

**Day One**  
**Monday, January 21, 2013**

- 8:00 – 9:00 a.m.**      **Registration and continental breakfast**
- 9:00 – 9:30 a.m.**      **Introduction and welcome**  
*André Marin, Ombudsman of Ontario*
- 9:30 – 10:30 a.m.**      **Systemic Investigations**  
*Barbara Finlay, Deputy Ombudsman of Ontario*  
What is a systemic investigation? How do you decide when to launch one? How do you make sure it stays on track, on time and on budget? An introduction to identifying systemic issues and conducting effective and efficient investigations.
- 10:30 - 10:45 a.m.**      **BREAK**
- 10:45 – 12:15 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.
- 12:15 - 1:15 p.m.**      **LUNCH**

# SHARPENING your TEETH



## ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE WATCHDOGS

- 1:15 - 2:45 p.m.**      **Investigation Planning**  
*Sue Haslam, Director, Investigations*  
*Wendy Ray, Senior Counsel*  
A good investigation must be thoroughly planned. 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. The session will use the Ontario Ombudsman’s *A Vast Injustice* investigation as an example of the investigation plan in action.
- 2:45 – 3:00 p.m.**      **BREAK**
- 3:00 – 4:30 p.m.**      **Scenario and group preparation of investigation plans**  
*Sue Haslam, Director, Investigations*  
*Wendy Ray, Senior Counsel*  
Participants will review a fact scenario, break into groups and prepare detailed investigation plans based on the scenario.

**Day Two**  
**Tuesday, January 22, 2013**

**8:00 – 9:00 a.m. Continental breakfast**

**9:00 – 10:30 a.m. Old Watchdogs – New Tricks:  
Using Social Media in Investigations – Start to Finish**  
*André Marin, Ombudsman of Ontario*  
*Twitter handle: @ont\_ombudsman*  
Social media are an essential part of any modern ombudsman investigation, from even before the initial announcement to after the publication of a report. Learn how to interact with the public and track issues on social media, how use Twitter, Facebook and other digital tools during investigations, and how to make sure your voice is heard in the crowd. This session will refer to real-life examples from the Ontario Ombudsman's years of experience in using social media, including in investigations such as *Caught in the Act*.

**10:30 - 10:45 a.m. BREAK**

**10:45 a.m. – Noon**  
**Case Study: *In the Line of Duty*: Ontario Provincial Police and Operational Stress Injury**  
*Adam Orfanakos, Investigator, Special Ombudsman Response Team*  
This session will review the Ontario Ombudsman's investigation into the how the Ontario Provincial Police and Ministry of Community Safety and Correctional Services handle operational stress injuries among police officers. It will cover how investigators planned this complex investigation, conducted more than 100 interviews, isolated the issues, reviewed documents and best practices – as well as how the October 2012 report *In the Line of Duty* was produced and released.

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## ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE WATCHDOGS

**Noon – 12:30  
p.m.**

**LUNCH**

**12:30 – 1:30 p.m.**

**KEYNOTE SPEAKER**

*Peter Wallace, Secretary of the Cabinet, Government of Ontario*  
Peter Wallace, Secretary of the Ontario Cabinet and head of the Ontario Public Service, will speak to participants about how Ombudsman investigations can help to strengthen services for the public.

**1:30 – 3 p.m.**

**Witnesses and Interviewing**

*Gareth Jones, Director, Special Ombudsman Response Team*  
*Laura Pettigrew, Senior Counsel*

This session will review interview techniques in depth, including how to identify and prioritize witnesses, and how to prepare for and conduct interviews, including choosing the best location, putting witnesses at ease and dealing with less-than-co-operative witnesses.

**3 – 3:15 p.m.**

**BREAK**

**3:15 – 4:45 p.m.**

**Witnesses and Interviewing (continued)**

The session will continue with a discussion of techniques such as note-taking and digital recording, how to structure the interview to get maximum information, as well as how to deal with common problems and the most common errors made by interviewers.

# SHARPENING your TEETH



ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE WATCHDOGS

**5:30 – 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

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

## Day Three Wednesday, January 23, 2013

- 8:00 – 9:00 a.m.**      **Continental breakfast**
- 9:00 – 10:30 a.m.**      **Assessing the Evidence**  
*Barbara Finlay, Deputy Ombudsman of Ontario*  
This session will discuss how to weigh the evidence gathered in an investigation for sufficiency, reliability and relevance. As an exercise, participants will evaluate mock evidence based on the investigation planning scenario.
- 10:30-10:45 a.m.**      **BREAK**
- 10:45 a.m. –  
12:15 p.m.**              **Getting it Write**  
*Laura Pettigrew, Senior Counsel*  
This session will 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.
- 12:30 – 1:30 p.m.**      **LUNCH**
- 1:30 – 2:30 p.m.**      **Watchdogs Bark: Communicating Your Investigation**  
*Linda Williamson, Director of Communications*  
You've completed your investigation and written a bombshell report. How do you make sure the public knows and cares? 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.
- 2:30 – 3 p.m.**              **Closing remarks**  
*André Marin, Ombudsman of Ontario*