- › Overview of our area of activity
- › External context
- › Internal context



# Environmental review

# Environmental review

## Overview of our area of activity

Ville de Montréal and its related legal entities such as the boroughs, central services and para-municipal organizations, make the City one of the largest public contracting bodies in Quebec.

The thousands of contracts that are awarded are of various types and sizes, ranging from a few thousands to hundreds of millions of dollars, for an annual total of about \$3 billion.

These organizations operate in a variety of contexts, ranging from contracts for road infrastructure works, electricity, architecture, construction and renovation of buildings to the acquisition of goods and services, mega projects such as the water treatment plant, and the Montreal metro.

Contract integrity monitoring requires us to have a thorough knowledge of several laws and regulations that govern our daily operations, actions and decision-making. The following is a list of some of the legislation:

- *Charter of Ville de Montréal, metropolis of Québec* (CQLR, c. C-11.4), section VI.0.1
- *Cities and Towns Act* (CQLR, c. C-19)
- *Act Respecting Contracting by Public Bodies* (CQLR, c. C-65.1)
- *Act Respecting the Autorité des marchés publics* (c. A-33.2.1)
- *Act Respecting Public Transit Authorities* (CQLR, c. S-30.01)
- *City Council By-law on contract management* (18-038) (Ville de Montréal)
- *Agglomeration Council By-law on contract management* (18-024) (Ville de Montréal)
- *By-law R-175 on contract management* (By-law R-175) (Société de Transport de Montréal)
- *By-law on contract management* (RG-50-01) (Office municipal d'habitation de Montréal)
- Register of companies authorized to enter into contracts
- Register of companies ineligible for public contracts
- Register of persons who are ineligible or in breach of the *By-law on contract management* (Ville de Montréal)
- List of companies with an unsatisfactory performance (Ville de Montréal)
- Various procurement policies
- STM supplier code of conduct

## External context

When it began operating in 2014, BIG used several determinations from the Charbonneau Commission relating to Montreal. This led us to direct our interventions to specific areas of activity where there was a high risk of collusion or possible territory- or contract-sharing schemes.

Setting up a single whistleblower hotline for Ville de Montréal entities, where the whistleblower's right to anonymity was protected by our statute, led to several disclosures of contractual breaches in a number of operational or procurement sectors.

With its contract performance oversight powers, numerous investigations have uncovered serious contractual breaches that involved sanctions or corrective actions, and which the public was made aware of through the publication of our investigation reports. Numerous early interventions were also carried out with project owners in order to correct their specifications that were being published. There were also monitoring operations at various work sites that led to more than satisfactory results.

Our physical presence was particularly crucial given that thousands of meetings were held with witnesses, Ville de Montréal staff, and private-sector suppliers of products and services. Our presence in the field allowed us to gain in-depth knowledge of the

industry players. We were also able to build trust by demonstrating exemplary fairness in the application of the contract award processes.

Not content to merely intervene, BIG chose to be part of the solution, which led us to set up prevention tools as well as several specific training programs for the entities we serve.

BIG has always been committed to being a partner in the fight for integrity. We have therefore been actively participating in operational coordination and discussion committees at the municipal, provincial, national and international levels.

Our external review of the environment also took into account various aspects that may impact our work, such as particular economic conditions (increase in interest rates and cost of living with a predictable impact on the cost of future Ville de Montréal contracts, indexation clauses, labour shortages, etc.).

On the legislative and regulatory side, our review confirmed certain concerns regarding the lack of standardized contract management regulations and their application. BIG will take advantage of opportunities to raise awareness and influence appropriate stakeholders to apply corrective measures.

## Internal context

In 2023, after nine years of existence, we managed to make the Office of Inspector General an essential Montreal organization in the area of public contracting. Our rigorousness and fairness earned us recognition from partners, suppliers and contractors. Through its recognized transparency, BIG has succeeded in building its credibility through its many publications aimed at informing decision-makers, the media and the public of the schemes that were uncovered and the actions taken.

In the coming years, we will continue to make improvements to the efficiency of our investigative and monitoring activities. In addition, we will focus on

continuing to develop our information management system and its operation. We will also update specific management policies and our training program. We plan on increasing exchanges with our partners, revising certain programs such as the mentorship program and our monitoring methodology for contract performance.

With respect to our human resources, retirements remain an issue. We have reviewed the work organization and certain strategic positions so that we may take action. We will also make sure to maintain a dynamic, stimulating and rewarding work environment.

# 03

- › Strategic choice #1  
An Office of Inspector General focused on its proximity
- › Strategic choice #2  
An Office of Inspector General that operates proactively
- › Strategic choice #3  
An Office of Inspector General that ensures the perennity of its mission



## Our strategic choices

# Our strategic choices

After conducting a comprehensive environmental review and identifying our overall strengths and weaknesses as well as the issues we need to address in our area of activity, we have retained three strategic choices that will guide our actions and projects for the next three years.

These strategic choices take into account our unique characteristics and our capacity to achieve them. They will enable us to assume our role and responsibilities in order to adjust our performance based on current and future issues as well as consolidate our position at the forefront of the contractual integrity sought by Montrealers.

## Strategic choice #1 An Office of Inspector General focused on its proximity

Thanks to our close contact with the various entities, we have developed in-depth knowledge of local and regional issues so that our response is tailored to their reality.

As we are aware of the needs and specific characteristics of the entities acting as project owners, we have developed certain local activities that are greatly appreciated. We will thus focus our preventive interventions (prior to contract award) through efficient monitoring, an enhanced training program and prevention activities, as well as our mentorship program.

### Direction

Strengthen BIG's presence by optimizing its capacity to respond in a way that takes Montreal's reality into account

The strength of this approach, which is based on our closeness, allows us to intervene and act efficiently in a timely and adequate manner, based on Montreal's reality and specific characteristics.

### OBJECTIVE 1: FAVOUR INTERVENTIONS BEFORE CONTRACTS ARE AWARDED

Performance indicator	Targets
Draw up a plan for monitoring calls for tenders based on major projects and budgetary and strategic issues	Prepare a call for tenders monitoring plan For each subsequent year, draw up monitoring plans based on the progression of projects and budgetary or strategic priorities

**OBJECTIVE 2: IMPROVE TRAINING AND PREVENTION ACTIVITIES**

Performance indicator	Targets
Number of training activities offered	Annual increase of 5%
Number of prevention activities <sup>5</sup> The year 2022 will be used as a baseline.	Annual increase of 5%

**OBJECTIVE 3: ENHANCE THE MENTORSHIP PROGRAM**

Performance indicator	Targets
Formalize the mentorship program	The official document describing the mentorship program will be submitted by February 2024.

## Strategic choice #2

### An Office of Inspector General that operates proactively

Favour a proactive approach that enables a dynamic, effective and innovative response.

As an investigative office (detection, analysis, investigation, monitoring, intervention, publication of public reports), our operational effectiveness is based on different processes, methods and best practices. A review of these processes will ensure maximum efficiency in achieving our mission and enable us to remain proactive in our interventions and actions.

#### Direction

Enhance our operational programs to achieve our mission

The environment in which BIG operates is dynamic and evolving. The priority of this direction will enable our main investigative processes and methods to be adjusted.

<sup>5</sup> Definition of prevention activities: publication of a prevention bulletin or other publication that are not operational files (excluding the annual and mid-year reports); mentorship meeting; meeting with managers to make them aware of a problem before an operational file is published; conference or training session tailored to a specific need; training activity; online training video; visibility operation.

**OBJECTIVE 1: INCREASE THE CAPACITY OF CONTRACT PERFORMANCE MONITORING**

Performance indicator	Targets
Set up a working committee with parameters for work site monitoring and oversight and its level of progress	<b>2023:</b> Define the committee's parameters and objectives and the start of its activities <b>2024:</b> Submit a formal procedure in October 2024

**OBJECTIVE 2: REVIEW AND IMPROVE OUR INVESTIGATIVE PROCESSES**

Performance indicator	Targets
Number of investigative processes assessed	Two processes per unit per year
Number of investigative procedures reviewed	Two procedures per unit per year

**OBJECTIVE 3: OPTIMIZE DATABASE USE AND INFORMATION MANAGEMENT**

Performance indicator	Targets
Number of summaries supplied	The current year will be used to establish our quantitative baseline. Increase of 2% for subsequent years
Number of reviews carried out or investigations generated (background file or market analysis)	Two reviews or investigations per year

**Strategic choice #3****An Office of Inspector General that ensures the perennity of its mission**

Ensure longevity of its mission by establishing a high level of performance and pertinence so that the fight for contractual integrity remains relevant.

The skills and expertise of our human resources are key to achieving our mission and mandates. Recognition of our relevance and performance will ensure BIG's longevity.

This will enable us to continue our efforts to maintain the competence of our staff through a healthy workplace and retention and attraction measures along with skills development plans. Our outreach activities and training courses will be reviewed to maintain a high level of interest and relevance with respect to evolving schemes.

## Direction

Strengthen BIG's presence and expertise

BIG enjoys a good reputation for carrying out its mission, which it must maintain, as well as its competence. Having previously worked on increasing its external performance in its operations, this section will focus more on its internal resources and visibility.

### OBJECTIVE 1: FOSTER THE DEVELOPMENT AND MAINTENANCE OF OUR STAFF'S EXPERTISE

Performance indicator	Targets
Develop a skills development plan for each employee	The current year will serve to establish our baseline, our development plan templates and a procedure. For each subsequent year, 75% of BIG employees will have a skills development plan.

### OBJECTIVE 2: INCREASE BIG'S OUTREACH

Performance indicator	Targets
Number of outreach activities (Baseline will be number of outreach activities completed in 2022.)	Annual increase of 5%

### OBJECTIVE 3: REVIEW TRAINING PROGRAMS

Performance indicator	Targets
Number of training activities reviewed or customized	1 training program reviewed per year

04



# Summary Table of 2023-2026 Strategic Plan

# Summary Table of 2023-2026 Strategic Plan

## Strategic choice #1 - Proximity

An Office of Inspector General that focuses on its proximity

 Directions	 Objectives	 Performance indicators	 Targets <sup>6</sup>
› Strengthen BIG's presence by optimizing its capacity to respond in a way that takes Montreal's reality into account	› Favour interventions before contracts are awarded	› Establish a plan for monitoring calls for tenders based on major projects or budgetary and strategic issues	› Prepare a call for tenders monitoring plan › For each subsequent year, draw up monitoring plans based on the progression of projects and budgetary or strategic priorities
	› Improve training and prevention activities	› Number of training activities offered	› Annual increase of 5%
		› Number of prevention activities	› Annual increase of 5%
	› Enhance the mentorship program	› Formalize the mentorship program	› The official document describing the mentorship program will be submitted by February 2024
› Strengthen BIG's presence by optimizing its capacity to respond in a way that takes Montreal's reality into account	› Favour interventions before contracts are awarded	› Draw up a plan for monitoring calls for tenders based on major projects or budgetary and strategic issues	› Prepare a call for tenders monitoring plan › For each subsequent year, draw up monitoring plans based on the progression of projects and budgetary or strategic priorities

<sup>6</sup> The baseline year is 2022, except when otherwise specified.

# Strategic choice #2 - Proactivity

## An Office of Inspector General that operates proactively

 Directions	 Objectives	 Performance indicators	 Targets
<ul style="list-style-type: none"> <li>› Enhance our operational programs to achieve our mission</li> </ul>	<ul style="list-style-type: none"> <li>› Increase the capacity of contract performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>› Set up a working committee with parameters for work site monitoring and oversight and its level of progress</li> </ul>	<ul style="list-style-type: none"> <li>› <b>2023:</b> Define the committee’s parameters and objectives and the start of its activities</li> <li>› <b>2024:</b> Submit a formal procedure in October 2024</li> </ul>
	<ul style="list-style-type: none"> <li>› Review and improve our investigative processes</li> </ul>	<ul style="list-style-type: none"> <li>› Number of investigative processes assessed</li> </ul>	<ul style="list-style-type: none"> <li>› Two processes evaluated annually per unit</li> </ul>
		<ul style="list-style-type: none"> <li>› Number of investigative procedures reviewed</li> </ul>	<ul style="list-style-type: none"> <li>› Two procedures reviewed annually per unit</li> </ul>
	<ul style="list-style-type: none"> <li>› Optimize database use and information management</li> </ul>	<ul style="list-style-type: none"> <li>› Number of summaries supplied</li> </ul>	<ul style="list-style-type: none"> <li>› The current year will be used to establish our quantitative baseline.</li> <li>› Increase of 2% for subsequent years.</li> </ul>
		<ul style="list-style-type: none"> <li>› Number of reviews carried out or investigations generated (background file or market analysis)</li> </ul>	<ul style="list-style-type: none"> <li>› Two reviews or investigations per year</li> </ul>

# Strategic choices #3 - Perennity

## An Office of Inspector General that ensures the perennity of its mission

 Directions	 Objectives	 Performance indicators	 Targets
<ul style="list-style-type: none"> <li>› Strengthen BIG's presence and expertise</li> </ul>	<ul style="list-style-type: none"> <li>› Foster the development and maintenance of our staff's expertise</li> </ul>	<ul style="list-style-type: none"> <li>› Develop a skill development plan for each employee</li> </ul>	<ul style="list-style-type: none"> <li>› The current year will serve to establish our baseline, our development plan templates and a procedure.</li> <li>› For each subsequent year, 75% of BIG employees will have a skill development plan.</li> </ul>
	<ul style="list-style-type: none"> <li>› Increase BIG's outreach</li> </ul>	<ul style="list-style-type: none"> <li>› Number of outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>› Annual increase of 5%</li> </ul>
	<ul style="list-style-type: none"> <li>› Review training programs</li> </ul>	<ul style="list-style-type: none"> <li>› Number of training activities reviewed or customized</li> </ul>	<ul style="list-style-type: none"> <li>› 1 training program reviewed per year</li> </ul>

# *Proximity*

# *Proactivity*

# *Perennity*



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