



Office of the Correctional Investigator

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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OFFICE OF THE CORRECTIONAL INVESTIGATOR
DEPARTMENTAL PERFORMANCE REPORT

**For the
period ending
March 31, 2002**

Lawrence MacAulay, P.C., M.P.
Solicitor General of Canada

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Section I: Message

1.1 Correctional Investigator's Message

I am mandated as an Ombudsman for Federal Corrections. I firmly believe that the responsible oversight of correctional operations is a service that Canadians value greatly. The strategic outcome that they legitimately expect is that their correctional system will be fair, equitable, humane, reasonable and effective. It is our focus in all that we do, to ensure that this happens is indeed our "raison d'être".

This past year has been an exceptionally challenging one for the Office of the Correctional Investigator (OCI). On January 15, 2002 we formally adopted and then promptly initiated the implementation of our first Corporate Strategic Plan. This plan reflects the new management framework "Results for Canadians". It is also consistent with the OCI's long-standing commitment to excellence in service delivery, professional and ethical corporate behaviour, reliable and meaningful reporting and responsible spending.

Infused with a renewed focus on achieving results for Canadians this new strategic approach to management has already begun to benefit all aspects of our operations. While a near record number of issues from or on behalf of offenders have been brought to our attention over the past year, we have increasingly favoured a proactive, holistic and systemic response. In so doing, the Office has contributed to ensuring that our correctional system is not only managed in a fair and humane fashion but also in a manner consistent with the expectations and values of Canadians as provided for in the CCRA.

In the months ahead, the Office will diligently pursue the implementation of its Corporate Strategic Plan. We confidently expect that we will further improve our performance vis-à-vis our strategic outcomes and also be able to measure and report on the latter in an even more accessible and meaningful fashion.

Canadians increasingly recognize that the communities in which they live are ultimately safer and better protected when offender concerns are addressed fairly, humanely and responsibly. In the role of Ombudsman, the Office fully intends to contribute in assuring Canadians that this is indeed what happens in our federal correctional system.

R.L. Stewart

Section II: Agency Performance

2.1 Mandate

The Office of the Correctional Investigator was established in 1973 pursuant to Part II of the *Inquiries Act*. With the proclamation in November 1992 of Part III of the *Corrections and Conditional Release Act*, this is now the enabling legislation. The mandate of the Correctional Investigator, as defined by this legislation, is to function as an Ombudsman for federal offenders. The Correctional Investigator is independent of the Correctional Service of Canada and may initiate an investigation on receipt of a complaint by or on behalf of an offender, at the request of the Minister or on his own initiative. The Correctional Investigator is required by legislation to report annually through the Solicitor General to both Houses of Parliament.

2.2 Mission Statement

The Office of the Correctional Investigator is committed to maintaining an accessible independent avenue of redress for offender complaints and to provide timely recommendations to the Commissioner of the Correctional Service of Canada and the Solicitor General which address the areas of concern raised on complaint.

2.3 Business Line and Resources

The Office of the Correctional Investigator (OCI) has one Business Line which, as detailed in Section 167 of the *Corrections and Conditional Release Act (CCRA)*, is to conduct investigations into the problems of offenders related to decisions, recommendations, acts or omissions of the Commissioner of Corrections or any person under the control and management of, or performing service for or on behalf of the Commissioner of Corrections that affects offenders either individually or as a group.

Section 19 of the CCRA also implicitly requires that it reviews all investigations performed by the Correctional Service of Canada following the death or serious bodily injury to an inmate. The OCI is also engaged in similar monitoring of interventions by Institutional Emergency Response Teams (IERT's), in keeping with the recommendations of the Arbour Commission.

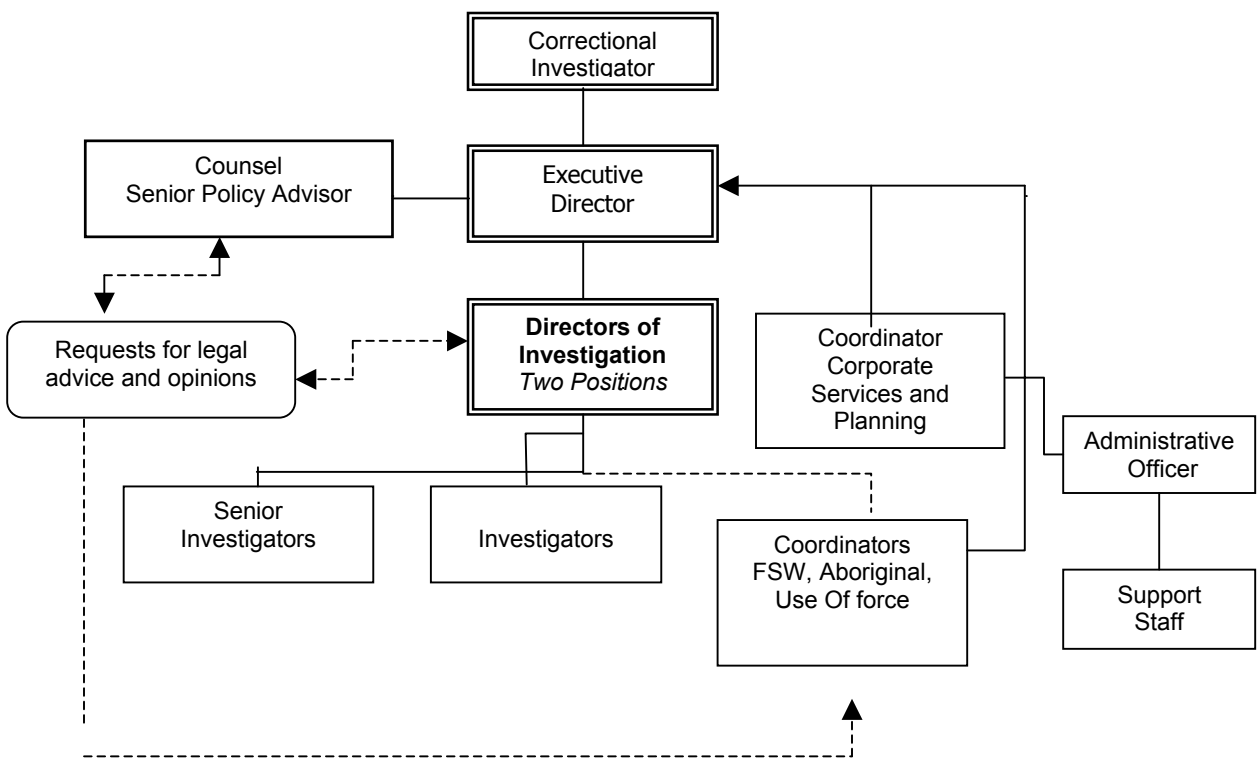
The Office of the Correctional Investigator is headed by the Correctional Investigator who reports to Parliament through the Solicitor General. The Agency's resources provide for 25 full-time equivalents, 12 of which make up the investigative staff. The total resources are \$2,879,000 for the fiscal year 2001-2002.

2.4 Organization Chart

Represented below is the OCI's Organization Chart, as envisioned in the Corporate Strategic Plan it formally adopted on January 15, 2002.

As will be explained in greater detail below, a number of the positions identified remained vacant at the end of the reporting period, impeding the full implementation of the Strategic Plan.

EXHIBIT 1 - OCI Organization Chart



Solid lines indicate reporting relationship; dotted lines indicate coordinating relationships

2.5 Societal and Operational Contexts

The maintaining of an independent and objective review process within a correctional environment where the office has virtually no control over either the number of complaints or the extent of investigations required presents a number of unique challenges. First, the resolution of disputes in an environment traditionally closed to public scrutiny with an understandably high level of mistrust between correctional officials and inmates, requires that the Office not only be, but be seen to be independent of both the Correctional Service and the Ministry. Second, given that the authority of the Office rests with its power of persuasion and public reporting rather than enforceable recommendations, it is imperative that appropriate administrative and political mechanisms be available to ensure that reasonable, fair, timely, equitable and humane action is taken on the findings made by the OCI.

In recent years, changes to the regulatory and legislative environment have forced the OCI to dramatically expand its services. The Arbour Commission of Inquiry (1996) noted that the statutory mandate of the OCI should continue to be supported and facilitated because only the OCI is in the "unique position both to assist in the resolution of individual problems, and to comment publicly on the systemic shortcomings of the Services."

In 1997, the Auditor General noted that one of the factors creating difficulty at that time, was the overall size of the workload. Indeed since that time the OCI has implemented the recommendations of the Auditor General to address those workload issues, including working with the Correctional Service to improve the inmate grievance procedure and to provide an improved policy and procedure manual to investigators. The Auditor General noted as well, however, that the demand for services remains elevated, incessant and that both the overall volume and complexity of issues continues to increase.

In October 1999, the Office signed a Memorandum of Understanding with the Correctional Service. The intent of this agreement is to assist both agencies in addressing areas of offender concern in an objective, thorough and timely fashion. Accordingly, the quality and timeliness of actions taken by the Correctional Service in response to the Office's findings and recommendations will remain of paramount importance.

In 2000, the Sub-committee on the *Corrections and Conditional Release Act* of the Standing Committee on Justice and Human Rights, recommended that the budget of the OCI be "increased in order to expand the number of investigators and (to) cover directly related expenses such as office equipment, communications and travel required to conduct investigations".

In addition, the Office met throughout the year with various national and international associations, actively involved in the fields of corrections and criminal justice, either on an individual basis or at conferences, to review areas of mutual concern. These linkages highlight the value placed by the Office on a collaborative approach to the betterment of corrections consistent with the expectations of Canadians.

The OCI does not foresee any diminution or decline in either the overall demand for services or in the complexity of the issues the OCI is called upon to address. The environment in which the OCI is called upon to provide "Results for Canadians" continues to be extremely challenging and one in which innovative and dedicated service provision is essential to moving ahead.

To respond to these pressures, the OCI identified the following three priority activities that it has begun to implement and will pursue during the first three years of the strategic plan it adopted on 15 January 2002. These are:

1. Increase the capacity for institutional visits to a level that is acceptable to the detained population and the Canadian people.
2. Create specialist positions to address issues of Federally Sentenced Women and Aboriginal Offenders.
3. Increase the ability to review and follow-up on both investigations as per Section 19 of the *Corrections and Conditional Release Act* and Use of Force Videotapes, as per the recommendations of the Arbour Commission.

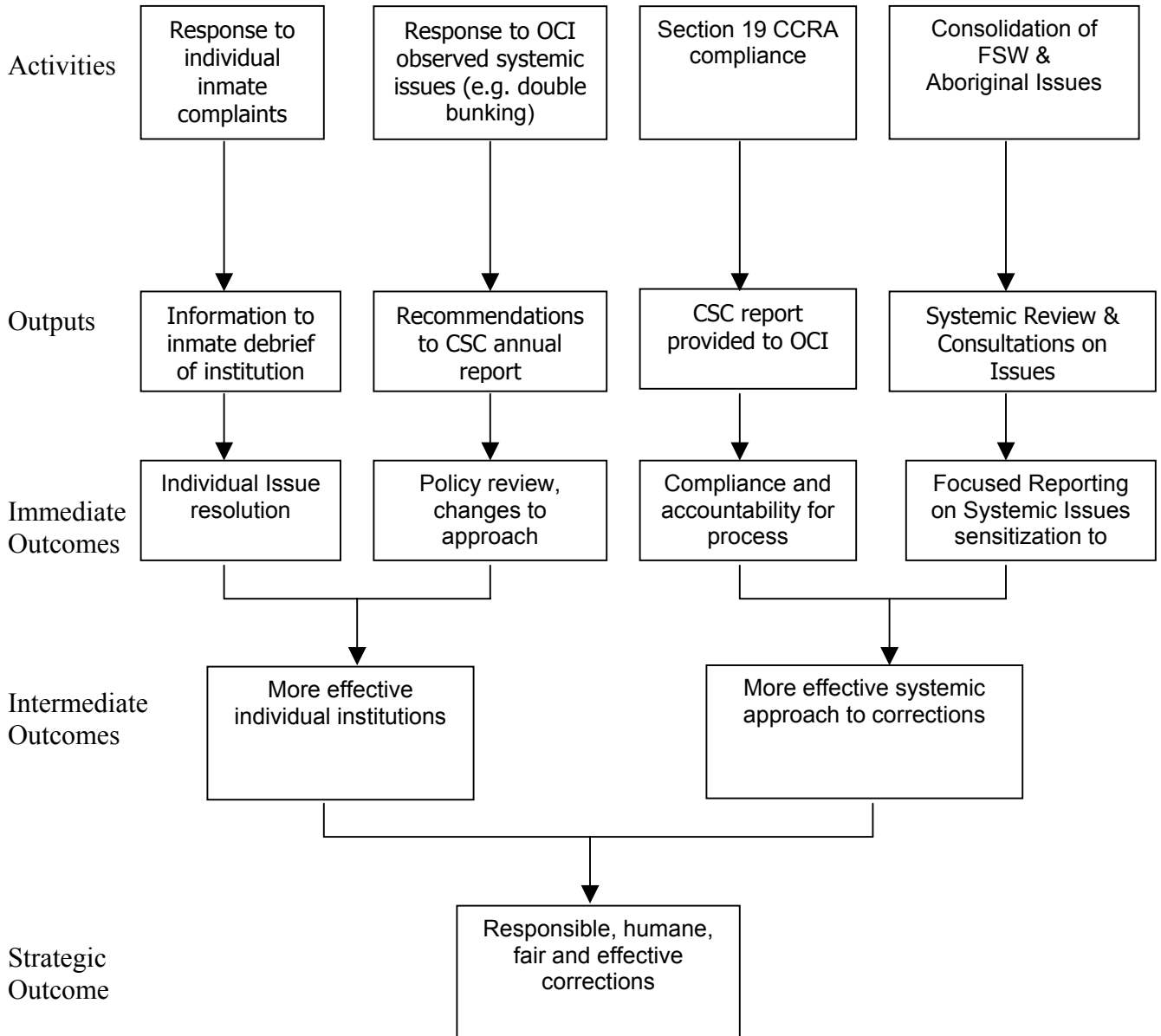
2.6 OCI Logic Model

The Logic Model presented below sets out just how the OCI views how it delivers the services necessary to support its mandate and deliver on its commitment to the strategic outcome of responsible, humane, fair and effective corrections.

The logic model identifies the linkages between the activities of the OCI program and the achievement of its outcomes. It clarifies the activities that make up its program and the sequence of outcomes expected to result from these activities. It serves as a tool with multiple uses:

- to clarify for OCI managers and staff the linkages between activities, outputs and the expected outcomes of the program. In so doing, it will serve to clarify and distinguish the expected immediate, intermediate and ultimate outcomes;
- to communicate externally about program rationale, activities and expected results;
- to allow all program elements to make informed trade-off decisions for the allocation of resources and the application of effort;
- to test whether the program "makes sense" from a logical perspective; and
- to provide the fundamental backdrop on which the performance measurement and evaluation strategies are based (i.e. determining what would constitute success).

EXHIBIT 2 - OCI Logic Model



2.7 Implementation of the OCI Corporate Strategic Plan

Strategic Direction 1: Modern Human Practices

The focus therein is on the overall improvement of OCI's approach to Human Resources (HR) through the implementation of modern human resources practices. The ultimate goal is essentially to ensure that the OCI recruits, retains and generally manages its workforce so that it provides services of optimal quality and value to Canadians. Vis-à-vis the HR-related action commitments in its strategic plan, the OCI has achieved the following:

In March 2002, a new Corporate Services management position was staffed during an on-going recruitment campaign. Once it is completed in the fall of 2002, the incumbent will assume the coordination of all Human Resources (HR)-related activities from the Directors of Investigations. This reconfiguration of roles and responsibilities will lead to a more streamlined HR management process and allow Directors of Investigations to concentrate their efforts on the investigative process.

Prior to the end of the current reporting period, three (3) term investigators were offered and accepted indeterminate positions. The permanent addition of these three already experienced investigators has bolstered the stability of the OCI workforce, a critical element for success in the full and timely implementation of its strategic plan.

Simultaneously with the formal adoption of its strategic plan in January 2002, the Office of the Correctional Investigator established Management and Policy Committees to provide overall direction and priority setting in the implementation process of the plan. Beyond managing change, the "raison d'être" of both committees is the need to address, in a structured fashion, on-going and emerging issues in all operational areas covered in the five strategic directions outlined in the Plan, including Human Resources.

In order to assist new recruits and for the benefit of its existing staff, the OCI has developed an internal communications plan. Already implemented are the provisions enabling all employees to suggest agenda items for both management and policy committee meetings, concerning the timely distribution by electronic means to all staff of the said agendas and minutes, and the archiving of these documents on the common drive of the OCI's LAN.

The above efforts in terms of internal communications have been acknowledged in positive terms by OCI staff members. There is a consensus that enabling all staff to contribute to committee agendas and the universal sharing of knowledge, decisions and plans by the OCI Management cadre has already and will continue to have a beneficial impact on the overall quality and effectiveness of our operations. Staff appreciate being included in the decision-making process and receiving, in a timely fashion, the complete and accurate information they require to better manage their individual workloads.

Also included in the Internal Communications plan is the provision to all employees, in both hard copy and electronic format, of all OCI policies and procedures, position papers, legal opinions and active files at both the regional and national level. OCI staff members were consulted as to their requirements in this area and work towards implementation began in August 2002. A new staff member with legal expertise has been hired, on a contractual basis, to restructure the OCI's electronic information holdings and to assist Counsel in drafting the ten new position papers requested by the investigative staff.

In order to improve the quality and accessibility of information with regard to its performance, the OCI developed an External Communications Plan in late March 2002, with the assistance of an expert consultant in this area. Essentially, the plan calls for efforts to be made to assist the media in providing broader reporting to Canadians about the OCI's performance and recommendations, and to increase the frequency and quality of the OCI's contacts within various stakeholders.

Progress towards both these goals has been hampered by the retirement in June and August 2002 of two of OCI's senior managers. Both these positions have now been staffed and the OCI expects that noteworthy advances in the implementation of its External Communications Plan will gradually be achieved before the end of the current fiscal year.

Aware of the impact on the departure of critical personnel on the operational effectiveness of a small agency, the OCI acknowledged the need for succession planning in its Corporate Strategic Plan. However, a number of other HR-related initiatives were considered to be of a higher priority and in fact, pre-conditions to the successful establishment of a formal succession plan. While we will elaborate below on all of these, let us now mention for the benefit of our reader that the OCI first needed to realign its organizational structure and job descriptions with its new logic model. The OCI now expects that it will complete a formal succession plan by the end of the current fiscal year.

The conclusion of the on-going staffing exercise, which is now expected in early fall 2002, will coincide with the implementation of new formal employee performance review policy. The latter, inclusive of the required forms, has been developed after consultation with OCI staff members and approved by the OCI Management Committee. In keeping with common practice in this area, all OCI employees will now benefit from an enhanced annual performance review, inclusive of a formal opportunity to discuss their individual career plan and training requirements with their immediate supervisor.

While most of the HR-related initiatives it has already taken constitute enhancements to its employee recruitment and retention practices, the OCI elected not to prioritize the gathering of all of these within the structure of a formal plan. It expects to do so before the end of the current fiscal year.

The OCI's staffing and selection process, which traditionally had been somewhat informal, has been reviewed and modified, in accordance with the guidelines of the Public Service Commission. Five (5) positions have been or are in the process of being staffed through a process, which now requires the use of selection boards and formal criteria for candidates. The OCI is confident, based on the number of qualified applicants and the thoroughness of its new approach to selection, that the quality of candidates recruited will be of a high level.

The OCI has also now completed a formal orientation plan for all employees. It is expected that first benefit will be the better and faster integration of the new employees that will join the OCI workforce in early Fall 2002, as they will be systematically introduced to all facets of OCI operations before assuming their new responsibilities.

Over the last year, the OCI has and continues to experience an extensive metamorphose in its organization structure and just about all aspects of its operations. In view of the human dimension of this period of rapid change, OCI management has decided to postpone the institution of a formal employee satisfaction survey, with the issue to be revisited later in the current fiscal year.

Strategic Direction 2 : Renewal of Internal Business Processes

The focus therein is the re-engineering of the tools, methods and internal practices that constitute the OCI's current service delivering model. The ultimate goal pursued is to optimize the efficiency, effectiveness and economy of the said model, to ensure that OCI is able to more easily anticipate and respond more adequately to any and all changes in demand for its services.

As mentioned above, the adoption of the corporate strategic plan in January 2002, led to the creation of the OCI Management and Policy Committees. In view of the relatively small size of our agency, these committees were viewed as the best vehicles to manage and foster acceptance and support for change within the OCI. Accordingly, all OCI staff members are able to propose topics for discussion by both committees and receive, in a timely fashion, both the agendas and the minutes of the meetings of both committees.

The OCI has redesigned the front end of its contacts tracking system (CTS), after a review of its information and reporting needs. The new version of CTS is currently being field tested by four experienced investigators and is expected to be operational before the end of the current fiscal year. Preliminary assessments confirm that the new version of CTS will reduce the administrative burden to complete files and reports.

In late May 2002, the OCI developed an Integrated Planning Framework, relating priorities, service level metrics and resources to its logic model.

However, the OCI has not yet undertaken any concerted action to implement this Planning Framework. After careful review and analysis it was determined that the most logical and prudent course of action was to wait until all new employees, notably those who have recently been or are in the process of being recruited for the positions of Director of Investigations and Senior Investigators were in place and had gone through the Orientation Program mentioned above.

While the demand for OCI services in the different regions and at various institutions, is the object of daily discussion between OCI Investigators and their respective Directors of Investigations, the delay in the full implementation of the Integrated Framework reported above effectively precluded the establishment, in a formal and systematic fashion, of priorities for service level response.

As mentioned above, the OCI has established Management and Policy Committees to address on-going and as they arise, new issues related to all operational areas encompassed in the five strategic directions of the Plan, including internal business processes. The OCI believes the timely sharing of both the agendas and minutes of these committees with the OCI staff has resulted in better internal management through openness and accountability.

In order to ensure that investigative staff has the right information at the right time, the OCI has reviewed the efficacy and out puts from CTS and the linkages between CTS and other OCI electronic information system.

As suggested earlier, the efficacy of CTS and its outputs have been greatly improved by the streamlining of data entry at the front end. Priority was given to this aspect because it was determined that it would be most beneficial to the investigative staff in the day to day management of their respective caseloads.

While the requirements have been determined, the actual work to create linkages between CTS and other OCI electronic information systems has not yet been undertaken, and most likely will not begin, until the further changes identified in the field testing of the new CTS prototype have been done and in turn, also subjected to field testing. Accordingly, the OCI expects to revisit this issue towards the end of the current fiscal year.

In the same vein, the OCI has developed and has begun field testing a prototype of the Institutional Balance Scorecard tool. Review of this prototype is expected to be undertaken before the end of the fiscal year and should result in the establishment of primary indicators in each "area of focus" (i.e. Transfers) in the OCI's assessment of individual institutional performance.

In mid June 2002, the OCI relocated. Its new accommodations provide sufficient space for all its current staff and new recruits and accordingly, has proven to be a more enabling environment and more conducive to service delivery.

Efforts have also been undertaken in other administrative sectors. The telephone intake system has been reengineered to reduce redundant non-emergency use. This reengineering process has translated in a systematic campaign by investigative staff to educate the offender population, through regular meetings with specific offenders and offender groups (i.e. inmate committees), on the most appropriate use of the OCI emergency toll free line. Directors of Investigations continue to monitor the process, by reviewing the statistics collected daily by the support staff on the number and nature of the telephone calls received from the offender population.

Also included in the reengineering of the telephone intake process is a much tighter screening of the telephone calls by support staff and the gradual evolution of their roles towards bona fide intake officers. Anticipated in that regard is the need to rewrite their job descriptions, reclassify their positions and provide the necessary training to enable them to fully assume their new responsibilities. The ultimate goal pursued is to have the support staff, in their enhanced role as intake officers, field the requests for basic information or referrals and thus allow the investigative staff to focus on the more complex cases. The OCI expects to complete the actions above before the end of the current fiscal year.

Almost complete is the re-engineering process of the mail system. Files and correspondence are now shared among investigative staff and as noted above, plans to achieve even greater integration through an expanded CTS are on the agenda for the last quarter of the current fiscal year.

In view of the many areas which currently are experiencing significant change and the number of ongoing internal communications initiatives, the OCI has decided to delay the updating of its policy and Procedures Manual. The OCI Management and Policy Committees will review this matter towards the end of the current fiscal year.

Strategic Direction 3: Enhanced Accountability

Stemming from the identified need for the OCI to adopt an integrated approach towards planning and management of operations, the focus is on the accountability in this regard, at the corporate level, and on an individual basis, of all OCI investigative staff. The ultimate goal is the promotion by timely information sharing and various other means, of individual and collective responsibility for the OCI's overall performance. In terms of its action commitments in this strategic direction, the OCI can report the following:

Movement towards an increase in OCI's participation at CSC institutional, regional and national meetings has been hampered by the retirement in June 2002 and August 2002 of two of its Senior Managers (Directors of Investigations). Progress vis-à-vis that action commitment will be gradual, as both new Directors of Investigations and still yet to formally selected Senior Investigators fully assume their new responsibilities. Another major factor in any revision of the schedule of meetings with CSC will be the implementation of the OCI Integrated Planning Framework, a process that will provide a

sound basis to determine the number, level and agenda of the meetings with CSC that may be required.

As mentioned above, the OCI holds monthly management meetings with fixed agenda and minute taking, all of which are shared, in a timely fashion, with all OCI staff members.

In late June 2002, the OCI formally adopted a revised employee performance appraisal policy. In the months ahead, OCI Managers will meet all employees under their responsibility to agree on performance objectives, and the latter will include explicit references to the use of OCI specific tools (i.e. CTS) and CSC tools (i.e. OMS, Radar).

Individual Directors had instituted unit meetings to review all operations, including performance issues and that practice will continue under the new Directors of Investigations. It is expected that the focus on performance will increase gradually as the Balanced Scorecard initiative mentioned above begins to generate sufficient data to constitute a reliable basis for comparative performance evaluation and decision-making.

Perhaps more critical in sharpening the focus on performance will be the implementation of the Integrated Planning Framework which the OCI developed in late May 2002. It will allow OCI to formally institute performance management and measurement, relating OCI performance at an institutional and inmate specific level.

Consistent with its purpose to address on-going and new issues relating to enhanced accountability, the OCI Management Committee has formally recognized the primacy of the individual investigator's responsibility for review of and communication about institutional performance.

The OCI has yet to institute a three year planning cycle. Progress towards that action commitment is tied to the implementation of the OCI Integrated Planning Framework and the integration within its management cadre of its new recruits in the positions of Director of Investigations and Senior Investigators.

In the same vein, the OCI has yet to institute the annual review of its strategic plan. Its Management Committee is keenly aware however that beyond the consolidation of the progress made in Year 1, the first priority for Year 2 will be the full implementation of what is at the very core of the Strategic Plan, that is the Integrated Planning Framework.

Strategic Direction 4: Realignment of Service Delivery Model

The focus therein is on the re-engineering of the OCI's organizational structure, in alignment with its new logic model. The ultimate goal pursued is to ensure that OCI applies the right resources at the right time to its priority demand areas.

As in the other strategic directions outlined in its Plan, it is the OCI Management Committee which addresses on-going issues and as they arise, new issues related to realignment of the Service Delivery Model.

At this point in time, the OCI has finalized and implemented reclassification of all permanent positions (structure) in alignment with its logic model.

In the same vein, the OCI has also reviewed and redefined Roles and Responsibilities and this, in a fashion consistent with its logic model.

In March 2002, a new position of Coordinator, Aboriginal Issues was staffed internally. However, the longer than expected campaign to recruit Senior Investigators has resulted in the fact that the OCI does not yet have the resources in place to relieve the incumbent of his existing investigative caseload. Allowing for an orientation period of the yet to be formally selected Senior Investigators, the OCI expects that the new Coordinator of Aboriginal Issues will be able to assume his new duties towards the end of 2002.

The same staffing difficulties can also be offered as an explanation for the OCI's delay in providing specialized Federally Sentenced Women (FSW) services at an appropriate level. The OCI's progress on this action commitment has been further hampered by the decision of the incumbent, who had been selected internally in March 2002, to return to the private sector in June 2002. In view of the complexities of the staffing process, the recruitment of a new Coordinator of FSW Issues is tentatively expected to be achieved in the last quarter of the current fiscal year.

In March 2002, a new position of Coordinator, Section 19 and Use of Force Reviews was staffed internally.

In response to a very significant increase in the number of files received from the Correctional Service of Canada, the OCI has undertaken an effort to streamline its review process of Section 19 Investigations and Use of Force incidents. New criteria, inclusive of time frames for OCI review have been established. This new approach should eliminate the existing backlog by the end of the current fiscal year and prevent the recurrence of such an administrative surcharge.

Strategic Direction 5: Ongoing Performance Measurement Strategy

The focus here is on the validation of the data to be collected to measure performance, inclusive of the collection process. The ultimate goal pursued is the assurance that the OCI has a complete and reliable base of information for evaluation and decision-making and is thus, able to more easily anticipate and respond more adequately to changes in the demand for its services.

At the conclusion of a careful review and analysis by its investigative staff, the OCI has determined the nature of the data it needs to collect to manage its investigative process.

In fact, the validation of the data to be collected was a necessary step not only in the reconfiguration of the front end of CTS but also in the creation of a prototype of the OCI Balanced Scorecard Evaluation tool.

As mentioned earlier, this prototype is currently being used by OCI investigators, to evaluate, report on and identify changes over time in the health of institutions to which they are assigned.

While it has essentially completed the review of its data collection process with regards to CTS, the same cannot be said, at this time, with regard to the OCI Balanced Scorecard tool. As mentioned earlier, the usefulness of the latter will be the object of a review towards the end of the current fiscal year.

The OCI has established, through its strategic planning exercise, a number of performance indicators. However, the ultimate validation of their usefulness, in the contexts of a performance measurement and evaluation strategies, will only be achieved once progress is accomplished by the OCI vis-à-vis other action commitments in its Strategic Plan.

As suggested above, the prototype of the OCI's Balanced Scorecard tool has yet to generate sufficient data to establish a reliable Institutional Health Index. The revised version of CTS, which is expected to be operational in the Fall of 2002, will enable OCI to begin tracking the number of recommendations made to the Warden of each CSC institution. Finally, the implementation of the Integrated Planning Framework will be the proving ground for the measurement points and evaluation metrics, which the OCI has selected within its performance measurement and evaluation strategies.

2.8 Performance Accomplishments

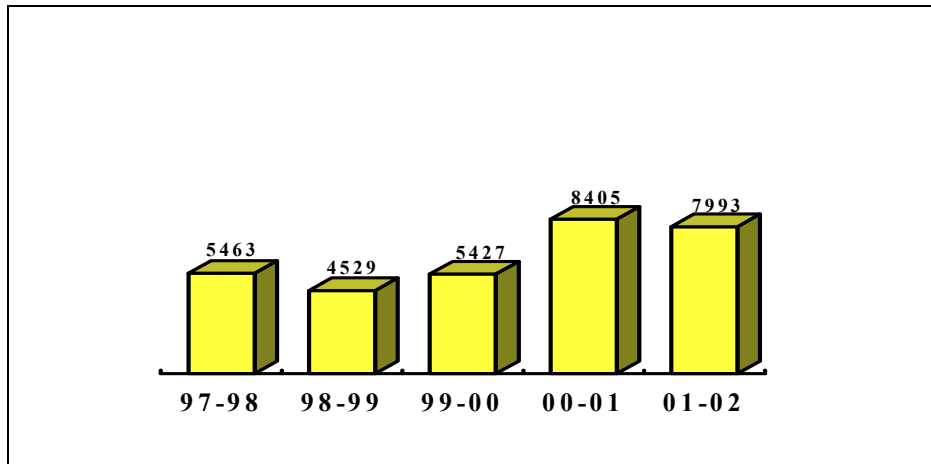
The primary function of the Correctional Investigator is to independently investigate and attempt to bring resolution to individual offender complaints. The Office as well has a responsibility to review and make recommendations on the Service's policies and procedures associated with the areas of individual complaint to ensure that systemic areas of concern are identified and appropriately addressed. This year's Annual Report contained observations and specific recommendation in 22 such areas, including transfers, double bunking, case preparation and access to programming. In so doing the Office aims to assure the Canadian public that the federal correctional system is managed efficiently, equitably and fairly. All complaints received by the Office are reviewed and initial inquiries made to the extent necessary to obtain a clear understanding of the issue in question. After this initial review, in those cases where it is determined that the area of complaint is outside our mandate, the complainant is advised of the appropriate avenue of redress and assisted when necessary in accessing that avenue. For those cases that are within our mandate, the complainant is provided with a detailing of the Service's policies

and procedures associated with the area of complaint. Where deemed necessary, an interview is arranged with the offender.

In addition to responding to individual complaints, the Office meets regularly with inmate committees and other offender organizations and makes announced visits bi-annually at each institution during which the investigator will meet with any inmate, or group of inmates, upon request.

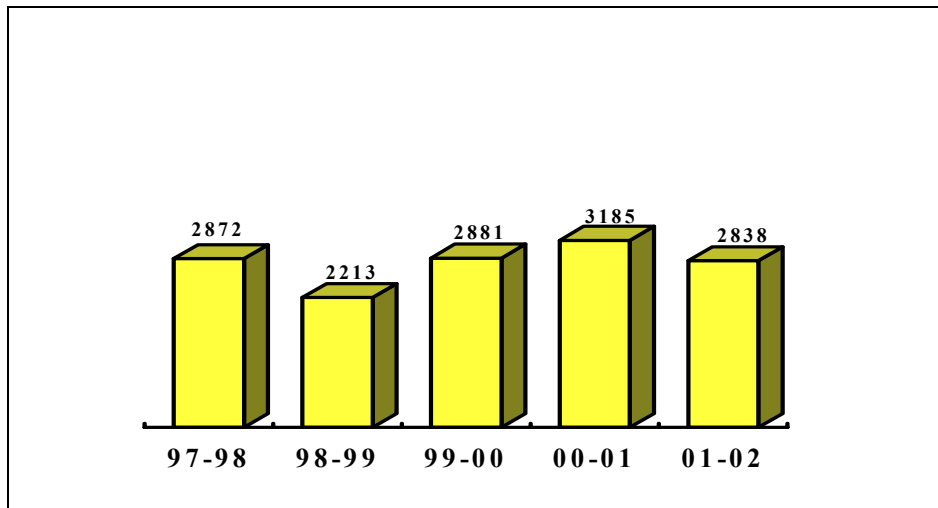
From 1 April 2001 to 31 March 2002, the Office received a near record of 7,993 contacts with or on behalf of offenders. This historically high volume reflects the Office's efforts to offer optimal accessibility to the Offender population. It also underscores the constancy in the confidence expressed by offenders in the Office, as a viable recourse for problem resolution, and their wide-ranging knowledge of our mandate, role and responsibilities.

EXHIBIT 3 - Number of Contacts Received from Offender Population



Also in the course of the present reporting year, the Office's investigative staff spent 344 days at federal penitentiaries and conducted 2,838 interviews. We also held in excess of 300 meetings with various offender organizations, including inmate committees, lifer groups, black inmate associations, native brotherhoods and sisterhoods.

EXHIBIT 4 - Interviews Conducted with Offenders



In order to comply with the recommendations of the Arbour Commission¹, the Office reviewed 1,037 Institutional Emergency Response Team (IERT) videotapes and other documentation related to Use of Force incidents, compared to 546 in the previous year and 451 in 1999-2000. Throughout the current reporting year, the OCI observed that its recommendations had contributed to varying degrees of improvement in CSC's own reviews of these Use of Force incidents at the institutional, regional and national levels. Accordingly, the OCI has now streamlined its review process and will focus its efforts on Use of Force incidents which occur in institutions/regions that continue to present significant difficulties of compliance at the legal, procedural or policy levels. We also reviewed 115 Correctional Service of Canada (CSC) investigation reports pursuant to Section 19 of the Correctional and Conditional Release Act (CCRA).

Further to all of its investigative and review efforts, the Office has made specific recommendations to the Correctional Service of Canada, focused on corrective measures to address areas of operational concern.

As the above figures also illustrate, this has been an exceptionally challenging year for the Office. The level of our activities, which is among the highest reported in recent

¹ *The Honourable Louise Arbour, Commission of Inquiry into Certain Events at the Prison for Women, 1996*

years, clearly demonstrates the ongoing impact of the Office's implementation of the recommendations made by the Auditor General in December 1997².

The Office's activities are consistent with its legislative mandate. While exercising due regard for economy, efficiency and effectiveness, the Office has increased its contribution to the safe, fair, humane and equitable treatment of offenders under federal jurisdiction.

In providing a viable and credible outlet for the tensions and pressures that inevitably develop within penitentiaries, the Office contributes to the reduction of costly disturbances and other acts of violence. The Office also contributes to the safety of all communities by helping to ensure that federal offenders who are released have not only been dealt with fairly and humanely but have also been provided with appropriate assistance in their bid to become law abiding citizens.

² *Report of the Auditor General of Canada to the House of Commons, Chapter 33 - the Correctional Investigator Canada, December 1997*

Annex A

Financial Performance Overview

Annex A: Financial Performance Overview

Financial Table 1

Summary of Voted Appropriations

Financial Requirements by Authority (thousands)			
Vote	<u>Planned Spending</u>	2001-02 <u>Total Authorities</u>	<u>Actual</u>
Office of the Correctional Investigator			
(30) Operating expenditures	1749	2657	2516
Capital expenditures	-	-	-
Grants and Contributions	-	-	-
Correctional Investigator – Salary and motor car allowance	-	-	-
(5) Contribution to employee benefits plan	223	223	223
Total Agency	1972	2880	2739

Financial Table 2

Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending			
Business Line	2001-2002		
	Planned Spending	Total Authorities	Actual Spending
FTEs	19	25	25
Operating	1972	2880	2739
Capital	-	-	-
Grants and Contributions	-	-	-
Total Gross Expenditures	<u>1972</u>	<u>2880</u>	<u>2739</u>
Less:	-	-	-
Respendable Revenues			
Total Net Expenditures	1972	2880	2739
Other Revenues and Expenditures	-	-	-
Non-respendable Revenues	-	-	-
Cost of services provided by other departments	121	121	121
Net Cost of the Program	2093	3001	2860

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Historical Comparison of Departmental Planned versus Actual Spending (\$ millions)					
Business Line	Actual 1999-2000	Actual 2000-01	2001-2002		
			Planned Spending	Total Authorities	Actual
Office of the Correctional Investigator	2007	2070	1972	2880	2739
Total	2007	2070	1972	2880	2739

Annex B
Other Information

Annex B: Other Information

i) Contacts for Further Information

Name	Title	Address	Tel. No.	Fax No.
R.L. Stewart	Correctional Investigator	P.O. Box 3421 Station "D" Ottawa, Ontario K1P 6L4	(613) 990-2689	(613) 990-9091
Ed McIsaac	Executive Director	P.O. Box 3421 Station "D" Ottawa, Ontario K1P 6L4	(613) 990-2691	(613) 990-9091

ii) **Agency Website:** www@oci-bec.gc.ca

iii) **Agency E-Mail Address:** org@oci-bec.gc.ca

iv) **Legislation and Associated Regulations Administered**
Corrections and Conditional Release Act, Part III. (R.S.C., 1992, Ch. 20).

v) **Statutory Annual Reports and Other Agency Reports.**
Annual Report of the Correctional Investigator.