

LET'S TALK

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enhanced public safety
accountability

SPECIAL ISSUE

moving towards
TRANSFORMATION

consistency

integration

professional judgement



TRANSFORMING CORRECTIONS
TO STRENGTHEN PUBLIC SAFETY



Correctional Service
Canada

Service correctionnel
Canada

Canada



Correctional Service of Canada Transformation Team (left to right): Suzanne Laplante, Mary Beth Wolicky, Julie Blasko, Chris Price, Morris Zbar, Brenda LePage, Jim LaPlante, Denise Mainville-Vantour, Don Head, Richard Harvey, France Poisson, Phil Higo (missing from the photo).



Correctional Service of Canada Transformation Team



Linking CSC Priorities to the Transformation Agenda: Continuing our focus on public safety for Canadians

Improving public safety for Canadians is at the heart of CSC's work. "It's all about public safety" is the mantra you will hear many CSC employees and partners echo, whether they are working in institutions or in communities across Canada.

The Service has maintained a consistent focus on achieving excellent public safety results on five corporate priorities since 2006-07. So how does this new CSC Transformation Agenda fit into public safety and our existing corporate priorities? The answer is simple: our fundamental priorities remain the same; achieving the transformation objectives is a continuation of that same important journey.

Focussing on the CSC Transformation Agenda will help us achieve our public safety goals for Canadians, better and sooner

Public Safety Minister Stockwell Day has been a strong supporter of CSC's corporate priorities since he was appointed Minister; he recently reaffirmed his support when endorsing CSC's *Report on Plans and Priorities* in March 2008. Similarly, the federal government endorsed the CSC Review Panel recommendations in Budget 2008, saying that this "fundamental transformation of federal corrections" will help us achieve better public safety results. CSC now has the stable funding and clear direction we need to focus on getting those results.

While the way we get there — the activities or deliverables — may change, the priorities remain consistent: safe transition of offenders into the community; safety and security for staff and offenders in our institutions; enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders; improved capacities to address the mental health needs of offenders; and strengthened management practices.

The key themes identified by the Panel — offender accountability, eliminating drugs from institutions, employment and employability, modernizing infrastructure and eliminating statutory release and moving to earned parole — demonstrate clear continuity with these priorities. To highlight just one example, the transformation objective of eliminating drugs in institutions is implicated in not only the safety and security priority, but also in each of the other priorities.

This special edition of *Let's Talk* proudly takes its place at the end of a series of issues focussing on the priorities, delivering on the magazine's mandate to inform staff, partners and the public about CSC's activities and goals for Canadians.

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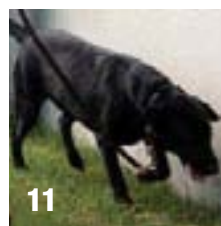
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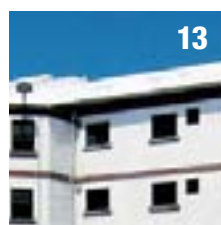
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NEW EDITORIAL BOARD

We are transforming the way we put *Let's Talk* together. We recently established a new editorial board and process to support the production of our corporate magazine. Of course, we continue to welcome feedback at GEN-NHQLetsTalkEntre@csc-scc.gc.ca.

Joanne John, Associate Assistant Commissioner of the Communications and Citizen Engagement Sector, leads the Board as Editor-in-Chief, with Lori MacDonald, Assistant Commissioner of the Communications and Citizen Engagement Sector, continuing in the role of publisher.



New *Let's Talk* Editor-in-Chief Joanne John

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**Assistant Commissioner,
Communications and Citizen
Engagement Sector**

Lori MacDonald

**Editor-in-Chief and Associate Assistant
Commissioner, Communications and
Citizen Engagement Sector**

Joanne John

Writers

Communications and Citizen Engagement Sector

Photographer

Bill Rankin

Inquiries

Josée Deschambault

Editing and Translation Services

Translation Bureau and Linguistic Services of CSC

Graphic Design

Accurate Design & Communication Inc.

Interim Editorial Committee

Nadine Boudreau-Brown

Scott Harris

Sheila Liston

Mary Beth Wolicky

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LET'S TALK welcomes letters to the editor, suggestions for articles and contributions from readers. Material submitted may be edited for style and length. Please include your e-mail address and a daytime telephone number. Address all correspondence to:

LET'S TALK / ENTRE NOUS

Correctional Service of Canada
340 Laurier Avenue West
Ottawa, Ontario K1A 0P9
Telephone: 613-995-5364
Telecopier: 613-947-1184
www.csc-scc.gc.ca

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MINISTER'S MESSAGE

Revitalizing and Renewing Public Confidence in our Federal Correctional System

This special edition of *Let's Talk* comes at an important and exciting time for the Correctional Service of Canada (CSC). I hope this issue provides you with the focus, inspiration and direction needed to energize yourselves for the road that lies ahead, as I will be relying on your expertise, experience and enthusiasm as we work together to build a stronger correctional system.

I often say that the first responsibility of government is the safety and security of its citizens, and I am proud to say that the Government of Canada has made a commitment to enhance public safety. As a result, on April 20, 2007, I appointed an Independent Review Panel to assess CSC's operational priorities, strategies and business plans, with the ultimate goal of enhancing public safety.

CSC has always made significant contributions to Canadians' sense of personal and community safety. Now that the Panel has completed its in-depth review and issues have been addressed in Budget 2008, I believe that CSC has a clear direction to reform our corrections system in a manner that holds offenders accountable for their actions and better protects the safety of CSC staff. Many of the recommendations in fact came about from the advice of you who work within the system.

The Panel Report lays out 109 recommendations to help transform our current system, and I am confident that, in collaboration with



Public Safety Minister Stockwell Day

our criminal justice partners, CSC will deliver the desired results as it moves ahead with a robust first phase of implementation. These changes will better equip and position CSC to maximize its contributions to public safety over the long-term.

As we endeavour to transform our correctional system, it brings me great comfort to know that I can count on the support of such a solid and committed team of personnel to help move this complex agenda forward. I commend you for the level of professionalism that I have seen you demonstrate in performing your very challenging and important work.

As Minister of Public Safety, I want to thank you for all of your past and present contributions to public safety. I look forward to the great strides we will continue to make together, to maintain the confidence of Canadians well into the future.

A New Vision and Direction for the Correctional Service of Canada

Canadians deserve, and public safety depends on, an efficient and effective federal correctional service.

The recent report of the Independent Review Panel provided the Government and Canadians with a comprehensive assessment of the realities and challenges currently facing the Service. After spending several months travelling across the country to engage CSC, its partners, other stakeholders and volunteers in discussions about the state of federal corrections in Canada and what is needed, the panel submitted its report to our Minister. As you know, this report was released in December 2007.

Many of our managers, specialists, union representatives and employees had a good opportunity to engage with the panel. As a result, I believe the report reflects a wise integration of our expert views and experience, as well as the important views of others.

Above all else, the report defines a clear direction for the future. All 109 recommendations make enormous sense to me, and there is no doubt in my mind that implementing them will help us improve the results we deliver on behalf of Canadians. The exciting challenge before us is to effectively pull together as a team around this new agenda so we can move forward as quickly as possible.

Earlier this year, in Budget 2008, the Government of Canada endorsed this new vision and provided us with targeted investments "to ensure that the federal correctional system is firmly on track to respond comprehensively to the recommendations of the independent panel."

Needless to say, this is good news for CSC. We now have a historic opportunity to strengthen our contribution to public safety by directing our energy and efforts towards building early traction and momentum around this agenda. So we all need to focus now on working together to deliver the critical first phase of implementation.

This special edition of *Let's Talk* goes to the heart of the Review Panel's recommendations, and I am confident that it will motivate all of you to identify ways we can work together to support this new transformative agenda. I would like to encourage you to read this special issue from cover to cover, as it will help you to develop a greater understanding of where we are heading and what we need to do to get there.

In addition, I would strongly urge you, if you have not done so already, to read the Review Panel's Report in full (available on the Public Safety Canada Web site through a link on the CSC Web site: <http://www.csc-scc.gc.ca>). We are entering into an exciting period for CSC, and it is crucial that all of you have a chance to provide input and get involved in changing and strengthening our current system.

As we move ahead, you may find yourself feeling uneasy about altering the way you are used to doing things. If you are, I hope that after reading this edition you will be more comfortable about this exciting and important transformation because it is about our future and we do not want to leave you behind!

The bottom line is that we have before us a unique opportunity to effect positive changes and, if we work together the right way, this will be an invigorating and productive journey for *all* of us.

Keith Coulter
Commissioner



How We Got Here

Background to Transformation



Kingston Penitentiary

BY **Mary Beth Wolicky**, Communications Specialist, Transformation Team

Changing offender profile

Over the past decade, CSC has been facing an increasing number of challenges, particularly those associated with the changing offender profile. The average offender coming through CSC's doors now has a history of violent offences or violent behaviour. Offenders also are more likely to be involved in gangs or organized crime, be assessed as having serious mental health problems, and have substance abuse problems. As a result, most offenders require either increased interventions or different types of intervention. This must be done within an even shorter timeframe than in the past, due to shorter sentences.

Other overall challenges include a lack of financial resources to adequately fulfill our public safety mandate and the need to take a serious look at rebuilding or replacing a number of outdated penitentiaries.

The spring 2007 Budget provided CSC with bridge funding to address urgent requirements

and announced that CSC would be reviewed by an independent panel. On April 20, 2007, the Honourable Stockwell Day, Minister of Public Safety, announced the appointment of an independent panel to review CSC's operations, as part of the Government's commitment to protecting Canadian families and communities.

CSC Review Panel

The Panel members included Chair Rob Sampson (former minister of Correctional Services for Ontario), Serge Gascon (long-time police officer in Quebec), Ian Glen (former chair of the National Parole Board), Chief Clarence Louie (Aboriginal business leader) and Sharon Rosenfeldt (victims' rights advocate).

The Panel was asked to look at specific aspects of CSC and to prepare a report with recommendations, to be delivered to Minister Day on October 31, 2007.

Throughout the spring and summer, the Panel visited penitentiaries, parole offices

and halfway houses to see first-hand the operations of federal corrections in Canada. They met with many groups, including frontline staff and managers, union representatives, CSC executives, non-governmental organizations, volunteers and interested members of the public.

The Panel released its report, *A Roadmap to Strengthening Public Safety*, identifying 109 recommendations in five key areas. The Panel believed that if these five key areas are strengthened, CSC will be in a better position to offer greater public safety results to Canadians.

Government response

As part of the 2008 Federal Budget on February 28, 2008, the Government endorsed a comprehensive response to the recommendations of the CSC Review Panel and allocated funding to support a robust first phase of implementation. This launched a long-term transformation agenda that will ensure that CSC is in a better position to improve results in institutions and in the community.

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Building On a Strong Foundation: The Way Forward

BY **Senior Deputy Commissioner Don Head**, Leader of the CSC Transformation Team



Senior Deputy Commissioner Don Head

Over the last 30 years, CSC has undergone a number of significant changes that have directly reshaped the way that correctional services have been delivered in Canada. For example, the McGuigan Report of 1977 contained recommendations for improving the correctional system following a series of violent incidents and hostage takings in 1975 and 1976. In the late 1980s, the unit management system introduced an integrated approach to the overall management of offenders in the federal system. Finally, the coming into force of the Corrections and Conditional Release Act in 1992 facilitated the modernization of federal corrections by replacing the Penitentiary Act and the Parole Act. Each of these milestones has re-oriented and advanced our approach to corrections and how we contribute to public safety for Canadians.

CSC is once again starting a new chapter — this time in response to the CSC Review Panel Report. The Panel’s 109 recommendations touch on every aspect of our business, ranging from institutional services to community corrections. Responding to these recommendations will position us well for the future to help ensure we achieve excellent public safety results in an integrated and consistent manner.

Building on a strong foundation

The Panel members started by acknowledging the efforts of CSC staff and others in their contribution to public safety, noting “...the

hard work and professionalism of CSC staff, NGOs and volunteers ... remains largely unseen by Canadians.” Building on this strong foundation, the Panel then identified a number of areas where CSC should refine or re-focus some of its efforts in order to strengthen its public safety contribution.

There was also consensus among the Panel members that an empirical-based approach to the delivery of correctional services is key to the safe reintegration of offenders back into the community. This includes having:

- a robust and timely intake assessment process;
- a correctional planning process that is supported by an integrated education, programs, and employment and employability strategy;
- a focused approach for transitioning inmates to the community; and
- a strong community corrections capacity to provide supervision and surveillance, as well as intervention opportunities for offenders as they progress to their warrant expiry date and return to the community as law-abiding citizens.

The expertise and dedication of CSC staff and partners will help the Service to make the changes identified in the Report in order to enhance the public safety results that Canadians expect.

Moving forward

There is no question that we have some work to do in order to move forward. As well, we cannot address all 109 recommendations on a priority basis. For this reason, the Panel identified five key themes where it believed CSC should place its initial time and energy; the Government recognized this as well. As a result,

we are currently in the process of advancing specific activities associated with each of the five key themes.

In this issue of *Let’s Talk*, you will learn more about some of the initial activities and “quick wins” that the Service is pursuing in relation to strengthening offender accountability and responsibility, eliminating drugs in the institutions, enhancing the employment and employability skills of inmates, strengthening our community corrections capacity across the country, and renewing CSC’s physical infrastructure. These initiatives will build on the work that has started in some areas of the Service and will introduce new opportunities in others — providing the basis for new and ongoing partnerships within and outside the criminal justice system.

We will also be working very closely with our colleagues at Public Safety Canada and the National Parole Board to identify opportunities to make legislative and regulatory changes that support the change agenda we are pursuing.

Transformation within CSC

As we advance the five key themes, we are going to see a transformation in how CSC delivers services and — just as important — in the manner in which we perform our business. We can expect to see a stronger focus on how our efforts contribute to **enhanced public safety**, as this is our primary goal and the expectation of all Canadians. As well, we will see **greater consistency** across the country in how we do business in critical areas, such as

searching individuals entering our institutions. We will also see a **higher level of integration** in various aspects of our work, including the relationship between institutions and parole offices; the relationship between security and case management; and the manner in which education, programs and employment and employability skills development opportunities are offered to offenders. It will also be clearer as to where **professional judgement** can be exercised by staff at various levels within the organization, leading to greater opportunities for innovation and creativity within the workplace. Finally, issues of **accountability will be much clearer** for everyone involved in delivering correctional services across the country.

Internal communications

As we move forward, it is critical to ensure that there is an appropriate, timely and accurate flow of information: what is happening, when changes will come on line, and what is expected of everyone in relation to these changes. It is to be expected that many people will have questions, comments or suggestions about the transformation agenda we are pursuing, which makes it essential that everyone shares information and asks questions so that we are all aware of what we are doing and where we are going.

While this special issue of *Let's Talk* is a good way for us to communicate with all CSC staff and stakeholders, it is equally important that we maintain a constant dialogue about our transformation agenda in the institutions, parole offices/districts, regional headquarters and National Headquarters.

Leadership at all levels

It will take the hard work, support and cooperation of all CSC staff and partners to develop and implement the various initiatives associated with our transformation agenda in the coming months and years. While some individuals will be called upon to help shape ideas and others may be asked to lead the implementation of various components of our plans, ultimately each one of us has a key role to play to assist in incorporating these changes into our day-to-day operations and routines.

I invite each and every employee within CSC to accept our invitation to be a "leader of change." This is an exciting time in our history as we set the stage for how we will deliver effective correctional services at the federal level in Canada for the next 10 to 15 years. ♦

As Commissioner Keith Coulter said, "This is a turning point for corrections in Canada — an opportunity to make real improvements in our contribution to public safety — and we all have a role to play in our success."

CSC Transformation

CSC's efforts in support of this new agenda are being led by the Transformation Team, under the direction of Senior Deputy Commissioner (SDC) Don Head.

This is the first time in CSC history that a secretariat has been created to focus on issues that will transform correctional services. Accordingly, significant human and financial resources have been assigned to the task.

The members of the Team (and their previous positions) are:

- Julie Blasko, Warden, Pittsburgh Institution
- Richard Harvey, Associate Assistant Commissioner, Human Resource Management
- Phil Higo, Director, Relationship Management and Client Services, Information Management Services
- Jim LaPlante, Senior Advisor to the SDC
- Suzanne Laplante, Director, Comptrollership Services
- Brenda LePage, Warden, Saskatchewan Penitentiary
- Denise Mainville-Vantour, Senior Program Policy Analyst, National Parole Board
- France Poisson, Warden, Cowansville Institution
- Chris Price, Director General, Security Branch
- Mary Beth Wolicky, Manager, Corporate Communications
- Morris Zbar, former deputy minister of Correctional Services, Province of Ontario

The members bring a wealth of experience in corrections, in institutions, communities and headquarters to the considerable task of transformation. They are working closely with CSC staff, the National Parole Board and our partners across the country on a wide variety of initiatives relating to the recommendations. The Team is coordinating CSC's efforts to develop approaches and proposals for decision by CSC's Executive Committee, the Minister or Cabinet.

The Transformation Team members have started by focussing on key areas endorsed by the Government in Budget 2008: eliminating drugs in the institutions; enhancing correctional interventions, programs, and employment and employability; strengthening community corrections; modernizing our physical infrastructure; and enhancing offender responsibility and accountability.

Commissioner Coulter, Senior Deputy Commissioner Don Head and the Transformation Team members have spent the first part of 2008 focusing on internal and external discussions and consultations with staff and managers across CSC, including those at National Headquarters, Regional Headquarters and individual sites. Effectively engaging stakeholders and partners in CSC's transformation agenda is equally critical; conversations have begun with unions, citizens' advisory committees, Elders, community partners, volunteers, non-governmental organizations and others.

These groups have all made valuable contributions to the transformation process by sharing information and ideas on how CSC can do things differently.

The Team has identified a number of "quick wins" in each category—initiatives that can be implemented in the short term and that can start producing immediate public safety results with a lasting positive effect. You will be able to read about the activities of several of the Team members in the next section. The other Team members are playing key roles in aspects integral to the transformation agenda, including information technology, finance, coaching, project management and communications. You will learn more about these parts of the transformation in future issues of *Let's Talk* and other CSC publications. ♦



Strengthening Community Corrections: Supporting Safe Integration

BY **Diane Bourbonnais**, Communications Advisor

The Transformation Team lead for community corrections is Morris Zbar, former deputy minister for Correctional Services for Ontario. He is working closely with CSC district directors and Bev Arseneault, Director Community Reintegration Operations, to advance the transformation agenda. Transformation Team member Denise Mainville-Vantour from the NPB will also play a key role in this theme, as well as with offender accountability and correctional interventions.

“CSC’s core mandate is to ensure public safety through the effective reintegration of offenders into the community,” notes Zbar. “This is best accomplished through a gradual, structured and supervised release process managed by community corrections that places emphasis on offenders’ pro-social behaviour. While the process is initiated in the institutions, it must be viewed as part of an integrated continuum that ends outside of the walls.”

The CSC Review Panel recognized the importance of community to corrections and included the following five themes in its recommendations specifically relating to the community:

- Community and staff safety
- Consolidation of existing partnerships and creation of new partnerships
- Challenges generated by the changing inmate population profile
- Offender accountability
- Integration of offenders’ correctional plans and the availability of community services

Each theme includes a number of recommendations specific to the community. Included are some that address issues of employment and employability, and offenders with special needs.

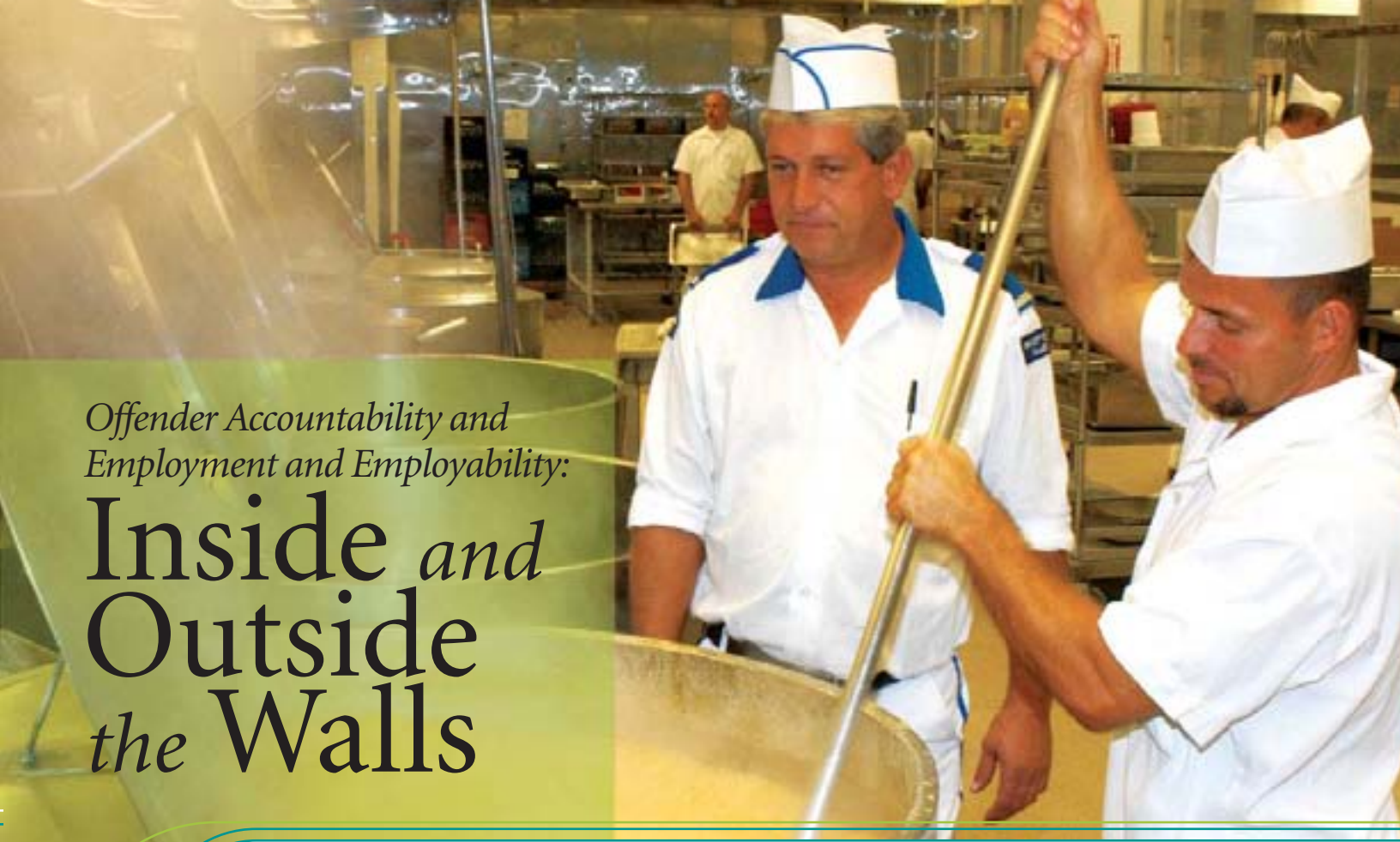
“The most effective way to ensure successful offender reintegration is to provide support through community infrastructure, supervision and appropriate programs that lead to accountable behaviour and thereby reduce recidivism,” explains Zbar. “To achieve these goals, we need to find evidence-based interventions that work, mobilize available resources, expand existing means and, if necessary, find new ways of working.”

In response to the Review Committee’s recommendations and the Government’s response in Budget 2008, CSC promptly held discussions with the many parties involved and engaged them in this fundamental transformation, including the provincial and territorial Heads of Corrections, the Federation of Canadian Municipalities, National Associations Active in Criminal Justice, the citizens’ advisory committees and CSC volunteers.

“By inviting the NPB to take an active part in this project, CSC is acknowledging the importance of the relationship between the two organizations and the fact that they share certain responsibilities,” said Mainville-Vantour. “The NPB fully supports CSC initiatives that aim to reinforce the community component of offenders’ correctional plans.”

Short-term initiatives in the areas of staff safety (including the tandem visit policy), offender employment and employability, and electronic monitoring are being developed.

Zbar hopes that CSC’s transformation will ultimately strengthen the capacity of Canadian communities to support offenders’ safe reintegration. “I firmly believe that the most successful individual adaptation takes place in the community,” explained Mr. Zbar. “It all starts inside four walls, and ultimately ends on the outside.” In closing, he tells us that he hopes the Review and transformation agenda will allow us to strengthen our capacity so that we may provide more efficient re-entry programs to reduce reoffending. ♦



*Offender Accountability and
Employment and Employability:*

Inside and Outside the Walls

Inmates in CORCAN job training programs work under the supervision of CSC trainers and security staff.

BY **Djamila Amellal, Ph.D.**, Acting Manager,
Internal Communications

Offender accountability and employment and employability are two of the main themes of the Report's recommendations. Julie Blasko, Brenda LePage and Denise Mainville-Vantour are the leads on the Transformation Team for these interrelated areas, which also include a variety of programs and activities that can be grouped under "correctional interventions." Each brings a range of experience and a hearty dose of enthusiasm and energy to the task of moving the long-term transformation agenda forward.

Close collaboration between CSC and the NPB is key

Brenda LePage, former Warden of Saskatchewan Penitentiary in Prince Albert, Prairie Region, says, "I have worked for CSC for close to 24 years, and much of my experience is related to opera-

tions. This has prepared me well for my job on the Team, which is to take a close look, with other members, at the vast area of correctional intervention and at the issue of offender accountability."

"The recommendations will affect the way CSC does business for years to come," says Julie Blasko, former Warden of Pittsburgh Institution, Ontario Region, adding: "I am excited to be part of the Team to assist in implementing the transformation."

As for Denise Mainville-Vantour, former Senior Program Policy Analyst with the National Parole Board (NPB), she feels her input will ensure a continued active liaison between CSC and the NPB. "I'm very pleased to be involved in the transformation effort, given the close collaboration that exists between CSC and the Board and our shared responsibilities for public safety. Of the 109 recommendations in the Report, 59 will affect the work of the NPB."

As a member of the Transformation Team, Mainville-Vantour will be providing an NPB lens to the changes made by CSC and how these will affect the Board's decision-making processes. Offender rehabilitation starts in the institution and continues in the community. Any changes made in this process are of high importance to the NPB.

Progress to date: Accountability and employment

Julie, Brenda and Denise are focused on two areas: offender accountability and correctional interventions (which include employment and employability). LePage notes, "Concerning the first, the Report found that accountability shared between CSC and the offender is essential to sustained rehabilitation. In the past, CSC has carried much of the responsibility for accountability. So together we must come up with interventions that will help motivate offenders to be more accountable."



Inmates in CORCAN job training programs work under the supervision of CSC trainers and security staff.

“We will look at ways of helping them to do things as they are done in the community at large, how to work out their problems responsibly, etc. We are also looking to strike a balance between the basic programs dealing with issues that cause crime, such as drug addiction, violence and anger, and their actual experience, skills, education and preparation for employment.”

Implementing a revitalized employment and employability strategy for offenders is a key element of improving public safety results. CSC will be pursuing several initiatives to increase the number of opportunities to enhance employment opportunities for offenders when they are released in the community. This includes an employment skills assessment tool for offenders, which will coincide with the development of an integrated education program and employment model as part of the correctional planning process.

CSC and CORCAN are also looking at developing three regional pilots to enhance the entry-level employment skills of offenders and developing an Aboriginal employment strategy. The Service is working closely with community colleges, manufacturing and construction sector employers and trade unions

to make progress on enhancing employment and employability for offenders.

Mainville-Vantour says that in addition to programs, CSC's overall interaction with offenders must be considered in order to bring them to a place where they will be able to demonstrate their readiness for parole without presenting an undue risk to the community.

Correctional interventions include correctional services in the community, notes Mainville-Vantour. “You can't have one without the other. The connection is very important. It's no good if you're doing everything in the institution and there is nothing in the community for support. A correctional plan is part of a process that begins with the initial assessment and continues in the community.”

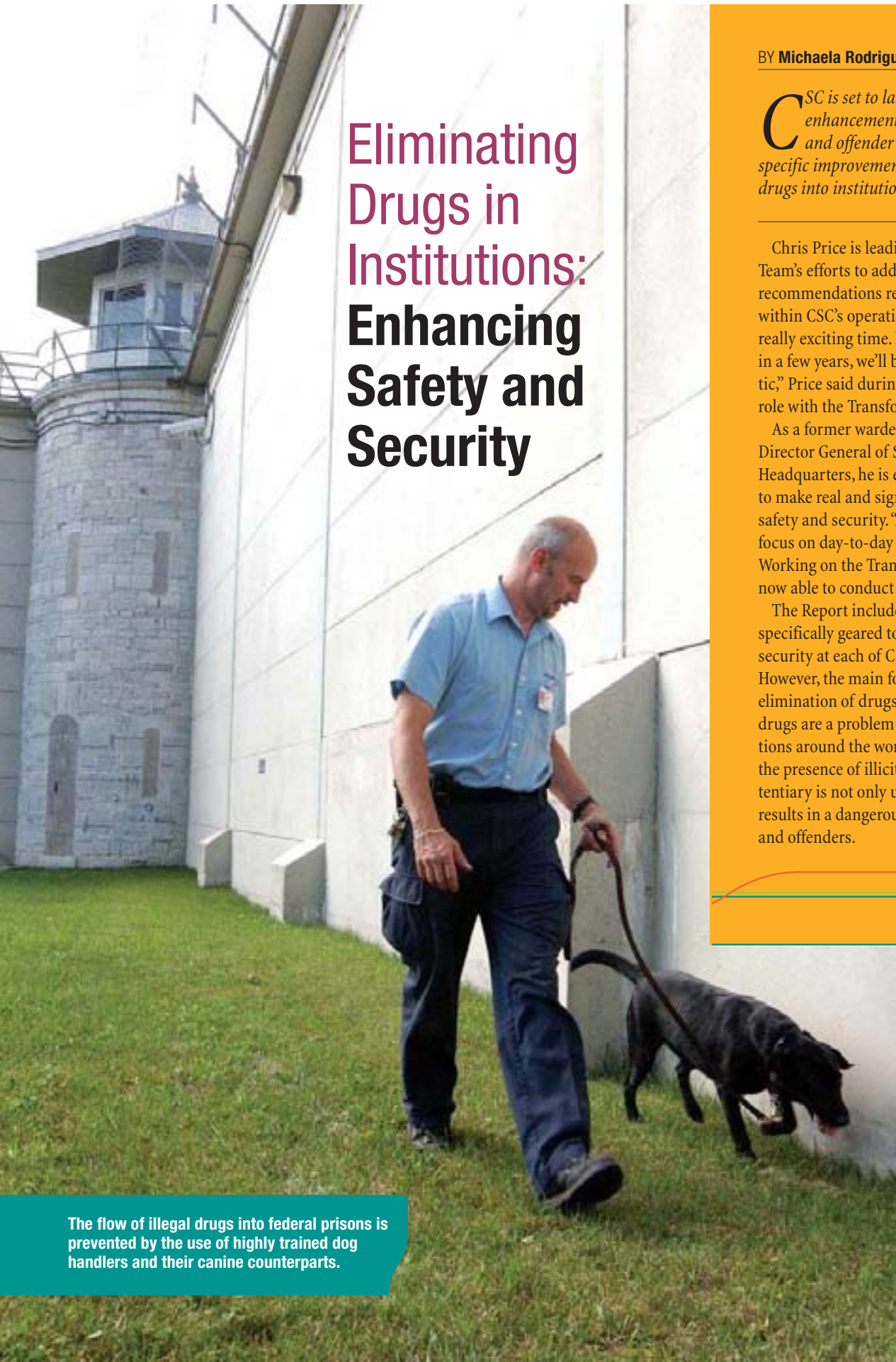
The extensive round of meetings and consultations held in early 2008 provided a useful sounding board regarding accountability and employment. One shared concern was how to improve employment opportunities for offenders, in particular with Aboriginal offenders, women offenders and members of ethnocultural groups. “The feedback that we receive through these consultations will assist us in

determining what changes need to be made to improve offender accountability, intake assessments, programming, and employment opportunities,” says Blasko. “We may be able to expand on current initiatives already underway as well as think creatively about new strategies to help us improve our results.”

The near future

The scope of work in these overlapping areas is certainly extensive, so the Team members are carefully considering the information they have gathered to establish next steps and the first set of “quick wins” in these areas. For example, CSC plans to hold regional symposiums on employment issues in fall 2008, which will move the yardstick forward in this important area, particularly with an eye to making real improvements in employment for Aboriginal offenders.

The next step is to work to translate everything into a program of transformation that will demonstrate Canadians, CSC staff and offenders that CSC is very serious about transforming corrections in Canada to improve public safety through specific improvements in offender accountability and employment. ♦



Eliminating Drugs in Institutions: Enhancing Safety and Security

The flow of illegal drugs into federal prisons is prevented by the use of highly trained dog handlers and their canine counterparts.

BY **Michaela Rodrigue**, Communications Advisor

CSC is set to launch a series of security enhancements geared to improving staff and offender safety through targeted, specific improvements to reduce the flow of drugs into institutions.

Chris Price is leading the Transformation Team's efforts to address the Review Panel's recommendations regarding eliminating drugs within CSC's operational units. "I think it's a really exciting time. In terms of where we'll be in a few years, we'll be miles ahead. It's fantastic," Price said during an interview about his role with the Transformation Team.

As a former warden and most recently Director General of Security at National Headquarters, he is excited about the potential to make real and significant improvements to safety and security. "As DG I often needed to focus on day-to-day operations," Price says. Working on the Transformation Team, Price is now able to conduct longer-term planning.

The Report included 12 recommendations specifically geared to enhancing safety and security at each of CSC's operational units. However, the main focus in this area is the elimination of drugs from prisons. While drugs are a problem for correctional institutions around the world, Panel members said the presence of illicit drugs in a federal penitentiary is not only unacceptable, but also results in a dangerous environment for staff and offenders.

“When you don’t have drugs in institutions, you’re far safer,” Price explains. “I firmly believe having spent 20 years in institutions that illicit drugs lead to violence.”

The Transformation Team responded quickly in making plans to enhance CSC’s security measures to stop the entry of illicit drugs into penitentiaries. In fact, Price says there are a number of concrete steps

“When you don’t have drugs in institutions, you’re far safer,” Price explains. “I firmly believe having spent 20 years in institutions that illicit drugs lead to violence.”

CSC can take to reinforce and improve its security measures within a short time frame — “quick wins” — which will make a real difference.

First off, CSC plans to enhance its use of drug detection dogs both at principal entrances and throughout the institutions. CSC has secured funding that will increase the number of detector dog teams from 46 to 126.

“Offenders are going to see the detector dogs in cells and on our ranges and they’ll know we’re doing what we can to keep drugs out,” Price says. “I would also like to see detector dog teams at every major inmate event involving visitors that the institutions hold.”

The increased use of detector dogs will be an important component of heightened security at principal entrances. Price is developing plans for an integrated security approach at the principal entrances that will have the detector dogs, Security Intelligence Officers (SIOs) and managers each playing a key role. In addition to these measures at the front entrances, CSC will hire an additional 165 SIOs, analysts and administrative officers over five years.

As well, everyone entering a CSC institution, be they a visitor, contractor, volunteer or staff member, will be subject to the same searching routines.

Price admits that tightened security at principal entrances may create delays for staff coming in and waiting to start their workday, but he says the improved drug interdiction will be worth any increase in wait times.

Other planned security enhancements include:

- Establishing a national visitor database that will allow CSC to determine if a member of the public is visiting multiple institutions or many offenders

- Requiring inmate visitors to schedule their visits ahead of time — this change will be implemented as early as June 2008 (many institutions already have scheduled visits)
 - Increasing the use of yard towers in an effort to reduce the incidence of drugs being thrown over penitentiary walls, while investigating the possibility of using advanced technology in the longer term
 - Re-examining yard routines to ensure that yards are searched for drugs before offenders are permitted out for yard time
 - Improving use of emerging technologies (for example, motion detectors)
- These plans have benefited from extensive consultations with unions, managers and front-line staff members that Price and the Team have conducted. “Everybody’s contributing. The response I’ve gotten has been really encouraging,” Price says. “We are hearing some really good ideas. To see some of this come to fruition is very gratifying.”

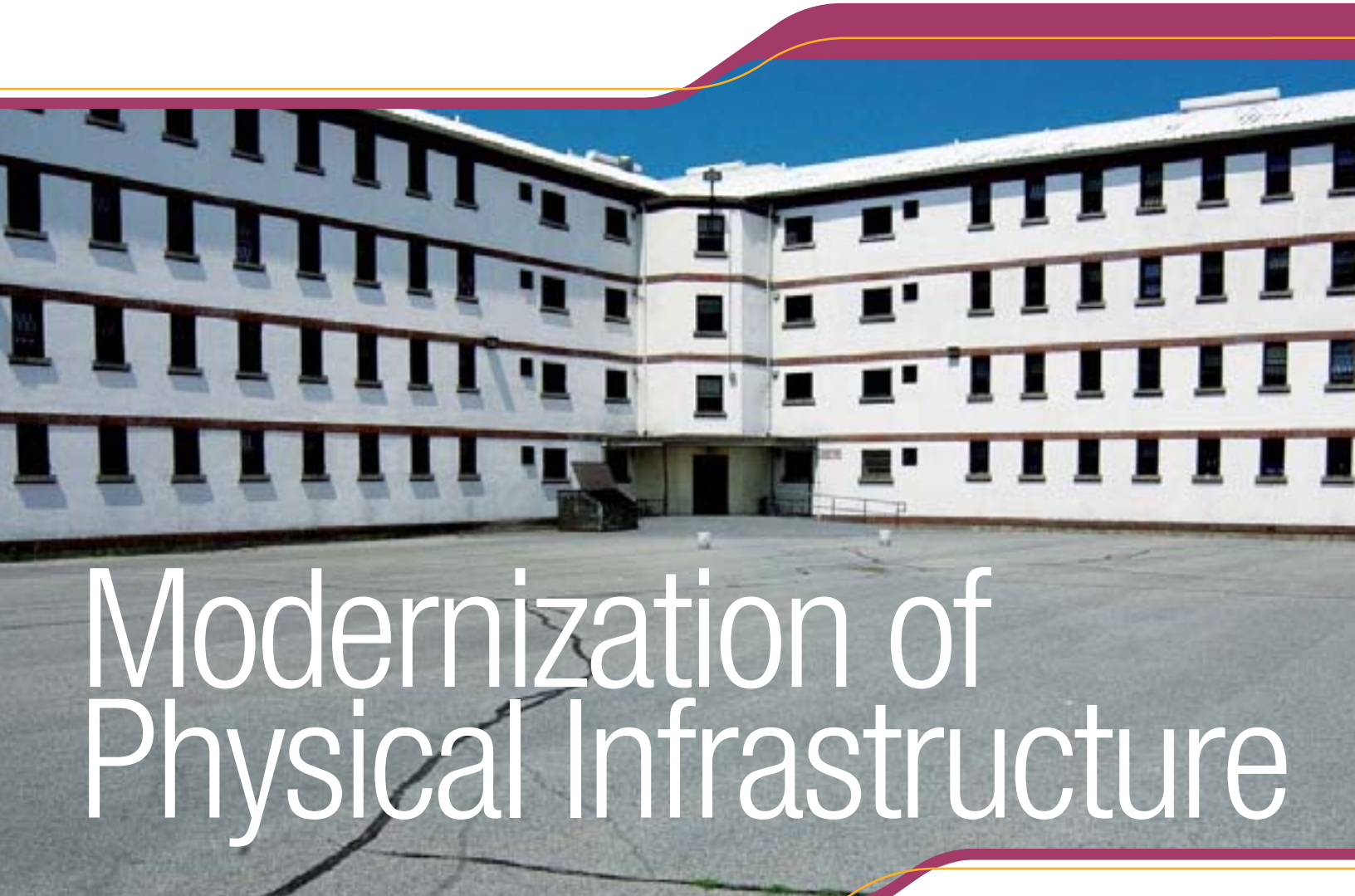
“Offenders are going to see the detector dogs in cells and on our ranges and they’ll know we’re doing what we can to keep drugs out,” Price says. “I would also like to see detector dog teams at every major inmate event involving visitors that the institutions hold.”

CSC is also working on a number of plans related to enhancing safety and security overall that are clearly linked to eliminating drugs. For example, an international symposium on “what works” in dealing with gangs and drugs in institutions is planned for fall 2008.

A future issue of *Let’s Talk* will include results and lessons learned from the symposium, more detailed information about the first quick wins in eliminating drugs in institutions, and how these accomplishments contribute to reaching our overall objective of enhancing public safety. ♦



The flow of illegal drugs into federal prisons is prevented through the use of sophisticated technology such as ion scanners.



Modernization of Physical Infrastructure

Decades-old infrastructure in need of repair.

BY Senior Deputy Commissioner **Don Head**

When you talk with someone about correctional services in Canada, several images may come to mind. One is the actual physical infrastructure in which our staff work and the inmates live: our penitentiaries. Many of these images are shaped by what people have seen on television or in the movies. In Canada, the images are of the old penitentiaries — such as the ones in Kingston, Laval, Dorchester, Prince Albert, Stony Mountain and even the former BC Penitentiary in New Westminster. People believe these are the standard across the country and, while these buildings are older than most, they aren't too far off the norm.

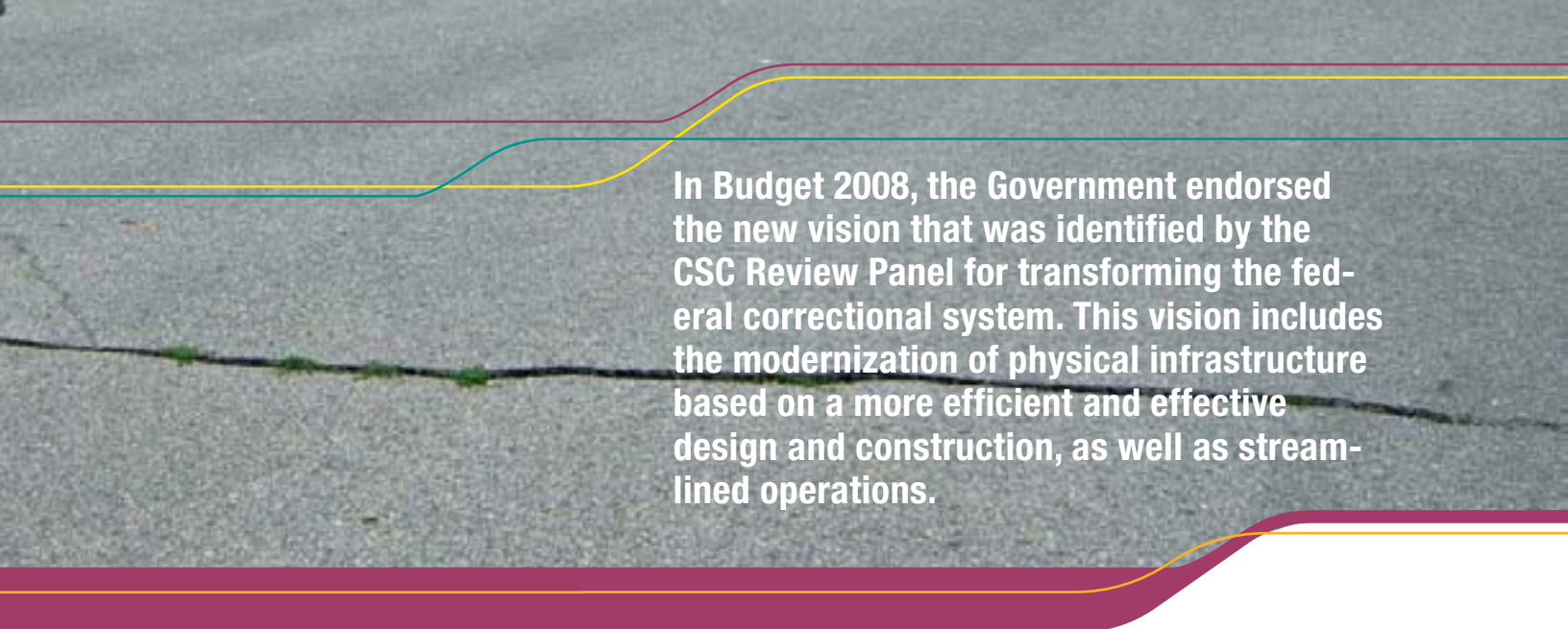
Background

It is important to note that about half of the 58 operating penitentiaries are over 40 years old, with the average age of all institutions being around 45 years. Only four new institu-

tions have been built since 1997. When you look at how much the offender population profile has changed in the last 10 years, it is easy to see that the current physical infrastructure of our facilities is not conducive to managing the

diverse needs and challenges of the offender population. At the same time, you can safely conclude that the environments within these facilities are challenging for staff in terms of delivering effective, modern correctional services in buildings that were built with different purposes in mind.

Many of CSC's institutions, built in the 1800s and early 1900s, were designed to accommodate and manage a single, homogeneous offender population. Over the last decade, CSC has developed accommodation strategies to adapt our institutions to meet significant changes in the offender population. In particular, redevelopment initiatives have been implemented in



In Budget 2008, the Government endorsed the new vision that was identified by the CSC Review Panel for transforming the federal correctional system. This vision includes the modernization of physical infrastructure based on a more efficient and effective design and construction, as well as streamlined operations.

an effort to address the safety and security of staff and offenders, particularly in light of the risks and needs associated with the emergence of multiple offender sub-populations. This approach included, in some cases, “patching” existing facilities, while in others, adding new units to old units. In the end, few modern and functionally effective institutions have been built to manage the changing offender population profile.

The proposal will move away from the traditional procurement process and allow for more creative and innovative solutions to respond to CSC’s population management requirements.

These changes to our infrastructure have been considered as “stop-gap” measures with the knowledge that the cost of managing and maintaining these aging and inefficient facilities has increased and will continue to increase at a rate where investment cannot be justified by the limited improvements achieved.

Physical space

The layouts of many of our institutions create environments that are very challenging for CSC staff — restricting interaction with offenders and limiting the proper balance between static and dynamic security. In many cases, the space currently available to support the delivery of programs, medical and mental health treatment and the daily work activities of correctional and parole officers poses additional challenges for staff and makes it difficult to provide an overall safe environment for both staff and offenders.

The report of the CSC Review Panel noted that the geographic separation of CSC’s institutions within a region does not allow for the implementation of a more effective and efficient correctional planning model. Transfers of offenders from one institution to another can — and often does — result in a break in the implementation of the offender’s correctional plan and a valuable loss in time required to manage the offender’s sentence.

Regional complexes

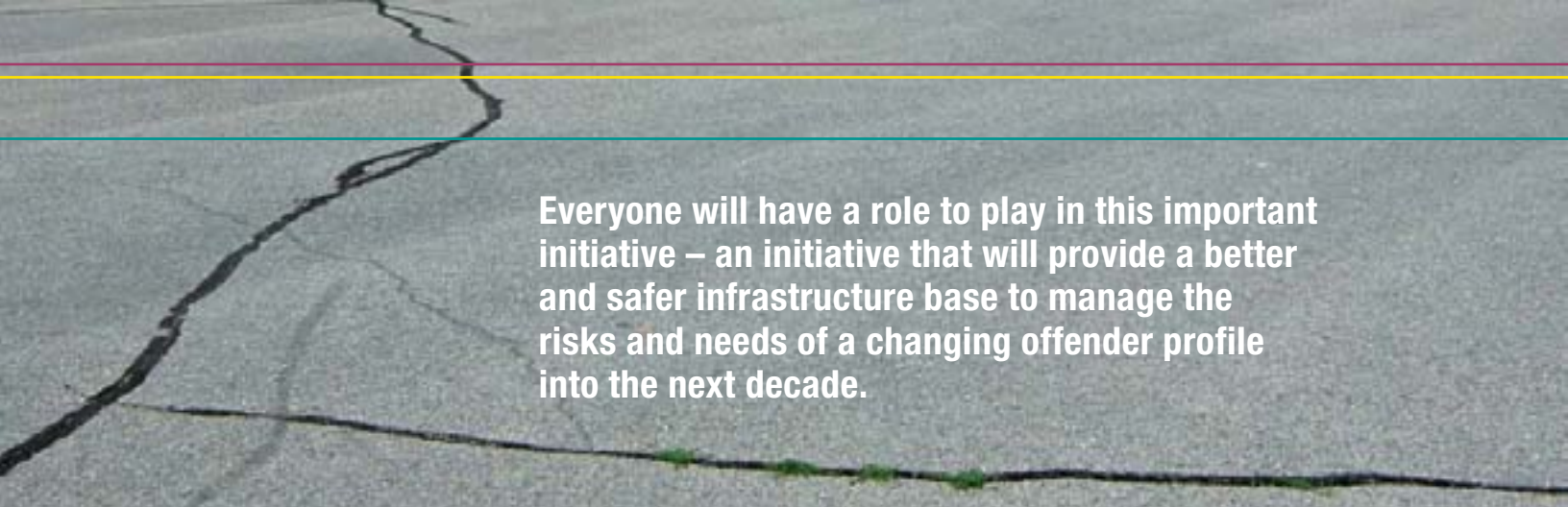
The Panel noted that these structural and operational shortcomings could be better addressed by building regional complexes across the country and moving away from a construction approach that relies on stand-alone facilities. Overall, a regional complex

would comprise maximum-, medium- and minimum-security accommodation areas, appropriately separated within a common perimeter fence but sharing common services. The complex would facilitate staff delivering selected, targeted programs to offenders as well as providing co-located infrastructure to support the effective delivery of medical and mental health care services.

This proposed model is not unlike examples of quasi-complexes that are currently in place or under construction, for example, Ste. Anne des Plaines in the Quebec Region, the Millhaven site in the Ontario Region, the Pacific Institution Regional Treatment Centre in the Pacific Region, and Saskatchewan Penitentiary in the Prairie Region.

Private-public sector partnership

The Panel also recommended that CSC prepare a project development proposal for consideration by the Government that identifies a “private-public sector” partnership for the design and construction of these complexes. The proposal will move away from the traditional procurement process and allow for more creative and innovative solutions to respond to CSC’s population management requirements. This model does not include the privatization of the management of these complexes. CSC will develop the business case



Everyone will have a role to play in this important initiative – an initiative that will provide a better and safer infrastructure base to manage the risks and needs of a changing offender profile into the next decade.

for the designers and manage the complex when it is completed.

In Budget 2008, the Government endorsed the new vision that was identified by the CSC Review Panel for transforming the federal correctional system. This vision includes the modernization of physical infrastructure based on a more efficient and effective design and construction, as well as streamlined operations.

Developing a comprehensive plan

Discussions are now underway to respond to the Government by developing a comprehensive plan to modernize our physical infrastructure. There are three components to our response. The first addresses only the most severe problems associated with “rust-out” in our institutions. CSC was provided with resources in 2007-08 and 2008-09 to do exactly this. A priority list of repairs and improvements was identified, by institution, and we will be proceeding to implement these changes.

A second and important requirement is the review of our current accommodation strategy and capital accommodation plan, particularly with respect to critical redevelopment and new construction plans. We must ensure that our current plans help us meet the immediate needs of the changing offender profile, while ensuring that we do not over-invest in infrastructure that could be replaced by regional complexes.

We are also moving forward in exploring the approach that will be used to enter into a public-private sector arrangement to assist us in the modernization initiative. It is important that we be well advised as we move forward. We have had a preliminary briefing by a new Crown corporation, the Canadian Council for Public-Private Partnerships, which was established by the Government in the 2008 Budget to support public-private partnerships in maximizing financial investments. We have also had preliminary discussions with Partnerships BC, a provincial Crown agency to support such partnerships. Ongoing consultations with such groups will ensure that we do not move forward alone, but with expert advice and guidance.

This vision includes the modernization of physical infrastructure based on a more efficient and effective design and construction, as well as streamlined operations.

Thirdly, we are putting together a CSC team to develop a business process overview. The overview will, in a very detailed manner, describe all aspects of our institutional activities, from intake assessment to reintegration

planning and community release. As well, it will define management and operational requirements related to security, and the day-to-day running of the institution. Consultation with regional staff is an equally important element of the creation of the overview.

During this planning period and beyond, full consideration will be given to the relationship of moving to a regional complex with the impact on staff. Every effort will be taken to ensure that the needs of institutional staff are considered in the transition process. This will include ongoing consultation with the unions, institutional staff and the communities that will be affected.

Everyone will have a role to play in this important initiative — an initiative that will provide a better and safer infrastructure base to manage the risks and needs of a changing offender profile into the next decade.

Activities will be transparent and fully communicated to ensure proper and effective co-development. Your input will be critical to doing this the right way. While respecting the needs of staff, we can achieve a modernized correctional infrastructure where we can work safely and more effectively contribute to public safety. ♦

Supporting Transformation Through Coaching

BY **Jim Murphy**, Director, Community Relations

The CSC Review Panel examined CSC's *Strategic Plan for Human Resource Management* as part of its mandate to look at CSC's operational plans and priorities. The Panel identified the need for "a succession plan that maintains knowledgeable, trained frontline, middle and senior management levels and a knowledge-based organization." Developing a comprehensive coaching program is one way we can help accomplish these goals.

For the short term, CSC has developed and launched a coaching initiative to support the transformation agenda in its institutions and districts. A national team of 15 coaches has been established, and includes retired wardens, district directors and senior regional managers, led by Cheryl Fraser, Assistant Commissioner, Human Resource Management. This national team reports to the Transformation Team, and works with the regional deputy commissioners to engage managers at the sites to find opportunities to successfully address the recommendations of the Panel.

The specific objectives identified for the coaches include:

- To assist managers in institutions and the community to understand and actively support an evolving transformation agenda
- To enhance the capacity of the Transformation Team to provide guidance and support to managers in balancing the implementation of transformation initiatives and their ongoing responsibilities
- To identify areas where enhancements are required for successful results

This initiative is a first step in developing and establishing a coaching program linked to leadership development. It is expected that the longer-term program, which will be available to operational and non-operational managers, will be implemented in fall 2008. More information and feedback from those involved in this new program will be included in the next edition of *Let's Talk*. ♦



Former warden and Transformation Team member France Poisson coaches two employees.

What does a coach do?

A coach:

- Focuses on the present and future
- Helps others see the world in a different way
- Explores and creates opportunities for new possibilities to achieve improved results
- Provides advice and guidance based on experience and expertise while being careful not to prescribe solutions based on the past
- Helps achieve organizational transformation through cultural change

Talking About Transformation

Reframing



BY **Bill Stubi**, Director General, Performance Management

This is the first of Bill Stubi's regular columns on change-management issues. Before moving to National Headquarters, he began his career in New Brunswick as a community parole officer and a unit manager at Dorchester Penitentiary. Bill enjoys the opportunity to share the knowledge he gained while earning his MBA at Queen's University, and the experience he gained through working with diverse groups of people inside and outside CSC. The ideas for these columns come from questions and comments Bill has heard from staff about the idea of CSC's "transformation."

Whenever there is major change, those in charge want you to be "on side." How can I do that if I think things are fine the way they are?

Every idea is contained within a frame of reference. The idea fits within a model of operating that seems efficient, or it fits within a tradition we value, or a set of objectives we want to reach.

The idea for change is surrounded by these other ideas, much like a painting is surrounded by its frame. When we change the frame on a painting, the painting stays the same, but now the painting fits a lot better in our environment. We can do the same thing with change.

That sounds like a variation of being told to just find a way to make it work. Are you asking me to talk myself into accepting a change I don't see as necessary?

Quite the contrary. Reframing isn't about fooling yourself, or anyone else for that matter. It is about looking for the opportunity in a change situation to do something that is important to you.

Can you give me an example?

Sure. I can give you an example of that. A staff member once objected to learning interviewing skills because he was comfortable that other staff were doing that and he didn't particularly feel a need to be part of another team.

Through discussing the reasons for change with his manager, the employee was able to reframe the request: learning this skill could help in preventing future victims. The staff member could comfortably put this frame around the idea of interviewing. The person still liked things the way they had been, but could now see a value to the proposed change that enabled him to give it a sincere try. ♦

cut out and post for easy reference

cut out and post for easy reference

Reframing Tips for Staff

- Focus on what is to be accomplished by the change and ask yourself how this might be an opportunity do something important to you.
- Don't forget the big picture. You may not need this change, but the organization might.

Reframing Tips for Managers

- Don't assume everyone has your point of reference. Look for multiple ways to frame ideas.
- Focus on what people will **do** and not on **why** they should do it. Leave room for multiple appropriate motivations.

A Word from the Policy Review Task Force

BY **Lisa Watson**, Director, Strategic Policy and Chair of the 2008 Policy Review Task Force

Led by Laval Marchand, the 1996 Task Force on Policy Review emphatically concluded that “Policy is a BIG DEAL.” It’s been 12 years and our policy framework needs some attention once again. It’s time to take a comprehensive look – from A to Z.

We seem to be facing some of the same challenges as the ones reported in 1996: Commissioner’s Directives (CDs) are too detailed (or not detailed enough); there seem to be too many policies and the wording can be complicated. The 1996 report was very comprehensive and brought forward some great ideas, but while we were able to make progress in some areas, there is still a need for improvement. It’s time to get back on track with renewed focus.

Good policy analysis and development take time. As this information age speeds up our lives, we find ourselves producing policies quickly which sometimes makes it difficult to assess the overall longer term impacts. We

need to find a better way to make our policy framework work for us.

The 2008 Task Force

The work of the current task force began in February 2008, and we anticipate presenting our final report to the Executive Committee in the fall.

The Task Force’s work complements that of the Transformation Team. We are working closely to ensure that the Service’s policy framework supports the transformation of corrections to, in the end, achieve better public safety results.

The membership consists of various NHQ sector participants as well as representatives from each region. The Task Force’s regional representatives will conduct both formal and informal consultations and will be seeking staff’s views about policy. Information sessions and requests for input will also occur at the national level with staff, unions and stakeholders. We hope you’ll share your ideas, because in order to be effective, the policy framework must respond to your needs.

Within the “A to Z” context, the Task Force will explore issues of clarity, consistency,

communications and gatekeeping. For example, we will be asking questions such as: What type of policy direction does staff need? What types of policy documents could/should be used? What are the best ways to communicate policy to staff? Is training needed? How do we bolster our capacity to be compliant with our policies? Are there CDs that could be deleted or gaps to fill? How can we improve the policy development process?

We are also looking to different government departments and our international, provincial and territorial correctional partners to share best practices and lessons learned.

Help is on the way

A few “quick fixes” are being put in place. Because you need to access policies *fast*, we are improving our intranet accessibility to require fewer clicks of the mouse for users. You can also find information about the work underway on our intranet Web page and contact the Task Force by sending us your questions, ideas and suggestions through our dedicated mailbox. Policy is a big deal and it’s essential that we get it right. ♦

Lisa Watson, Director, Strategic Policy, CSC Policy and Research Sector

cut out and post for easy reference

cut out and post for easy reference

Poor policy which is poorly implemented can only cause future problems for the Service.

1996 Task Force Report

Mandate of the 2008 Policy Review Task Force

The Task Force will conduct a comprehensive review of CSC’s policy framework in order to ensure that CSC’s policy direction is clear and empowers staff to accomplish their work with confidence, and that the policy development function is efficient and responsive to change. The review will be conducted within the context of the recommendations put forward by the Corrections Review Panel and the institutional reorganization exercise.