

Let's Talk

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Public Service Renewal

Ensuring a **dynamic**,
flexible workforce for CSC,
now and in the future.



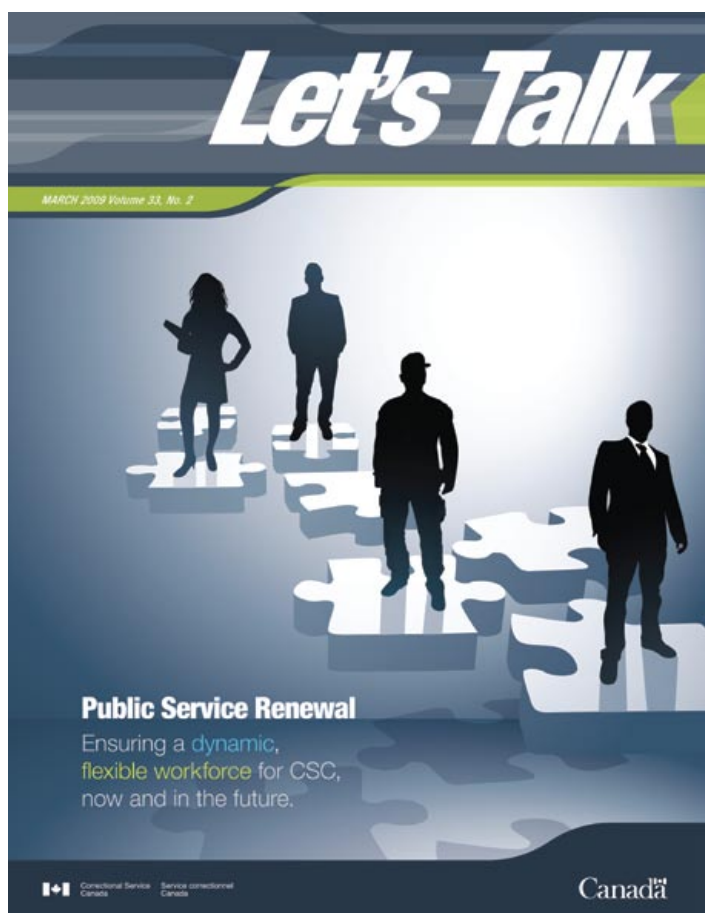
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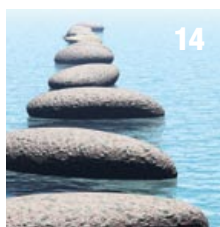
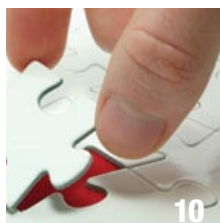
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Minister's Message

Peter Van Loan, *Public Safety Minister*

Renewing CSC's workforce.

Building a stronger, safer Canada.

Since my appointment as Minister of Public Safety in October 2008, I have gained a new appreciation of the work of the Correctional Service of Canada (CSC) and its contribution in helping to keep Canadians safe and secure. It is clear to me that the hard work, dedication and professionalism of CSC employees make a difference every single day in communities and institutions throughout our country.

I am pleased to note that, as CSC continues to implement its Transformation Agenda to enhance public safety, it is also taking innovative steps to transform its workforce, in keeping with the Government of Canada's commitment to the continued renewal of Canada's public service.

At CSC, the path of renewal will take many forms. This includes developing strong succession-planning strategies, tools and programs to ensure that CSC is able to recruit, mentor and transfer knowledge to the next generation of talented and dedicated CSC employees. It also means building on today's strengths and fully valuing and investing in current employees, through such initiatives as enhancing employee learning and developmental opportunities.

Indeed, the success of the Transformation Agenda depends on success in each of these critical Public Service Renewal areas. A strong, vibrant and flexible workforce is essential to CSC's ability to move forward on all fronts.

Of course, synonymous with these efforts, is CSC's commitment to transforming Canada's federal correctional system. As CSC continues to improve its public safety contribution, it will rely on the strong foundation of its employees, stakeholders, partners and volunteers to help make this vision a reality.

I look forward to being a part of this change, and I commend the efforts of CSC and its employees to foster a stronger, more creative and innovative organization. ■

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Opinions expressed in the following articles do not necessarily reflect the views of the Commissioner.

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Building the Correctional Service of tomorrow



Don Head, *Commissioner*

From my first day working as a correctional officer at William Head Institution some 30 years ago, I have felt a strong sense of belonging and purpose in being part of the Correctional Service of Canada (CSC). For me, CSC is more than simply a career choice. It is a place where the work we do makes a genuine difference in the lives of offenders under our care, our colleagues who we work with each day, and ultimately to the safety and security of Canadians across the country.

Over the years that I have worked in corrections, one constant theme has been the need to continually learn and adapt. This speaks volumes to the unique nature of our business, and to the need, on an individual, team and organizational basis, to constantly assess, modify and adapt new approaches to meet the challenges we face each and every day.

What this tells us is that learning and innovation are part of this organization's DNA, its history and its culture. It is this willingness to be innovative, along with our ability to reach out to our partners, stakeholders, and communities that makes me confident in our ability to transform our organization and to renew our workforce at this critical time.

We all know that Public Service Renewal is a real and urgent organizational priority. Some 40 per cent of our current employees, including many senior managers, are preparing for retirement within the next few years.

As you will read in this issue of *Let's Talk*, CSC is tackling this challenge head on. For example, we are strengthening our human resources practices, including developing more efficient staffing procedures and tools, to help managers and supervisors across the country hire talented and skilled people to fill their gaps.

While this is just one of the components of Public Service Renewal that we are focused on, there are many others.

We also are looking at ways to better engage our current employees and provide them with meaningful learning and development opportunities to support them in learning and advancing in our organization.

To succeed, we will give supervisors and managers additional tools, strategies and support to foster more innovative workplaces. The trademarks of innovation will include supporting employees' professional development; recognizing and rewarding employees for their contributions; and listening and responding to employees' issues and concerns in a timely manner.

Although this sounds like a tall order, we already have strong fundamentals in place to make this happen. I encourage all employees to reflect on their own career goals and to speak to their managers and supervisors about their future plans and learning needs. For those employees who are preparing for retirement, I ask that you continue to share your collective wisdom and to mentor those who are just beginning their careers.

You will also find an update on our Transformation Agenda journey in this issue. I think it is important that we have this opportunity to write and think about our overall renewal — Public Service Renewal and transformation — together, as they are synonymous in my mind. These initiatives are all about change management, and we each have a role to play in our success.

At the end of the day, we all have a stake in strengthening our organization so that we can continue to effectively deliver excellent public safety results for all Canadians. ■



Cheryl Fraser,
Assistant Commissioner of Human
Resource Management

Making it Real for CSC Staff

Feature interview with Cheryl Fraser

By Ryan Benson, Communications Advisor

If you ask Cheryl Fraser, Assistant Commissioner of Human Resource Management at the Correctional Service of Canada (CSC), what Public Service Renewal looks like in the context of our organization, the answer you'll get is simple: Transformation equals CSC's renewal.

From an human resources (HR) perspective, there is no distinction between Public Service Renewal and CSC renewal. A key component of our Transformation Agenda focuses on how we can deliver more efficient HR services, from planning to staffing to development.

"We're building for the future through transformation and innovation to ensure that we have the proper HR programs, planning and functions to support CSC transformation overall," says Fraser. "While the central agencies are driving Public Service Renewal, for us, we have to make it real. If it's not real for the front lines then why are we doing it? It's all about the front-line staff and making the organization work for the future."

For the Human Resource Management Sector, its own transformation began in 2006 with the development of its first Strategic Plan. Since then, it has updated its 2007-2010 plan to incorporate the specific HR recommendations contained in the CSC Review Panel report. And work is underway on developing the 2009-2012 HR Strategic Plan.

The overall goal is to make HR more efficient, cost-effective, and easier for managers. The long-term "dream" envisioned by Fraser and her team is to fully automate the HR process, so HR can go back to its roots and work with people instead of predominately with files. "If we spent our days just working with people, imagine how incredible this organization would be in terms of workplace and workforce health and wellness." In the medium term, these goals will be met by trying to move the bureaucracy out of HR to deliver better programs and services, especially at the regional and local levels.

An ambitious plan perhaps, but the steps being planned for this approach are equally comprehensive. While the list is too long for this piece (or even issue!), the broad strokes will mirror the four key priorities of Public Service Renewal itself: getting our infrastructure right; thinking about an effective and representative workforce and what shape this will take; building our learning agenda beyond the steps taken in the past, which mostly focused on development of correctional operations; and putting a focus on relationships.

In fact, CSC has developed a number of specific initiatives to complement these renewal goals. For example, CSC will be looking at implementing its Express Lane Staffing initiative nationally in the next few months, following a successful pilot in the Atlantic region,

“And work is underway on developing the 2009–2012 HR Strategic Plan”

to cut the time needed for staffing processes. The processes themselves will be automated and standardized, getting away from paper forms to let managers perform this role much faster. Service standards will be established in all areas so managers know what they can expect from HR, and how to structure their work accordingly. A developmental program will be created so HR professionals will stay with CSC, getting to know the business better and providing enhanced service.

Finally, Learning and Development will be completely revamped over the next two years, including realignment of annual training priorities; partnerships with educational institutions; initiatives to emphasize retention; all topped off with the release this year of its first ever Corporate Learning Plan, based directly on the needs of employees for career development and drawn from what they and their managers have told HR.

The accompanying challenges will be significant of course, though solutions to these are already being worked into the Strategic Plan. Questions from the front lines on what Public Service Renewal is all about will be addressed to “make it real” for everyone from the wardens’ offices to the sally ports. Recruitment will be revamped with an eye to retention issues, since the work of getting new employees up and running at their jobs is complemented by making sure that staff stay long enough to reach their peak performance. The health of the HR community itself will be a focus, since the workload is heavy and all these changes will have to be implemented from the ground up. All these tasks will be made easier by a better integration with operations, engaging people from the top down, and making sure the fundamental message is making people feel valued — no matter what their role in the process.

CSC'S TRANSFORMATION AGENDA AND PUBLIC SERVICE RENEWAL — TWO SIDES OF THE SAME COIN

Change, transformation, and Public Service Renewal — these are the building blocks for CSC's future and the ways in which CSC is improving its ability to enhance public safety.

To put it simply:

- > Transformation is changing the way in which CSC does business.
- > Public Service Renewal is ensuring that, as CSC transforms its business, the organization continues to have the right people with the right skills, training and tools to do this work.
- > This is where the dots connect — to successfully implement its Transformation Agenda, including fulfilling the specific HR recommendations of the CSC Review Panel, CSC is integrating its human resource renewal efforts with its Transformation Agenda.
- > To learn more about how HR is supporting transformation and renewal, read through this issue of *Let's Talk*.

The good news is that all this ground work means that we're already ahead of the curve for Public Service Renewal and, in fact, are taking it one step further. This will mean solid support from the decision makers, since the importance of this focus can be seen in the way that deputy ministers and the Clerk of the Privy Council are talking about Public Service Renewal and HR in an engaged way. If we can successfully integrate these changes with the way we do business at CSC, this is what will make it all come together. Under our Strategic Plan, HR professionals will form a joint team with the business specialists to help make Public Service Renewal and transformation real for everyone.

“After all,” points out Fraser, “we all have a core belief of making a difference in people's lives.” ■



HR Planning

Helping CSC manage change across the organization

By Ryan Benson, Communications Advisor

As Acting Director General for HR Planning, Accountability and Systems, and after 25 years in various capacities with the Correctional Service of Canada (CSC), Christine Cloutier understands what it takes to manage and implement organizational change where it counts.

“HR Management planning isn’t just about numbers and organizational charts,” she said when asked to define her role. “You need to understand who the workforce really is, and learn where peoples’ skills meet the needs of the organization, both today and in the future.”

For Ms Cloutier and her team, planning is the cornerstone of both CSC Transformation and Public Service Renewal, allowing CSC to work more effectively on the other three pillars — recruitment, employee development and enabling infrastructure. Examples of this work include having a clear picture of the demographics of CSC employees and their developmental goals, which helps the Learning and Development team plan and create a corporate learning and development plan. Recruitment is another key area that CSC is focusing on, developing strategies to ensure that CSC has the people and skills to meet its present and future operational goals.

CSC’s Transformation Agenda means changes in the way in which CSC does business. Underpinning these changes is human resources (HR) renewal. In fact, without HR renewal, CSC’s ability to achieve its Transformation Agenda is jeopardized.

For example, there has been an operational demand for an increase of 1,200 correctional officers this fiscal year and a further increase in next year’s intake. This operational need led to a review by the Human Resource Management Sector of both the CX selection process and the Correctional Officer Training Program to ensure that the right people would be hired in the most effective and efficient manner



Some of the members of Correctional Service of Canada’s Human Resource Management Sector team (left to right): Bobbi Grant, Director General, Organizational Design and Resourcing; Diane Lacelle, Director General, Learning and Development; Lorraine Joannis, A/Director, HR Business Process & Reengineering; Cheryl Fraser, Assistant Commissioner, Human Resource Management Sector; Fraser Macaulay, Associate Assistant Commissioner, Human Resource Management Sector; Nancie Proulx, Director, Recruitment; Suzanne Léger, Manager, HR Planning & Reporting; and Larry Ménard, Director General, Labour Relations & Compensation.

possible. Even more importantly, HR plans had to be put in place to ensure that there would be instructors and facilities available to meet these training needs.

Thanks to innovative HR leadership and planning, CSC is well positioned to meet these challenges. In fact, CSC’s Human Resource Management Sector was recently recognized as a government role model for its outstanding work related to its Strategic Plan for Human Resource Management 2007-2010, receiving honours from both the Privy Council Office and the Thomas G. Morry Award for Innovation in the Management of Human Resources from the International Personnel Management Association.

While having a strategic HR plan is important, closely monitoring its implementation and forecasting future needs helps HR create a clear common vision for buy-in by employees at all levels.

HR planning also includes developing tools that managers and staff can use. At its best, Ms. Cloutier says, “HR planning is all about combining organizational strategy with operational realities.” ■

Testimonials

PACIFIC REGION

When I look back on my 28 years at CSC, I realize how my early years in small-town Nova Scotia and training in psychology and education have shaped my whole career.

My early classroom experience as a special education teacher taught me to focus on people’s individual needs and strengths if one is to foster their full potential and personal development. Of course, in a penitentiary setting, you have to address the problems that brought an offender to the institution. As an educator, I focus on the positive and remain a mentor, coach and peacemaker.

For the most part, I have always lived in small towns and this is how I see life at Matsqui: as a community within the larger community, with its own set of challenges and needs, where we enable offenders to work on preparing for their future life, in keeping with society’s values.



GORD TANNER
Assistant Warden Management Services, Matsqui Institution, Pacific Region

Recruiting at CSC:

Adapting to Change

By Frank Butara, Communications Executive

When the Clerk of the Privy Council, Kevin Lynch, made Public Service Renewal a priority in February 2006 it became clear that the public service had to take recruitment efforts to a whole new level and adapt to the changing and competitive workforce of today.

“Recruiting and retaining the best possible talent is essential to our long-term ability to serve Canadians with excellence and to achieving our Transformation Agenda,” said Nancie Proulx, Director of Recruitment at the Correctional Service of Canada (CSC). This division was created in 2007 to address the concerns raised by Mr. Lynch’s highly publicized speech in 2006 and to communicate the fundamentals of CSC to the Canadian public.

CSC employee, Chantal Guerette, at an executive development symposium



CAREER OPPORTUNITIES

Generally the public is unaware of the variety of jobs at CSC that are required to operate its 57 institutions, 84 parole offices, 16 community correctional centres, four healing lodges, national headquarters and five regional headquarters, located across Canada in both rural and urban communities.

“When people talk about working in corrections, they often think about correctional officers,” said Proulx. “And while we do need more correctional officers, we also need people who specialize in other areas, including psychology, health care, communications, criminology, education, finance, computer science, and engineering.”

CSC’s Recruitment Division is working on a number of initiatives aimed at educating the public about CSC, and, in turn, increasing the number of employment applications. The inevitable increase in retirements and the continuous flow of interdepartmental relocations have forced government departments, like CSC, to think outside the box and develop a new strategy that focused on recruitment.

“We are looking at other means to entice potential employees to join CSC, such as on-the-spot job offers, for those that demonstrate unique skill sets,” said Proulx. “Other initiatives, such as financial support for students and training allowances for recruits, are being discussed to help ease the burden on people who want to make CSC their workplace of choice.”

“CHANGING LIVES, PROTECTING CANADIANS”

CSC’s operations are complex and its work is often not as visible to the public as that of its portfolio partners, such as the RCMP. This makes showcasing CSC to the public a challenge.

Recently, through the Recruitment Division and other initiatives, CSC has increased its efforts to foster the kind of knowledge, education and understanding that improves public confidence in the federal correctional system. With this type of outreach, it will not only promote the organization, but attract “right-fit” candidates for employment. Proulx feels that this recruitment campaign is particularly important because government departments and agencies are now competing with both the private sector and each other for the strong yet limited number of talent people that is available.

“There is certainly a competitive recruitment market for skilled individuals who are fresh out of school or who have been in the labour market for some time,” added Proulx. “We are looking to hire skilled, talented, passionate graduates from a variety of fields and disciplines. We are looking for people who want to help change lives and protect Canadians.”

IN THE COMMUNITY

In addition to attending career fairs and exhibits across the country, CSC encourages its employees to take a proactive approach to enticing new recruits to join the organization. CSC management recognizes that employees are its best recruiters as they can discuss, first hand, the many benefits of working in the corrections field.

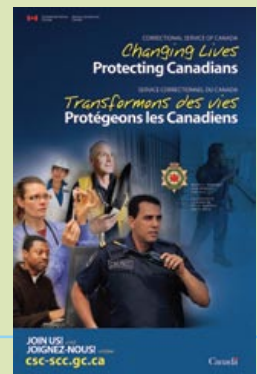
“We often get a number of technical questions when we attend job fairs or career days, so why not have a parole officer, correctional officer, or nurse answer questions. It’s far more personal and sincere,” said Proulx.

And the number one question they often get from potential recruits is “Why choose CSC over another government department?”

“Simply put a career at CSC means versatility. You can start as a correctional officer, program officer, parole officer or administrative officer and move to other exciting opportunities within CSC. We have a large number of work locations and competitive benefits.”

“But the real benefit to working at CSC is the ability to say that you are part of an organization that collectively provides a second chance to men and women, while ensuring the safety, security and well-being of all Canadians. And that is truly rewarding.”

To find out more information about CSC please visit our Website at: www.csc-scc.gc.ca, or for job opportunities within CSC, please visit the Government of Canada Website at: www.jobs.gc.ca.





Planning
Recruitment
Development
Enabling Infrastructure

Employee Development –

a key focus of CSC’s workforce renewal plans

By Ryan Benson, Communications Advisor

According to the tenets of Public Service Renewal, “The development of public servants at all levels as leaders, managers, and empowered employees is central to a high performance institution.” In an interview with *Let’s Talk*, Diane Lacelle, Director General of the Human Resource Management Sector’s Learning and Development Branch, says she is “very proud that her team has a key role to play in helping employees and managers get the training and learning they need to build rewarding, meaningful careers.”

A key tool that Lacelle’s team is putting in place in 2009-2010 is the CSC’s first Corporate Learning and Development Plan. This comprehensive plan will encompass all the learning and development activities that CSC has identified as requirements to respond to organizational, operational and employee needs.

Lacelle says this is an important step and will be a major improvement for all employees. “For the first time, we will have a national plan that includes the training and development needs of both correctional and non-correctional groups across the country.” She notes that the plan will be regularly adjusted, based on corporate priorities and available resources.

Lacelle says that, with this plan, it will continue to be important for employees and managers to work closely together to identify learning and development needs, which take into account both organizational and individual career goals. She noted that formal discussions between employees and managers must focus on the requirements of employees to achieve and maintain a high standard of performance in their work objectives, and, at the same time, to develop competencies for current and future roles.

Testimonials

PACIFIC REGION

After 15 years in journalism and over seven years as a public relations officer for the Canadian Food Inspection Agency, I felt it was time to pursue new career challenges. That was when I was given the opportunity to join the Correctional Service of Canada (CSC) as Manager of Regional Communications for the Pacific.



ALAIN CHARETTE
*Communications Manager,
Pacific Region*

There were two things that convinced me that this was the right thing to do. A colleague who had spent a few years at CSC said something that got me thinking. She said, “A society is judged by the way it treats its citizens, especially its inmates.” The second thing is that one of my relatives served a sentence for something he did on impulse, and he now teaches at a university.

I believe that what CSC accomplishes is remarkable. And what I have seen and experienced since I started in January has been confirmation that I made the right decision.



Leadership Development Program
Programme de développement en leadership

The Corporate Learning and Development Plan will also address the training program that is being developed within CSC. To this end, the learning and development team is working in close collaboration with functional experts, both within and outside CSC. In fact, the team relies heavily on the expertise of CSC employees, who contribute to the development of correctional learning programs.

At the same time, Lacelle says, as part of CSC's overall renewal, there will be a review of the learning and development function in order to enhance both the services and programs provided to employees and managers. This review will examine the overall learning and development needs of the organization, including program development, delivery and evaluation. She says this review should better position the organization for the future.

"The process of renewal brings with it fresh ideas, creativity and innovation. For the learning and development team, we have an opportunity to strengthen our processes, systems and services to better meet the needs of CSC and its employees, both now and in the future. Our overall goal is to continue to deliver professional, high-quality, consistent services for the entire organization."

Another key achievement that is benefitting CSC and its employees is in the area of developmental programs. In addition to the programs administered by central agencies, such as the Career Assignment Program, the IM/IT Leadership Program and the Accelerated Executive Development Program, CSC recently launched its own leadership program for executive-level positions. Lacelle says this program is essential in meeting CSC's succession planning requirements in both operational and corporate functional areas.



CSC Finding new ways to make HR work for you

By Scot MacLean, Communications Advisor

To successfully renew its workforce, the Correctional Service of Canada (CSC) is looking at innovative ways to strengthen its human resources (HR) capacity. From replacing outdated systems and lengthy HR procedures to developing efficient Web-based staffing solutions, the organization is putting the HR tools, systems and processes in place that will give institutions and offices across the country the agility and flexibility to better meet their HR needs.

One of the innovative ways that we are doing this is through the Enabling Infrastructure Initiative. Under this key initiative, CSC is reviewing and updating its HR processes, tools and systems in order to provide more efficient HR services.

"Having the right tools and systems in place will assist us in using accurate data to establish HR plans and reduce timeframes when staffing positions," says Lorraine Joannis, CSC's Acting Director of HR Business Process and Re-engineering. "This will have a direct impact on our ability to recruit employees and facilitate the renewal of the workforce."

Staffing will be a key focus as many systems and processes need to be revised and updated in order to improve client services. To help address this situation, CSC launched the Express Lane Staffing (ELS) pilot project in October 2008.

"The implementation of the ELS application in the Atlantic Region is a great example of an innovative on-line tool that aims to speed up services for staffing actions," said Joannis. "It is a Web-based service for managers to initiate staffing actions that require limited HR consultation, such as casual and student hirings, deployments, assignments, secondments, term extensions and acting appointments."

The ELS Project aims to improve HR services by eliminating the duplication of work, reducing the time and effort required to perform HR functions, and becoming more customer service oriented.

"Although the pilot just recently ended, the ongoing assessment determined that the ELS project was very well received," noted Joannis. "Based on the positive feedback we have received so far from HR staff and managers, we will likely be recommending a national implementation of the Express Lane Staffing application."

As well, CSC is entering into an agreement with the Public Service Commission (PSC) and the Pacific Region to allow CSC to post external job opportunities on the Public Service Resourcing System

“We are very proud to have launched CSC’s first developmental program. We will continue to look at our long-term development needs and to recommend the development of similar programs in other priority areas.”

Lacelle adds that organizational and Public Service Renewal has rejuvenated her team, pushing members to aim even higher and further.

“The people who work in learning and development are specialists who are dedicated to providing the best possible service to CSC and its employees. Although demands are increasing, this is fuelling our passion for excellence. By putting the right building blocks in place – from infrastructure and governance, to programs and tools – we are contributing to ensuring that CSC is an employer of choice.” ■

(PSRS), an on-line PSC application and screening process that is used for external job opportunities advertisements.

“The Pacific Region was selected because they already use some of the features from the recruitment module in the Human Resources Management System (HRMS),” explains Ms. Joannis. “The plan is to provide training on the module to HR staff in other regions, and to have all regions using PSRS early next fiscal year.”

This training will provide staff with the tools and knowledge necessary for posting external processes directly in PSRS instead of going through the PSC. This new process should reduce staffing delays, which will provide a smoother experience for everyone involved.

In another effort to accelerate processes and improve client services, CSC has taken steps toward the full implementation of the new version of the Human Resource Management System (HRMS), also known as PeopleSoft.

“By upgrading our systems, we will be in a better position to serve clients,” said Joannis. “The new technology is more user friendly and will allow us to provide improved data quality.”

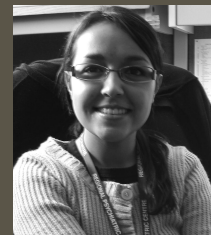
CSC is currently operating HRMS version 8.0 and aims to move to version 8.9 in 2010. This move will keep CSC in line with the Government of Canada’s established standards for HRMS.

“By offering a better service to our clients, we will improve office morale and eliminate the frustration that is sometimes felt by both clients and HR staff,” said Joannis. “These HR initiatives and programs are just some of the ways the Service is addressing its HR challenges. Clearly, improving the organization’s HR capacity will remain a key priority as we develop the future leaders of CSC.” ■

Testimonials

PRAIRIE REGION

Just over one year ago, Lacey Fisher began her career with CSC as an Aboriginal Liaison Officer at Saskatchewan Penitentiary. After six months at Saskatchewan Penitentiary, she accepted an acting assignment as a parole officer at the Prairie Regional Psychiatric Centre, where she recently became an indeterminate correctional program officer.



LACEY FISHER

*Correctional Program Officer,
Prairie Regional Psychiatric Centre*

“I felt very strongly about Aboriginal issues,” she said, adding that she felt particularly strongly about underlying causes behind high incarceration rates among Aboriginal people. “In university, as I pursued my degree in sociology, I was constantly asking: ‘What can we do to help?’”

Ms. Fisher says she always keeps this question in mind – whether she’s assisting offenders with dozens of applications, gauging an inmate’s progress or just being there for her colleagues. “I can’t say that I’ve made huge, evolutionary changes, but I know I’ve made some small changes, and that’s very satisfying.”

Wendy Tippett, currently a project officer in the executive services division at Prairie Regional Headquarters, has spent 16 years working for CSC. Ms. Tippett says one of the main reasons she has stayed with CSC is because of the many opportunities for advancing her career.



WENDY TIPPETT

*Project Officer, Prairie
Regional Headquarters*

“I’ve worked as a case management clerk; parole officer; OMS project officer; grievance analyst; project officer in policy and planning; and a media relations and outreach advisor,” said Ms. Tippett. “The opportunities have been amazing. I’ve always felt very fortunate to have an interesting and diverse career with CSC.”

“By upgrading our systems, we will be in a better position to serve clients”

CSC Transformation Agenda: Phase 2



Morris Zbar,
Transformation Team Lead

By Morris Zbar, Transformation Team Lead

I am pleased to say that during the past year, the Correctional Service of Canada (CSC) has made great strides in implementing its Transformation Agenda. Under the leadership of the Transformation Team, CSC has engaged staff and partners in developing a vision and strategy for change. A series of “Quick Wins” has built on the momentum for this transformation and ultimately enhances the safety and security of Canadians.

These Quick Wins are starting to produce concrete results in such areas as safety and security; correctional assessment and program interventions; mental health; community corrections; and victim services. Examples include an electronic monitoring pilot in the

Ontario region; development of a new integrated correctional program model that allows offenders to access programs earlier in their sentences; and successful community events and symposia on key transformation themes, including improving mental health services for offenders, Aboriginal employment, education and managing gangs and drugs in institutions.

With these successes, the Service is now looking at ways to sustain this momentum for transformation over the longer term.

PHASE 2 : SHIFT IN THE ROLE FOR THE TRANSFORMATION TEAM

To ensure that transformation becomes part of the everyday culture of CSC, everyone in the organization must be engaged and committed to making this change happen.

CSC is now at this point and this is why the Transformation Team is taking on a new, more supportive role, while senior management at National Headquarters take on responsibility for implementing the recommendations of the CSC’s Review Panel Report.

For example, Chris Price, the newly appointed Assistant Commissioner, Correctional Operations and Programs, has developed detailed project plans that build on our short-term wins in the areas of safety and security and program interventions, among other areas in his portfolio.

As well, the Regional Deputy Commissioners, supported by Transformation Team members, are leading the development of numerous transformation-related initiatives. Best practices and successful pilot projects from across the country will play a key role in the development of a roadmap as we move forward.

As part of this shift in accountability, there has been a change in roles and responsibilities within the Transformation Team. I have assumed the leadership role for the entire Transformation Team. Nancy Stableforth, former Regional Deputy Commissioner, Ontario Region, is now the Transformation Team lead for the strengthening community corrections initiatives as well as the earned parole initiative. New members will join the Team to support other files over the next year.

Testimonials

ONTARIO REGION

It was 37 years ago that I decided I wanted to work for CSC. My interest began while I was in teachers’ college in Kingston in 1972 and did a field placement at the now closed Prison for Women. I had some contact with inmates from Kingston Penitentiary as well. Encouraged by staff to apply for a full-time position, I was elated but decided to become a teacher.

My interest in corrections pre-dated the days when women could work as front line staff in male institutions but I knew that day would come before I would retire from the workforce.

I retired from teaching in 2005. On June 2, 2008, I began my duties as a parole officer at Beaver Creek Institution in Gravenhurst. At 60 years of age and green as the grass in Ireland, I am still on that wicked learning curve and work with some of the finest people on the planet.

I have come into corrections at a good time—the Transformation era is akin to the periods of educational reform I experienced over many years. Our Mission Statement affirms that all offenders have the potential to be law-abiding citizens. That is exactly the path we take everyday in our journey toward change.



PEGGIE FITZPATRICK
Parole Officer, Beaver Creek
Institution, Ontario Region

NEXT STEPS

As CSC implements the various plans and pilots, it is important to talk about our successes, what we are doing, and where we are headed. For example, middle managers across the country will perform a critical role in making these initiatives a reality, and will need to integrate a number of new practices into their work, whether they are correctional managers, assistant wardens, chiefs of health care, directors of parole offices, or play another role. For this reason, we are exploring new ways to communicate, including face-to-face meetings and tailored communications activities.

As well, as the other articles in this issue point out, CSC's Transformation Agenda is driven by an ongoing commitment to Public Service Renewal, and we will continue to guide and support these efforts.

ENHANCING PUBLIC SAFETY FOR CANADIANS

We will maintain our clear focus on getting the job done, building on our progress and making it stick. This transformation journey is a complex one, and we have work ahead, but the support and dedication of the CSC staff and partners will help us improve public safety results for Canadians. ■

"QUICK WINS"

The following is a list of some of the Quick Wins — early accomplishments on our transformation journey, with lasting public safety impacts:

SAFETY AND SECURITY

- > Increased the number of detector dog teams: five were in place by December 2008 and five more teams are scheduled to be in place by April 2009.
- > Held a national Security Intelligence Officer competition to further strengthen and enhance CSC intelligence capacity within the institutions and in the community.
- > Replaced x-ray machines and ion scanners in several institutions and introduced, and will be testing, new equipment.
- > Held a symposium on managing gangs and drugs in institutions in Ottawa (December 2008).
- > Implemented scheduled visits for all institutions (June 2008).
- > Developed a national visitors' database to monitor and track visitors (June 2008).

STRENGTHENING COMMUNITY CORRECTIONS

- > Modified and strengthened the tandem supervision and the Staff Safety Assessment (*Commissioner's Directive 715 – Community Supervision Frameworks*) (September 2008).
- > Implemented a one-year electronic monitoring pilot project involving up to 30 offenders in the Ontario Region (September 2008).

Testimonials

ONTARIO REGION

I joined CSC in 2003 on a student placement. In 2004, I joined the International Transfers Unit at National Headquarters as an analyst responsible for the case-load management of Canadian offenders incarcerated abroad and foreign nationals incarcerated in Canada. Eager for a new experience, I transferred to the Greater Toronto West Parole Office in September 2007, where I began working as a parole officer. Being trilingual; fluent in English, French and Arabic has definitely been an asset in my career with CSC. It has allowed me to bridge the cultural gap and the language barrier between offenders, their families, community leaders, and CSC.

Going to the question as to why I joined CSC in the first place and have remained, I would have to say that the vast number and variety of opportunities available across Canada is what I enjoy most about being employed with CSC. I appreciate the opportunity to always be learning new things and exploring new challenges. In terms of my future aspirations, I hope to be able to represent CSC in the international community.



HAMZA AL-BAGHDADI

Parole Officer, Greater Toronto West Parole Office, Ontario Region

- > Reviewed Community Based Residential Facilities and priority action plan developed (November 2008).
- > Implemented a Community Staff Safety Pilot using portable alarm devices with Global Positioning System (GPS).

OFFENDER ACCOUNTABILITY

- > Developing a new Integrated Correctional Program Model for piloting in the Pacific Region in January 2010.
- > Introduced a Compressed Offender Intake Assessment process that will reduce the intake assessment time for offenders who are designated low-risk (Phase 1 January 2009).
- > Piloting the 12 hour structured day at two sites in the Ontario Region – Millhaven Assessment Unit and Fenbrook Institution.

EMPLOYMENT AND EMPLOYABILITY

- > Held an employment symposium in the Ontario Region (Toronto, Ontario, February 2009).
- > Held an employment symposium in the Prairie Region focusing on Aboriginal offenders (Hobeema, Alberta, November 2008).

MENTAL HEALTH

- > Held a symposium on advancing solutions to offender mental health issues (Aylmer, Quebec, May 2008).

EDUCATION

- > Held a symposium on correctional education (Ottawa, Ontario, March 2009).



Talking about Transformation

Change Management

By Bill Staubi, Director General, Performance Management

“The middle of every successful project looks like a disaster.”

When Rosabeth Moss Cantor said these famous words she reminded us that after the dreams and hopes for our new project have started to fade, and well before the celebratory results are in, there is the middle...and it usually looks like a disaster.

In the middle there are more day-to-day tasks than brainstorming sessions, more late nights than bright lights and, more mistakes than cupcakes. It is easy to get discouraged and this is the stage at which many important projects tank.

In the middle, it becomes more important than ever to stay focused on the goal; to remind ourselves why we're in this. It is a time for patience and for self-discipline. It is a time to listen and to act; a time to recognize that great accomplishments take a great deal of work.

As CSC is in the midst of vast organizational changes as a result of its Transformation Agenda and Public Service Renewal, how can we make the process easier on ourselves?

MANAGERS

- Be clear about the final goal and keep the focus there, not on day-to-day problems. Celebrate milestones in the road, not just final victories.
- Plan some small victories along the road of monumental tasks.
- Recognize that if people are engaged – they will engage in solutions you might not have imagined. Be open and patient but be wary of being distracted.
- Breathe. Laugh. Get back at it.

EMPLOYEES

- Be patient, every task won't make perfect sense. Some things are part of a larger picture that is only going to be clear later on.
- Respect your colleagues; they may have other demands and deadlines to juggle. Plan ahead so they can succeed as well as help you.
- Be flexible. Accept gracefully that there will be mistakes and changes. Even the best plans are not perfect.
- Breathe. Laugh. Get back at it. ■

Testimonials

ONTARIO REGION

DR. DENISE PRESTON, C. PSYCH., *Regional Chief Psychologist (Ontario), Health Services, Ontario Regional Headquarters*

As the Regional Chief Psychologist in Ontario, I spend a lot of my time on recruitment activities, which include speaking to faculty and graduate students at universities. This is what I tell them about why I have stayed with CSC for 19 years.

One big attraction is that CSC's offender population is the most challenging, diverse clinical population that exists. There is no other setting where clinicians will experience such a depth and breadth of pathology.

CSC also offers a dynamic, stimulating environment in which to work. At some institutions, it's like working in an emergency room where you are forced to think on your feet, triage people, and do a brief, yet thorough, mental health assessment in order to make any number of urgent recommendations.

A third attraction is that CSC offers plenty of opportunities for variety, change and advancement. There are many opportunities to move between sites, work on projects, sit on committees, go on secondments, or take acting assignments.

Another attraction is that CSC is a research-based organization with a policy framework and standards of practice that provide direction and guidance, promote standardized care throughout the organization, and clarify roles, responsibilities, and accountabilities.

A final attraction is the people. CSC is replete with competent, dedicated, courageous, kind people, and I feel privileged to have worked with many of them.

More ways to recognize CSC employees for a job well done

By Scot MacLean, Communications Advisor

At a time when a key focus is on filling vacancies, it is important for management to both value and recognize employees for their contributions. Many different factors must be considered when keeping staff members engaged, such as providing a positive work environment, a good work-life balance and recognition for a job well done.

“Employees may truly enjoy the work they do, but if the environment in which they work is not positive, retention may become an issue,” says Suzanne Léger, Director of Strategic Human Resource Planning. “A positive work environment has to be a constant and felt by staff members as being genuine.”

It goes far beyond a smile and a few laughs; it must involve management acknowledging staff members for the extra work they put in.

“Managers have an important role to play in creating and maintaining a positive work environment,” said Léger. “Recognizing good work goes a long way towards creating a welcoming atmosphere for employees.”

CHANGES TO CSC'S EMPLOYEE RECOGNITION PROGRAM

Understanding the importance of acknowledging staff, the Correctional Service of Canada (CSC) revised its Recognition Program in August 2008. One of the key highlights of this revised program is the creation of the Extra Mile Award.

EXTRA MILE AWARD

“When a manager identifies an opportunity to informally recognize an employee's efforts and dedication, the CSC Recognition Program has the Extra Mile Award available,” said Léger. “The Extra Mile Award certainly provides a very positive message of appreciation. The employee being recognized has the opportunity to go on the Website, **iboutique.ca**, and choose among a variety of gifts at each level.”

And the best part about the new Extra Mile Award, says Louise Bigras, CSC's National Recognition Program Coordinator, is that it is a tax-free gift.

“With the previous program, an employee would be congratulated and told to choose a gift paid by CSC. Well, under the old rules, that gift was taxable,” says Bigras. “Through the Extra Mile Award, employees can go online and select from an expanded list of gifts, and the gift won't be taxable as long as the value doesn't exceed the prescribed amount set by the Canada Revenue Agency.”

IMPROVEMENTS TO LONG-SERVICE RECOGNITION

The revised recognition program also made great strides in better acknowledging employees for their years of service. In the past, CSC employees were recognized for 15, 25 and 35 years of service. Changes to the recognition program ensure that staff members will be recognized every five years, starting at year 15. All years of service in the federal public service count towards these years of service milestones.

At each of the milestones, employees are advised of their upcoming milestones well in advance of the date and are asked by their Regional Recognition Coordinator how they would like to receive their long-service recognition. There are a number of options, from a formal awards ceremony to more informal celebrations.

For each of the milestones, employees can choose a gift from the **seasons.ca** Website. In addition, the employee receives a framed certificate signed by the Commissioner and the Prime Minister.

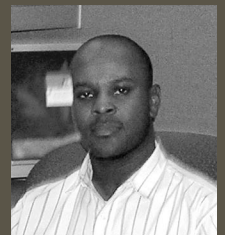
Testimonials

QUEBEC REGION

I started working at the Correctional Service of Canada (CSC) in 2006 as a summer student at Leclerc Institution as part of the Federal Student Work Experience Program. I was officially hired by MMD in 2007 as an IT Client Services Technician. My job is to look after the IT needs of district employees.

I am very pleased that I joined the CSC team. I think that CSC is an employer that looks out for its employees and promotes the safety and professional development of its staff. I am proof of that!

What I enjoy most about my job is the opportunity to work with people from various fields, to be able to help them by resolving their computer problems and to provide them with technology to help them do their jobs effectively.



HERBY DELY

*IT Client Services Technician,
Montréal Metropolitan District
(MMD), Quebec Region*

RETIREMENT RECOGNITION

“Another thing we noticed was that many individuals were retiring, and if they didn’t work in a large group, sometimes their retirement farewell was really low key,” said Bigras. “That is why the new Recognition Program introduced the Retirement Gift, which is also available through www.iboutique.ca.

“The addition of the Retirement Gift is being received positively,” said Bigras. “It shows employees how CSC recognizes them for what they have done throughout their career.”

COMMEMORATIVE PINS FOR BRAVERY CITATIONS, SERVICE COMMENDATIONS AND EXEMPLARY SERVICE

Bigras didn’t overlook any small detail, as she even made revisions for specific positions.

“A few correctional officers mentioned that they don’t have walls in the institutions to display their awards, and that they would like to wear them. So I did some digging and found out that over a decade ago they had created a pin for the Commissioner’s Citation for Bravery and one for the Service Commendation, but they had gone by the wayside. We brought them back and people are very pleased about that. We also added a ‘lapel pin’ to recipients of the Corrections Exemplary Service Medal.”

Past award recipients were informed to contact their recognition program coordinator to request their pins.

Although the program has only been around for about six months, it is already proving to be a great success.

“We have received feedback from quite a few people who are very thrilled,” says Bigras. “Even though the program is still new, I’m noticing that quite a few people are now receiving the Extra Mile Award. So far I’m seeing management using this great new tool to help recognize their employees and contribute to a positive work environment.”

Cheryl Fraser, the Assistant Commissioner of Human Resource Management, emphasizes that “CSC will continue to enhance the program to ensure the timeliness of recognition and consistency across the country.” ■

“Recognition is key to changing relationships and attitudes and to promoting a sense of belonging within an organization.” *Don Head, Commissioner*

Testimonials

QUEBEC REGION

Once upon a time, there was a young public servant working in Montreal who just happened to hear about the regional office of Correctional Service of Canada (CSC) in Laval. In 1977 she obtained a deployment to the Human Resources Branch and she lived happily ever after until 2009, when her time at CSC came to an end.



CLAIRE BISSON
Project Officer, Human Resources, Quebec Regional Headquarters (QRHQ)

Since October 2007, I have been the project officer for the Human Resources Branch at Quebec Regional Headquarters (QRHQ), where I work on various human resources planning projects. In a way, this assignment has allowed me to complete the circle of my progression through CSC. Symbolically, it is a final lap on familiar territory, surrounded by people I have a lot of respect for and with projects that allow me to contribute to public service renewal. It is a work experience that is both challenging and inspiring, professionally and personally.

After several years of night classes, I obtained my Bachelor of Administration degree in 1996. I am grateful to CSC for the support I received during that time and for the moral support from my family and coworkers.

CSC will always be connected to many important events in my life. I worked with deeply compassionate people with strong values, heroic, humble people capable of meeting any challenge. I have met people at CSC that have changed my life, professionally and personally, and I have made friendships here that will last forever.

I began my career at the Correctional Service of Canada (CSC) in 1989 as a brickwork-masonry instructor. The chance to teach my trade came about when a teaching position opened up at the Federal Training Centre (FTC). What appealed to me most was the ability to provide offenders with job opportunities in a skilled trade.



GERMAIN FILLION
Professor, Masonry, Federal Training Centre (FTC), Quebec Region

At the same time, I studied educational psychology at the Université du Québec à Montréal (UQAM) and obtained a teaching certificate in vocational training in 2000.

I think that my work at CSC allowed me to promote the teaching of skilled trades. CSC supported me in organizing the first “Olympiad” vocational training competition at FTC in 1992, run by Compétences Québec and Skills Canada. Since then, numerous competitions have been held regionally, provincially, nationally and internationally.

I was also involved in setting up the brickwork-masonry program in Mali for the Canadian International Development Agency and the AMORÉ project in Guinea to train brickwork instructors.

To top it all off, I had the tremendous honour of receiving the Queen’s Jubilee Medal for my volunteer work. Nothing has been more gratifying than to see some of my former students complete their bricklayer apprenticeship and live in the community like any other citizen. That is what I call successful reintegration.



Understanding workforce trends

leading to better human resource planning across the organization

By Jackie Kennedy, Communications Executive

Ever wondered how many people work for CSC? Is this number growing or declining? Just how representative is CSC's workforce of the Canadian population? Which occupational groups will be most affected by retirements over the coming years?

Answers to these questions, and many more, are only a click or phone call away, thanks to the innovative work being done by CSC's Human Resource Management Sector. Says Martin Devenport, Director of Information Management, this type of information is very useful for managers and supervisors in order for them to do their human resource planning and make better, more informed decisions.

"Our workforce analyses are important tools that management across the organization can use to better understand their staffing needs on a more immediate and longer term basis," says Devenport. "With this information, managers can better prioritize and develop solid action plans to address their most pressing HR needs."

Here are some of the latest facts and trends about CSC's workforce, as of December 31, 2008.

- CSC has 17,257 active employees.
- Correctional officers, who make up the Correctional Services (CX) group, are the largest occupational group, representing 40.5% of all indeterminate CSC employees.

• The other main occupational categories include:

- Welfare Programmes (WP) at 14.8%
- Clerical and Regulatory (CR) at 11.5%
- Administrative Services (AS) at 9.7%
- General Services (GS) at 5.0%
- General Labour and Trades (GL) at 4.9%
- Nursing (NU) at 4.9%
- Computer Systems (CS) at 2.5%
- Psychological (PS) at 1.8%
- Financial Management (FI) at 1.3%



Testimonials

QUEBEC REGION



I only just started at the Correctional Service of Canada (CSC) as an institutional psychologist in November 2008. After being self-employed for 12 years, I was looking for a more stable job within an exciting team.

FABRICE CHOQUET

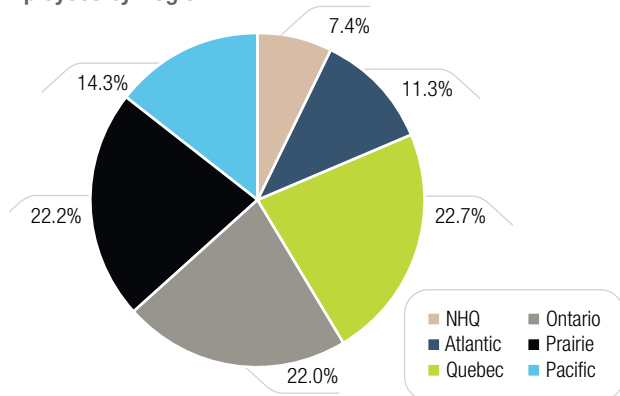
Psychologist, La Macaza Institution, Quebec Region

Since my arrival at CSC, I have especially enjoyed being part of such a team, whose members come from a wide range of theoretical backgrounds, which leads to thought-provoking discussions. I would say that my job meets my career aspirations now because the therapeutic counselling that I do with inmates is of particular interest to me.

I was surprised by how closely counselling offenders mirrors my private practice, since the suffering and psychological distress is the same. I am proud to be helping to improve inmate mental health.

DISTRIBUTION OF EMPLOYEES BY REGION (AS OF DECEMBER 31, 2008):

Employees by Region



DISTRIBUTION BY LOCATION

LOCATION TYPE	TOTAL
Community Correctional Centres	143
Women's Institutions	883
Headquarters (national and regional)	2,770
Male Multi-Level	1,809
Male Maximum Security	3,056
Male Medium Security	5,604
Male Minimum Security	1,757
Parole Offices	1,235
Total	17,257

A REPRESENTATIVE WORKFORCE

CSC is very representative of the Canadian population. In fact, three of the four Employment Equity Groups – women, Aboriginal people and members of a visible minority – have been increasing and exceed the 2007 Workforce Availability estimates, which represent the proportion of the Canadian population in each group that are available in the larger workforce. The Persons with Disabilities group has experienced a decrease (from 5.2% to 3.4%) and is under the 2007 Workforce Availability estimate of 4.1%.

OTHER KEY WORKFORCE TRENDS

A September 2008 study examined retirement trends for CSC employees. Here are some of its key findings:

- Between April 1, 1998, and March 31, 2008, there was a 37.6% increase in the employee population.
- The number of CSC employees who are expected to retire in the next few years is comparable to those of other government organizations.

- However, a key challenge for CSC is that 50% of its EX group will likely opt for retirement over the next six-year period. Of the 164 CSC Executives, 60% have key operational roles as Wardens and District Directors. Therefore, CSC is focused on preparing and mentoring its future leaders. ■

Testimonials

ATLANTIC REGION



NATALIE MALTAIS

Official Languages and Human Resources Programs Coordinator, Atlantic Regional Headquarters

For a while, Natalie Maltais wasn't sure what she wanted to do for a career. With two masters under her belt, the young New Brunswicker had tried a few positions within the federal public service. After investigating complaints at the Office of the Commissioner of Official Languages, Natalie found her fit as an Official Languages and Human Resources Programs Coordinator with CSC's Atlantic regional headquarters.

"I knew when I took this job that there would be lots of challenges, and it's invigorating," says Natalie with a smile. "No day is ever the same as another and there's always something new to learn."

Fluently bilingual with an education in business and public administration, Natalie knows her way around Canada's Official Language legislation and that helps her when she's dealing with challenges to the Official Languages Act, ever-changing Human Resources regulations and a myriad of other considerations in her job.

Natalie is also one of two CSC-Atlantic staffers who are involved in the Canada@150 project. This year-long initiative invites 150 young public service employees to research, debate and offer options for a variety of public issues facing our nation. Their goal is to work together to form a vision of what Canada can look like on its 150th birthday in 2017.

Janice Richard has been a CSC employee for some 27 years and enjoys her job. "The people I work with are great and there's a real team effort to getting things done," says the administrative assistant with the Atlantic Regional Staff College.



JANICE RICHARD

Administrative Assistant, Atlantic Regional Staff College, Atlantic Region

Press her about the real reason she's stayed so long with the Service, however, and the truth is revealed. "Nowhere else can I get the benefits that have been so critical for my family's health," says the mother of three.

However, it's not medical or dental benefits that Janice is referring to. It's the flexible work hours and job security that have made a difference for her and her family. Janice says these factors are why she has been able to dedicate her best efforts at home and in the office, giving her a healthy work-life balance.

"What really makes my career at CSC valuable to me is that it has allowed me to give 100 per cent to both my family and my work. I don't feel conflicted."