



Correctional Service
Canada

Service correctionnel
Canada



SAFETY, RESPECT
AND DIGNITY
FOR ALL

LA SÉCURITÉ,
LA DIGNITÉ
ET LE RESPECT
POUR TOUS

Correctional Service Canada

2009-2010

Departmental Performance Report

Approved by:

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety



Canada





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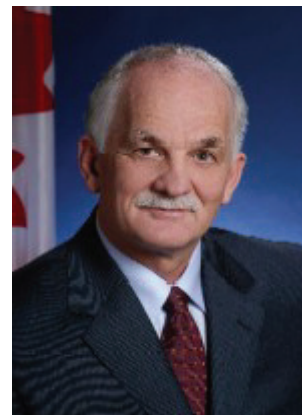




Minister's Message

As Minister of Public Safety, I am pleased to present to Parliament the Correctional Service of Canada's (CSC's) 2009-2010 Departmental Performance Report for the period ending March 31, 2010.

CSC is part of a larger public safety continuum that aims to keep Canadians safe through delivering programs and services in areas such as law enforcement, border security, emergency management, national security, crime prevention, and conditional release.



For its part, CSC is focused on the care and custody of federal offenders serving sentences of more than two years as imposed by the courts. This involves managing institutions of different security levels, supervising offenders on various forms of release in the community, and providing programs and services to offenders that will contribute to their rehabilitation and eventual safe return to society. CSC also provides information about federal offenders to registered victims, and invites them to provide statements which are considered when making offender case decisions.

In the fiscal year 2009-2010, CSC continued to implement its Transformation Agenda in accordance with the Government's new vision for the federal correctional system. The changes to date, and those yet to come, will better position CSC to fulfill its mandate and contribute to safer institutions and communities across the country.

Furthermore, the organization has greatly contributed to the development of new legislation and policies that will enhance its ability to effectively respond to the challenges of an increasingly complex and diverse offender population. Among these, the *Truth in Sentencing Act* and the *Tackling Violent Crime Act* came into force in 2009-2010, and CSC is now working to identify the impacts these bills will have on its policy and operational framework.

CSC continues to evolve as an organization, and is making the changes required to remain focused and flexible in a dynamic security environment. I am proud of the professional manner with which the more than 17,000 CSC employees carry out their duties every day, and I remain confident they will use this same approach to meet whatever future challenges may come their way.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety



SECTION 1: DEPARTMENTAL OVERVIEW

1.1 Raison d'être

The Correctional Service of Canada (CSC) is an agency within the Public Safety Portfolio which is comprised of five key federal agencies dedicated to public safety: the Royal Canadian Mounted Police, the National Parole Board, the Canada Border Services Agency, the Canadian Security Intelligence Service, and CSC. There are also three review bodies, including the Office of the Correctional Investigator.

CSC's Mission has guided the organization since 1989. It affirms the organization's commitment to public safety and clearly states how CSC will fulfill its mandate. CSC's legislative foundation is the *Corrections and Conditional Release Act*, promulgated in 1992. Together the Mission and the *Act* provide the organization with not just an enduring vision of its *raison d'être*, but a firm basis for the way forward:

The Correctional Service of Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.¹

Since 2008, CSC has been fully engaged in a Transformation Agenda² that supports the Government's vision for a federal correctional system. CSC's focus on transformation aligns with recommendations from the 2007 Report of the CSC Review Panel entitled *A Roadmap to Strengthening Public Safety*³. CSC's achievements to date and its plans to implement more initiatives will further strengthen the organization's ability to contribute to safer institutions and communities across the country.

CSC's efforts, initiatives, and results are guided by the themes of the Transformation Agenda:

- enhancing offender accountability throughout the correctional process;
- eliminating illicit drugs in the institutions;
- enhancing correctional programs and interventions to address the needs of offenders;
- modernizing CSC's physical infrastructure; and
- strengthening community supervision, monitoring, programs, and interventions.

Phase 1 of the Transformation Agenda received government support in Budget 2008 and primarily focused on short-term goals, those immediate achievements CSC was able to deliver quickly to improve public safety results. Phase 2 focused on the development and

¹ <http://infonet/Corporate/National/OurOrganization/MissionPriorities/mission1117.htm?lang=en>

² <http://www.csc-scc.gc.ca/text/organi/trnsform-eng.shtml>

³ http://www.publicsafety.gc.ca/scs-scc/report-rapport/table_of_contents-eng.aspx



implementation of more detailed project plans and their integration into the daily business of every institution and office across the country⁴.

The ongoing transformation initiatives have been integrated into CSC's regular operations and plans reflected in the 2010-2011 Report on Plans and Priorities.

1.2 Responsibilities

Mandated by the *Corrections and Conditional Release Act* and related regulations,⁵ CSC contributes to public safety by administering court-imposed sentences from admission to warrant expiry for offenders sentenced to two years or more and by providing post-sentence supervision of offenders with Long Term Supervision Orders for up to ten years. This involves managing institutions of various security levels, supervising offenders on various forms of conditional release, and assisting them to become law-abiding citizens.

In general, CSC's responsibilities include the provision of services across the country – from large urban centres with their increasingly diverse populations to remote Inuit communities across the North. CSC manages institutions for men and women, Mental Health Treatment Centres, Aboriginal Healing Lodges, Community Correctional Centres, and Parole Offices.

Five regional headquarters provide management and administrative support and serve as the delivery arm for CSC's programs and services. In addition, CSC manages an addictions research centre, a correctional management learning centre, regional staff colleges and a national headquarters.

CSC employs approximately 17,400 staff and strives to maintain a workforce that reflects Canadian society. Just over 47 percent of CSC staff are women. Slightly more than 5.8 percent are from visible minority groups, approximately 4.6 percent are persons with disabilities, and approximately 7.9 percent are Aboriginal. These rates are at or above the labour market availability with the exception of women where CSC is slightly below market levels.

Two occupational groups, for the most part exclusive to CSC, represent over half of all staff employed in operational units. The Correctional Officer group comprises 41 percent of staff while another 15 percent of staff are in the Welfare Programs category, the group

**FEDERALLY
MANAGED
FACILITIES INCLUDE**

- 57 Institutions⁶
- 16 Community Correctional Centres
- 84 Parole offices and sub-offices

WORKFORCE

- Approximately 17,400 employees, 84 percent of whom work in institutions and communities

⁴ Head, Don. "Transformation Steering Committee: Integration, Progress, and Results". <http://infonet/Corporate/National/NewsWork/CommissionersMessages/2010/CommitteeComiteTrans.htm?lang=en>. February 11, 2010.

⁵ <http://www.laws.justice.gc.ca/eng/C-44.6/index.html>

⁶ This number reflects the December 24, 2008 closure of Isabel McNeil House



that includes Parole and Program Officers who work in institutions and in the community. The remainder of CSC's workforce reflects the variety of other skills required to operate institutions and community offices, from health professionals, to electricians, to food service staff, as well as staff providing corporate and administrative functions at the local, regional and national levels. All staff work together to ensure that institutions operate in a secure and safe fashion and that offenders are properly supervised on release.

Volunteers continue to be essential contributors to public safety by enhancing and supporting the work of CSC staff, and by creating a liaison between the community and the offender. CSC benefits from the contributions of over 9,000 volunteers active in institutions and in the community. CSC volunteers are involved in activities ranging from one-time events to providing ongoing services to offenders and communities, including tutoring, social and cultural events, and faith-based services. CSC also engages volunteer Citizen Advisory Committees at the local, regional and national levels to provide citizen feedback on CSC policies and practices.

Many offenders benefit from programs delivered by volunteers and these programs have a tremendous positive impact on their lives. Offenders gain enhanced employability skills, increased motivation to participate in other programs, a desire for more meaningful interaction with their families, and enhanced community support.

CSC also plays a role on the world stage, primarily through its International Development Program, that contributes to international peace and stability by promoting good governance, human rights and democratization. For example, during this reporting period CSC continued to assist with training and mentoring staff at the Sarpoza prison in Kandahar and in various prisons in Haiti.

In addition, following the January 2010 earthquake in Haiti, CSC expert personnel were deployed as part of the Canadian government's contribution to help the massive rebuilding effort, including correctional operations.

1.3 Strategic Outcome and Program Activity Architecture

While many departments have multiple strategic outcomes, CSC has one: its contribution to public safety. In all CSC activities and decisions, public safety is the paramount consideration.

CSC's Program Activity Architecture is depicted in the following chart as a single strategic outcome with five program activities.

CSC modified its Program Activity Architecture in 2009-2010 shifting to a smaller number of business lines. "CORCAN" was integrated with Correctional Interventions in the 2010-2011 Report on Plans and Priorities. It is a Special Operating Agency (revolving fund) within CSC that provides employment and job readiness programs for offenders as well as products for the marketplace.



CORCAN's employment and employability skills training is available to offenders in institutions and, for brief periods of time, after they are released into the community to increase the likelihood of successful reintegration. Offenders who spend six months or more in CORCAN's structured work environment are more likely to find full time employment upon release and less likely to return to custody. CORCAN's services are provided through internal and external partnerships with other government organizations, Non-Governmental Organizations, and private enterprise.

CSC has begun the process of revising its Performance Management Framework in order to ensure it is aligned with the departmental Program Activity Architecture and that performance measurement indicators are both data-rich and meaningful. This phase of the work was initiated in 2009-2010, and will be completed in 2010-2011. Performance indicators will continue to be refined in subsequent years as CSC develops both strong baseline data, and data collection methodologies for information not currently captured in electronic systems.

This framework will support the Program Activity Architecture by identifying performance measurement information. Analysis of that data will enable CSC to assess its performance in achieving both its strategic outcome and the intended results for each program in the Program Activity Architecture.

To achieve the strategic outcome, offenders are maintained in "Custody" in institutions. Those who become eligible and are granted conditional release are transferred to the community where they are managed under "Community Supervision".⁷

In both the institution and the community, offenders receive "Correctional Interventions" to help them both change the behaviours that contributed to their criminal activity and to become law-abiding citizens. Some interventions begin while the offender is in the institution and continue or are maintained once the offender returns to the community, thus providing opportunities for the safe and successful reintegration of individuals back into the community.

⁷ Offenders are released according to various provisions of the *Corrections and Conditional Release Act*. Some offenders are released by law, whereas others are released as a result of the decision-making authority of the National Parole Board.



Program Activity Architecture				
The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.				
Custody	Correctional Interventions	Community Supervision	CORCAN (Revolving Fund)	Internal Services
Institutional Management and Support	Offender Case Management	Community Management and Security		Governance and Management Support
Institutional Security	Community Engagement	Community-Based Residential Facilities		Management and Oversight
Intelligence and Supervision	Spiritual Services	Community Residential Facilities		Communications
Drug Interdiction	Correctional Reintegration Program	Community Correctional Centres		Legal
Institutional Health Services	Violence Prevention Program	Community Health Services		Resource Management Services
Public Health Services	Substance Abuse Program			Human Resource Management
Clinical Health Services	Family Violence Prevention Program			Financial Management
Mental Health Services	Sex Offender Program			Information Management
Institutional Services	Maintenance Program			Information Technology
Food Services	Social Programs			Travel and Other Administrative Services
Accommodation Services	Offender Education			Asset Management Services
	CORCAN Employment and Employability			Real Property
				Materiel
				Acquisitions

- Strategic Outcome
- Program Activity
- Sub Activity
- Sub-Sub Activity



As a result of the Transformation Agenda and the Government's investment in federal corrections, CSC is better positioned to contribute to public safety and to continue to create safe and secure environments for offenders to actively engage in their correctional plans and to successfully return to the community.

1.4 Summary of Performance - Financial

2009–2010 Financial Resources (\$ million)

Planned Spending ⁸	Total Authorities	Actual Spending
2,416.00	2,379.24	2,265.10

The variance between total authorities and actual spending is mainly due to the re-profile of resources into future years, resources frozen by Treasury Board, the funding related to the new mandatory minimum penalties for serious drug offences as well as operating and capital budget carry forward.

2009–2010 Human Resources – Full-Time Equivalents

Planned	Actual	Difference ⁹
16,029	16,208	179

1.5 Summary of Performance - Operational

Strategic Outcome: <i>The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety</i>		
Performance Indicators	Targets	2009-2010 Performance ¹⁰
Custody:		
Rate of escapes from federal institutions	Reduce over five years from the 2008-2009 baseline	The rate of escapes has fluctuated over the past five years. Compared with fiscal 2008-2009, the rate is increased in 2009-2010.
Rate of offender deaths by other than natural causes	Reduce over five years from the 2008-2009 baseline	Offender deaths, by other than natural causes, have remained stable within a narrow margin, apart from fiscal 2007-2008 when the rate and number dropped.

⁸ Planned spending includes Main Estimates of \$2,204.52M plus adjustments in the amount of \$211.48M approved by Treasury Board.

⁹ Difference of 179 full-time equivalents represents only a 1.1% variance which is not significant.

¹⁰ Unless otherwise indicated, all numbers, data and results reported in this Departmental Performance Report were produced by CSC's Policy, Planning and Performance Branch using Offender Management System-based information.



Rate of assaultive behaviour	Reduce over five years from the 2008-2009 baseline	While assaultive behaviour rates are less in 2009-2010 than they were five years ago, rates have increased each year for the last three years.
Percentage of offenders with identified mental health needs released by eligibility	Increase, over five years, from the 2008-2009 baseline the number of offenders with an identified mental health disorder who are adequately prepared for release at eligibility	A CSC Evaluation found that CSC's community mental health specialist services were associated with fewer suspensions and technical revocations of offenders with mental health disorders compared with a comparison group.
Availability of drugs in institutions	Reduce over five years from the 2008-2009 baseline	Offender urinalysis refusals have dropped every year for the past five years. Offender drug-related seizures are reduced from five years ago, but are up in fiscal 2009-2010 over 2008-2009. The positive random urinalysis results are unchanged.
Correctional Interventions:		
Rate of participation in correctional interventions identified in the Correctional Plan ¹¹	Increase over five years from the 2008-2009 baseline	The offender-person-year rate of offenders enrolled in correctional interventions increased from 113.1 in 2008-2009 to 116.1 in 2009-2010.
For offenders who participate in correctional interventions:		
Rate of completion of the correctional interventions ¹² identified in the Correctional Plan	Increase over five years from the 2008-2009 baseline	The actual number of completions rose slightly from 4,101 in 2008-2009 to 4,531 in 2009-2010.
Percentage of offenders granted discretionary release at eligibility ¹³	Increase over five years from the 2008-2009 baseline	There is a marginal year-over-year increase from 27.26% in 2008-2009 to 27.83% in 2009-2010 ¹⁴ .
Percentage of offender readmission after release for a new conviction (two years post-warrant expiry) ¹⁵	Reduce over five years from the 2008-2009 baseline	CSC follows offenders post-warrant expiry at two- and five-year intervals to determine their progress ¹⁶ . Between 2006-2007 and 2007-2008 there was a

¹¹ This data includes participation in correctional interventions including correctional programs, education, and employment.

¹² While there is a range of correctional interventions to help offenders prepare for safe release back to the community, the results reported here refer to correctional programs only as the data for them is the most reliable (i.e. some correctional interventions such as employment have no completion date).

¹³ CSC is responsible for preparing eligible offenders through appropriate correctional interventions and making recommendations to the National Parole Board, with whom the decision rests.

¹⁴ The data do tell that an offender has earned a conditional release, but do not specify if it was precisely at the first eligibility date.

¹⁵ The upward trend noted in year five is not unique to Canada. International comparisons show CSC readmission rates to be less than many other countries, but that is likely misleading since it is not a truly valid comparison. Many jurisdictions don't provide correctional programs to offenders, thus would not publish readmission data for these



		marginal increase in readmissions (from 10.28% to 10.48%).
Percentage of offender readmission after release for a new violent conviction (two years post-warrant expiry)	Reduce over five years from the 2008-2009 baseline	In the case of new violent convictions, there was also an increase between 2006-2007 and 2007-2008 from 4.84% to 5.27%.
Percentage of offender readmission after release for a new conviction (five years post-warrant expiry)	Reduce over five years from the 2008-2009 baseline	Between 2003-2004 and 2004-2005 there was an increase in readmissions (from 18.74% to 19.49%).

Percentage of offender readmission after release for a new violent conviction (five years post-warrant expiry)	Reduce over five years from the 2008-2009 baseline	In the case of new violent convictions, there was also an increase between 2003-2004 and 2004-2005 from 9.53% to 10.45%.
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Community Supervision:

Percentage of offenders under community supervision who incur new convictions	Reduce over five years from the 2008-2009 baseline	The rate of new convictions for offenders under community supervision was reduced in each of the five years between 2004-2005 and 2008-2009, with the exception of an increase in fiscal 2006-2007.
Percentage of offenders under community supervision who incur new convictions for violent offences	Reduce over five years from the 2008-2009 baseline	The rate of new convictions for violent offences for offenders under community supervision in 2008-2009 is reduced from the rate in 2004-2005. Over the last five years the rate has fluctuated within a range of 3.18 and 1.98.
Percentage of offenders under community supervision who incur new convictions for non-violent offences	Reduce over five years from the 2008-2009 baseline	The rate of new convictions for non-violent offences for offenders under community supervision in 2008-2009 is reduced from the rate in 2004-2005. Over the last five years the rate has fluctuated within a range of 12.60 and 10.16.

offenders. 'Readmission' is defined differently both within CSC and across organizations. In this case, readmission for a new conviction (overall and violent) after warrant expiry date is what is captured. Not all jurisdictions follow their offenders past warrant expiry date, and thus readmission statistics often include violations of parole. Each jurisdiction publishes readmission information for a time-period of their choosing. Obtaining two and five-year readmission information specifically is a challenge.

¹⁶ The years identified for both two and five years post-warrant expiry throughout this document are the years when the offenders actually reached warrant expiry for their earlier sentences. The reconviction occurred in 2009-2010.



Percentage of offenders under community supervision who incur suspensions	Reduce over five years from the 2008-2009 baseline	The rate of suspensions for offenders under community supervision in 2008-2009 is reduced from the rate in 2004-2005. Over the last five years the rate has fluctuated from a high of 76.19 to a low of 70.43.
Internal Services:		
An organizational culture and operation respectful of Public Service values and ethics	Maintain strong Management Accountability Framework rating in this area in addition to increasing positive responses from staff through surveys	Positive responses from staff surveys increased over five years. CSC's rating under the Management Accountability Framework results was "Opportunity for Improvement" in Round VII compared to "Acceptable" for Round VI.
Effective organizational relationships where conflict is appropriately managed	A decrease over five years from the 2008-2009 baseline in related staff grievances. An increase over five years in positive responses from staff in surveys	Staff grievances were reduced over the last three years ¹⁷ . Positive responses from staff surveys increased over five years.
Public resources are well managed through effective internal controls and timely monitoring	Financial discrepancies, if any, raised on time and resolved immediately	In the context of the implementation of the Policy on Internal Controls, an assessment was performed in 2009-2010 for the "Salaries, Travel and Allowance" for doubtful accounts processes and no significant issues were identified. In addition, financial reports were tabled on a regular basis at the Executive Committee for decision making purposes.
Effective outreach to community partners and information services to victims	Increase in satisfaction ratings over five years from the 2008-2009 baseline	Satisfaction ratings related to outreach activities increased over the last five years.
Recruitment and retention strategies for health care professionals, trades and other occupational groups with low workforce availability	Reduction in vacancies from the 2008-2009 baseline within CSC health care professionals, trades and other occupational groups	Vacancies within CSC health care professionals, and other occupational groups were reduced.
A Common Human Resources Business Process is implemented in	Reduction in timeframes for staffing processes from the 2008-2009 baseline	Timeframes for staffing processes were reduced.

¹⁷ Statistics to accurately measure this indicator are available for the last three years.



conjunction with the Office of the Chief Human Resources Officer		
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In the past, CSC has used *offender flow-through*¹⁸ as the basis for calculating rates for outcome performance indicators in the Departmental Performance Report.

Due to the limitations of using flow-through in rate calculations, CSC will be adopting a more comprehensive method of rate calculation based on *Incidence Rate*¹⁹.

The new method uses Offender Person Years (or total offender “risk days”) as opposed to offender flow-through counts, and represents a more accurate, reliable and complete rate calculation method.²⁰ The shift to incidence rate will enable performance comparisons over different periods of time (previously unattainable) and provide for increased validity or “frequency” of the events being measured.

The reporting format will consist of a “Rate per 100 Offender Person Years” where the incidence rate is multiplied by 100 to provide for relative context in relation to offender populations.

CSC will be implementing the new rate calculation method immediately, starting with the 2010-2011 reporting cycle.

¹⁸ Flow-through refers to the number of unique offenders who were at a specific location during a period of time (e.g. month, year). For any given time period, the flowthrough is made up of two components: (a) stock, the number of offenders who were at the location when the interval started, and (b) intake, the number of new offenders who were introduced to the location during the period (i.e. admissions, transfers, releases). A property of flow-through is that as the length of a time increases, the more it is comprised of ‘intake’ versus ‘stock’. Conversely, a shorter time period is influenced more by the stock versus intake. For this reason, a flow-through based on one time interval is not comparable (or proportional) to a flow-through based on another time interval. For example, a proportion that uses monthly flow-through as the denominator is not comparable (or proportional) to a proportion that is based on yearly flow-through.

¹⁹ Incidence rate (or cumulative incidence) is the number of events per population in a given time period as a proportion of a specific population at risk. When the denominator is the sum of the person-time of the ‘at risk’ population, it is also known as Incidence Density or Person-Time incidence rate. Using person-time accounts for situations where the amount of observation time differs among people or when the population at risk varies with time. Use of this measure ensures that the incidence rate is constant over different periods of time. The numerator does not change, however the denominator becomes the sum of each individual's time at risk (or the sum of the time that each person remained under observation) and is therefore a more precise estimate of the rate of occurrence for variable period reporting.

²⁰ Incidence Rate = Number of events during a given period / total person-time of observation.



Performance Summary

Program Activity	\$ million					Alignment to Government of Canada Outcomes
	2008-2009 Actual spending	2009-2010 Main Estimates	2009-2010 Planned Spending	2009-2010 Total Authorities	2009-2010 Actual Spending ²¹	
Custody	1,571.81	1,494.39	1,651.60	1,571.39	1,379.57	Safe and secure Communities
Correctional Interventions	519.34	382.89	414.30	417.05	416.65	Safe and secure Communities
Community Supervision	131.65	105.00	109.80	109.73	100.26	Safe and secure Communities
CORCAN	8.50	0.00	0.00	9.70	-0.35	Safe and secure Communities
Internal Services²²	N/A	222.24	240.30	271.37	368.97	
Total	2,231.30	2,204.52	2,416.00	2,379.24	2,265.10	

Commencing in the 2009-10 Estimates cycle, the resources for Program Activity: Internal Service is displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by Program Activity between fiscal years.

1.6 Contribution of Priorities to Strategic Outcome

On an average day in fiscal year 2009-2010, CSC was responsible for 13,500 federally incarcerated offenders and 8,700 offenders in the community. Including all admissions and releases in the year, CSC managed 19,968 incarcerated offenders and 16,702 supervised offenders in the community.

²¹ The variance between total authorities and actual spending is mainly due to the re-profile of resources into future years, resources frozen by Treasury Board for the Employee Benefit Plan contribution, the funding to implement the measures related to the new Mandatory Minimum penalties for Serious Drug Offences, Operating and Capital budget Carry Forward and CORCAN's revolving fund.

²² 2008-2009 Actual Spending for Internal Services: Based on 2008-2009 Main Estimates, Internal Services costs were reallocated to the Custody, Correctional Intervention and Community Supervision program activities.



Five over-arching priorities advance CSC’s Strategic Outcome and their contributions are described in the following pages. Transformation Agenda themes, in response to recommendations in the report of the CSC Review Panel, have been integrated into CSC’s regular operational plans. The integration of the Transformation Agenda initiatives plays a key role in CSC’s long-term vision to be both a world-recognized leader in corrections and an employer of choice.

In addition, CSC redesigned a number of business planning and reporting initiatives to assist managers at all levels in the organization to understand and monitor progress on commitments. Enhancements were made to the Performance Management Framework, the Strategic Toolkit and the Progress Reports which provide a status for each plan and mitigation strategy, including the budget. To further complement CSC’s strategic priorities, a set of 12 business directions was identified to further contextualize plans and initiatives.

The following table describes key business directions and their links to CSC’s Program Activities and Corporate Priorities.

Program Activities	Corporate Priorities	Key Business Directions
Custody Correctional Interventions Community Supervision	1. Safe transition of eligible offenders into the community.	1. Improve employment and employability of offenders. 2. Enhance correctional interventions. 3. Strengthen community corrections.
Custody	2. Safety and security for staff and offenders in our institutions.	4. Eliminate drugs and improve safety and security of operational sites. 5. Enhance offender accountability.
Custody Correctional Interventions Community Supervision	3. Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders.	6. Increase capacity to address the needs of First Nations, Métis, and Inuit Offenders.
Custody Correctional Interventions Community Supervision	4. Improved capacities to address mental health needs of offenders.	7. Increase capacity to address the mental health needs of offenders.
Internal Services	5. Strengthened management practices.	8. Support the regional Transformation Agenda. 9. Enhance Internal Services. 10. Strengthen human resource capacities in all areas. 11. Enhance relationships with partners. 12. Review infrastructure and accommodation strategies.



Operational Priority 1: Safe Transition of Eligible Offenders into the Community
<i>As stated in the 2009-2010 Report on Plans and Priorities, CSC's ultimate goal is to enhance public safety through reduced re-offending. In this regard, CSC will continue to develop and implement integrated strategies that focus on providing interventions, correctional programs and effective supervision, as well as improved monitoring of the offenders' progress. A key focus will be streamlining case management processes to better assess the potential of offenders to re-offend violently, designing tools and integrating program interventions to better identify and address those factors earlier and, where serious problems persist, providing sound control mechanisms.</i>
Type
Ongoing
Status
<p>CSC <i>mostly met</i> its commitments in relation to this priority in 2009-2010. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.</p> <p>In order to appropriately advance community corrections within CSC, a Community Reintegration Branch was created to provide appropriate support to regions and districts in order to ensure the safe transition of offenders into the community.</p> <p>CSC developed a framework for monitoring the community population that matches the provision of programs, services and accommodation options to offender risks and needs. As well, training designed to enhance Parole Officers' understanding of risk assessment was delivered. Finally, improved monitoring of offenders was achieved through the implementation of initiatives focused on managing higher risk offenders, offenders with residency conditions and testing the use of electronic monitoring of offenders.</p> <p>The offender's Correctional Plan, based on the Intake Assessment, now focuses on integrating the principal plan, the Aboriginal Healing Plan, mental health interventions and the Community Strategy (Release Plan)²³, when and where applicable. Content of the plan and status reports better reflect the offender's motivation and capacity to change. In addition, there is renewed focus on strengthened communication between the community and institutions in order to ensure the development of a Correctional Plan that focuses on workable options for community release.</p>

²³ The Plan includes information on community release details such as proposed destination, type of release (unescorted temporary absence, day/full parole, statutory release, Section 84 parole release to an Aboriginal community); offender's financial situation; outstanding risk factors; victim considerations, and specific actions that will be taken by the offender to achieve the objectives of the Correctional Plan in the community.



Offenders who participate in programs have reduced rates of reoffending²⁴. Therefore, in 2009-2010, CSC continued to maximize program capacity to ensure that offenders have access to the programs they need, as directed by their Correctional Plans. This included having programs at intake units so that offenders could begin working on changing their behaviour sooner in their sentence.

These programs are having an impact. Offenders who participated in Violence Prevention Programs were 41 percent less likely to return to custody for a new offence, and 52 percent less likely to be readmitted with a new violent offence. In terms of CSC's ability to prevent future conjugal violence, offenders who participated in the moderate-intensity Family Violence Prevention Program were 36 percent less likely to be readmitted for a new offence and 57 percent less likely to be readmitted for a new violent offence.

Among offenders with substance abuse issues, those who participated in the high-intensity National Substance Abuse Program were 45 percent less likely to return to custody with a new offence and 63 percent less likely to return with a new violent offence.

An examination of outcomes for sex offenders with non-child victims revealed participation in the high-intensity sex offender program to be associated with reduced levels of general readmission (25 percent), and readmission with a new sex offence (71 percent). Outcomes for sex offenders with child victims who participated in the same program also reveal considerable reduction in readmission levels for both general offences (54 percent) and sex offences (50 percent).

Research²⁵ indicates that non-Aboriginal offenders who participate in the Community Maintenance Program are 29 percent less likely to be readmitted after release for any reason, including technical revocation; 40 percent less likely to return to custody for a new offence; and 56 percent less likely to be readmitted for a new violent offence. As part of CSC's Transformation Agenda, funding for the Community Maintenance Program increased, and enrolments in the Community Maintenance Program increased by 78 percent in 2008-2009 from 1,085 to 1,931²⁶.

A Community Corrections Strategy, in concert with partners, was initiated in 2009-2010 to enhance partnerships with internal and external partners. The strategy will include a community accommodations component which is designed to enhance the planning and availability of services and residential options for offenders in the community. The strategy will be completed in the latter part of 2011.

CSC completed an Electronic Monitoring Pilot Project, which provided important

²⁴ Evaluation Report: Correctional Service Canada's Correctional Programs. Evaluation Branch, Performance Assurance Sector, CSC, January 2009.

²⁵ CSC Evaluation Report: Correctional Service Canada's Correctional Programs, January 2009. A matched comparison was used for this study.

²⁶ CSC Report: Transforming Community Corrections, March 2010.



information to CSC on the use of the technology and the capacity to use electronic monitoring for supervision. The learning CSC has garnered through this pilot project will help prepare for any broader implementation that may occur.

CSC's Institutional and Community Mental Health Initiatives have improved CSC's capacity to identify and initiate plans to address the mental health needs of offenders. The Institutional Mental Health Initiative provides, within the regular institutional setting, coordinated, comprehensive mental health care that addresses the varied mental health needs of offenders, maximizes well being and promotes effective reintegration. The Community Mental Health Initiative provides continuity of care for offenders with serious mental disorders throughout their transition from institutions into the community by strengthening the continuum of specialized mental health care and providing stable support during their reintegration.

CSC advanced the establishment of an employment continuum that ranges from intake assessment to program assignment and skills building both in institutions and the community. The continuum begins with the identification of employment needs of offenders during the intake assessment process, followed by a specialized vocational assessment. This is followed by appropriate assignments from the Correctional Intervention Board to address identified needs and provide offenders with an institutional job placement, training and experiential learning. The primary objective of CSC's vocational programming is to provide labour-related training opportunities that will enhance the job readiness of offenders so that when they are released into their communities, they are better able to find and retain employment.

CSC has also made progress in the area of restorative justice. The program "Restorative Opportunities" provides victim-offender mediation services and is experiencing a consistent increase in referrals year after year. Restorative Opportunities mediators continually work towards building community partnerships in order to support the needs of offenders, victims and community members impacted by crime.

Linkages to Strategic Outcome

Strategic Outcome: The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.

Program Activity:

- Custody
- Correctional Interventions
- Community Supervision

CSC continued strengthening community corrections.

Providing programs at intake units where the needs of offenders are assessed and their Correctional Plans are developed contributes to public safety by enabling offenders to start rehabilitation sooner in their sentences.



The Community Maintenance Program provides offenders with enhanced supervision services and tools to maintain the progress they made while in the institution, thereby reducing the risk to re-offend.

A community strategy that maximizes partnerships fosters public safety because it broadens the network of monitoring and assistance to offenders in the community. It also expands the availability of community resources and accommodation options. This encourages prompter intervention when problems begin to materialize.

Focusing on the special needs of offenders in the community, such as accommodation and employment, contributes to public safety by enabling offenders to become law-abiding citizens.



Operational Priority 2: Safety and Security of Staff and Offenders in our Institutions
<p>As stated in the 2009-2010 Report on Plans and Priorities, <i>for further improvement of safety and security, CSC will focus on ways to eliminate the entry, trafficking and demand for drugs in its institutions. CSC will enhance its Security Intelligence capacity and will continue to work closely with local police forces and Crown prosecutors to develop a more proactive approach for dealing with cases where drugs are seized. In addition CSC will enhance static and dynamic security practices in an effort to reduce assaults and injuries to staff and offenders.</i></p>
Type
Ongoing
Status
<p>CSC has <i>mostly met</i> its commitments in relation to this priority in 2009-2010. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.</p> <p>An integrated approach was taken to develop and implement safety and security measures, including new standards and training for Correctional Officers, an updated search policy for visitors and staff, enhanced training for Correctional Managers, a new national visitor data base, a Population Management Strategy for offenders, and new public communications instruments.</p> <p>A mandatory training program on Interviewing Techniques was developed and delivered to all Correctional Managers that enables them to complete more comprehensive Threat Risk Assessments and to determine the appropriate security measures for intervening with persons who may be carrying illicit drugs. This course has been integrated into the mandatory training for all new Correctional Managers.</p> <p>The average number of training days per Correctional Officer has increased from 7.6 in 2007-2008 to 7.9 in 2009-2010. During the 2009-2010 fiscal year, CSC's Regional Staff Colleges delivered 53 Correctional Training Programs and 1009 new Correctional Officers graduated. This is almost double the number of graduates from the previous year (658). A new version of the Correctional Training Program was implemented in all regions in 2009-2010 to ensure that new Correctional Officers are better equipped to contribute to overall institutional safety. CSC is in the process of conducting a formal evaluation of this training program.</p> <p>Gang awareness training allows officers to be better prepared to manage gangs in federal institutions, and has now become a key component of Correctional Officer training. It is</p>



available on-line and in fiscal year 2009-2010, gang awareness training was completed by 3,201 staff in 5,598.8 hours of training. As well, Mental Health Awareness training helps increase institutional staff's understanding of various mental health issues and their individual role(s) in interacting with and assisting offenders with mental disorders. In 2009-2010 this training was provided to 1,097 staff.

There was also new training provided to Correctional Officers to facilitate the change from the .38 special revolver to a more modern 9mm pistol to ensure all Correctional Officers were properly trained and fully qualified.

CSC met its target of hiring 24 additional Security Intelligence Officers. Additionally, CSC hired 11 new Security Intelligence Analysts. To enhance security intelligence capacity, CSC intelligence staff are also now located in key external agencies such as the Criminal Intelligence Service of Canada and the Integrated Threat Assessment Centre, as well as in parole districts.

Integrating security intelligence with enhanced search procedures has proven to be a key component in the elimination of drugs and complements the piloting of more advanced technology, greater management presence, more stringent search standards, training, and deployment rosters for principal entrances. A database, along with the introduction of mandatory scheduling of visits to offenders, has allowed CSC's Security Intelligence Officers and principal entrance staff to be both proactive and more strategic in searching visitors who are suspected of carrying illicit drugs.

All regions have established collaborative relationships with local, provincial and federal justice partners both at the management and operational levels. CSC personnel participate in law enforcement and intelligence forums (such as the Criminal Intelligence Service Provincial Bureau meetings) concerning security threat groups and criminal activity, including illegal drug trafficking and organized crime. Individual cases are discussed to ensure that detection and interdiction efforts are coordinated, ultimately to enhance the potential for successful prosecution of illegal activities involving offenders. CSC has also engaged Crown Prosecutors and Judges through workshops and awareness sessions, including sessions delivered through the National Judicial Institute.

Amendments to the *Controlled Drugs and Substances Act* were introduced through Bill C-15 in 2009 and reintroduced in Bill S-10 on May 5, 2010. They include a new provision providing for a minimum term of imprisonment of two years for substances included in Schedule I or II in circumstances where the person committed the offence in a prison, as defined in Section 2 of the *Criminal Code*, or on its grounds.

CSC identified and acted on a requirement to enhance electronics, security measures and equipment as part of its commitment to maintain the security and safety of its institutions and Community Parole Officers. As part of this initiative, CSC focused on:

- technology at the principle entrances;
- equipment for Correctional Officers and electronics for Community Parole Officers in support of the Community Staff Safety Program;
- support for drug-detector dog teams; and



- introduction of associated security equipment, electronics and measures to support safety and security initiatives in CSC's institutions.

Specific initiatives included the purchase of advanced cellular telephone detection and interception systems; replacement/addition of x-ray baggage scanners and metal detectors, procurement of thermal imaging goggles for perimeter surveillance, the purchase/modernization of ion scan drug detector units, replacement of older weapons with more modern firearms, expanding access to stab-resistant vests, expanding the use of cellular/wireless detection systems, and the national implementation of standardized inmate containment inserts in security vehicles. CSC also developed new communication instruments to warn the public about the impacts and penalties of introducing drugs into institutions.

Search procedures being introduced at principal entrances integrated updated electronic screening technologies, drug detector teams, and security intelligence information so as to mitigate risks associated with the possibility of drugs entering into institutions.

CSC posted additional Correctional Officers to towers while offenders are in yards to further prevent "throw-overs" of drugs into institutional perimeters.

Fifteen drug-detector dog teams were added in 2009-2010, bringing the total to 74, to enhance coverage at maximum security institutions in the Prairie and Quebec Regions and at nine medium security institutions across the country. As well, additional vehicles for the implementation of the drug-detector dog team program were provided in 2009-2010.

The total number of drug-related seizures is up from 1,398 in 2008-2009 to 1,791 in 2009-2010 and this increase can be attributed largely to the new initiatives CSC implemented in the last year to better detect drugs in institutions.

The percentage of offenders testing positive during random urinalysis remained constant, at 8.02 percent (500) in 2009-2010 and 8.00 percent (511) in 2008-2009. The percentage of refusals for urinalysis testing decreased to 8.61 percent (587) in 2009-2010 from 10.47 percent (747) in 2008-2009.

CSC continued efforts to reduce assaults and injuries. Despite efforts, however, the rate of assaults on staff by inmates increased to 2.10 (275) in 2009-2010 from 2.00 (265) in 2008-2009. As well, the number of assaults on inmates by other inmates remained the same at 559, while the rate, related to a change in the population number, increased slightly from 4.22 in 2008-2009 to 4.28 in 2009-2010. On a more positive note, there were fewer injuries to inmates resulting from assaults in fiscal 2009-2010 when compared to five years ago, and both rates are lower year-over-year from 2008-2009 to 2009-2010. Injuries to staff caused by inmates also decreased, both in comparison with five years ago (3.94 in 2005-2006 versus 3.80 in 2009-2010), and year-over-year (3.94 in 2008-2009).



Despite best efforts to maintain offender safety and well-being, deaths in custody do occur. Any time an offender dies while in CSC's custody, CSC conducts an investigation to help prevent and reduce the occurrence of similar incidents in the future. CSC also develops and implements action plans, identifies significant findings and shares these with pertinent staff.

During the past five years, CSC has taken steps to reduce deaths in custody and emphasis has been placed on dynamic security practices based on ongoing observation and interaction with offenders to prevent security incidents from happening and, if they do occur, to address them quickly and effectively. CSC remains committed to identifying and implementing appropriate and effective measures that will help prevent non-natural deaths in custody, including improvements to administrative segregation, institutional transfers, security practices, provision of mental health services, infrastructure deficiencies, as well as training, staffing, and managerial accountabilities.

Linkages to Strategic Outcome

Strategic Outcome: The custody, correctional interventions, and supervision of offenders in communities and institutions, contributes to public safety.

Program Activity:

- Custody

Eliminating drugs from institutions contributes directly to the safety of staff, visitors, and offenders. It also contributes to public safety in important ways.

- Offenders under the influence of substances are less able to concentrate on their Correctional Plans and programs. Inmates who do not overcome addiction or substance abuse are less likely to remain drug free on release.
- More sophisticated intelligence gathering and interaction with police partners contributes to a reduction in drug activity in the community by organized crime, thereby helping to make communities safer.



**Operational Priority 3:
Enhance Capacities to Provide Effective Interventions for First Nations, Métis and Inuit
Offenders**

As stated in the 2009-2010 Report on Plans and Priorities, *CSC continues to improve its capacity to provide Aboriginal-specific interventions. To support Aboriginal offenders to succeed at rates comparable to non-Aboriginal offenders, CSC will further enhance its capacity to provide effective interventions for First Nations, Métis, and Inuit offenders and strive to achieve correctional results comparable to non-Aboriginal offenders. CSC will also work horizontally with other government departments to address the challenges that contribute to the disproportionate representation of Aboriginal peoples in the criminal justice system.*

Type

Ongoing

Status

CSC has *mostly met* its commitments related to this priority in 2009-2010. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

In the 2009-2010 fiscal year CSC continued to enhance its capacity to provide effective interventions for First Nations, Métis and Inuit offenders in order to achieve correctional results comparable to non-Aboriginal offenders.

While Aboriginal people comprise 3.8 percent²⁷ of the adult Canadian population, as of April 25, 2010, 17.9 percent of offenders serving federal sentences (20.6 percent of incarcerated offenders and 13.7 percent of offenders on conditional release) are of First Nations, Métis, and Inuit ancestry. Policies and guidelines for Aboriginal corrections were enhanced. Areas of significant improvement include the development of strengthened guidelines for the management of agreements with Aboriginal communities pursuant to Section 81 of the *Corrections and Conditional Release Act*, processes related to the release of offenders pursuant to Section 84 of the *Act*, and expansion of the Pathways²⁸ initiative.

Strategic Review Reinvestment has allowed CSC to expand the number of Pathways units with up to an additional 17 to be fully implemented by the end of fiscal year 2011-2012. The number of offenders residing in Pathways units increased from 704 in 2008-2009 to 715 in 2009-2010, and that

²⁷ Source: Statistics Canada. *Aboriginal Peoples in Canada in 2006: Inuit, Metis and First Nations, 2006 Census*. Ottawa, Statistics Canada, 2008 (Cat. No. 97-558-XIE).

²⁸ Pathways units provide a traditional environment in CSC institutions for Aboriginal offenders dedicated to following a traditional healing path within their correctional plan. Offenders residing in Pathways units had a significantly lower rate of reoffending after release (17 percent compared to 35 percent for Aboriginal offenders who have not resided on those units). These units are also proving to be safer environments for CSC staff and for Aboriginal offenders, with lower rates of violent incidents and detected drug use.



number is expected to rise as more spaces become available. Reinvestment of existing resources has also allowed for expansion of Aboriginal Community Liaison Officer services. Funding was approved for an additional five officers, and they will be hired in 2010-2011.

Significant investments were made as a result of CSC's Strategic Review to enhance interventions for First Nations, Métis, and Inuit offenders related to increased delivery of Aboriginal Correctional Programs. Phased in over a three-year period commencing in 2009-2010 and sustained thereafter, this strategic reinvestment will see more than an additional \$5.1M committed to Aboriginal Correctional Programs.

As a result, CSC's Performance Measures of increased program enrolments, increased recruitment of Aboriginal program facilitators, managers, and Elders, and increased program facilitator training surpassed all projections for the 2009-2010 fiscal year. Specifically, as can be seen in the table below, program enrolments saw an overall 28 percent increase.

Total number of Aboriginal Program enrolments				
	2008-2009	2009-2010	Total	% Change
First Nation	333	441	774	32%
Inuit	24	30	54	25%
Metis	89	98	187	10%
Total	446	569	1015	28%

Additional program facilitators, Elders and Program Managers were hired, and 124 Program Officers were trained in Aboriginal Program delivery for programs such as *Basic Healing*, more than doubling the 60 trained last year.

CSC continues to engage its partners through the National Aboriginal Advisory Committee, the National Elders Working Group, as well as its community partners included in both CSC and Section 81 Healing Lodges. CSC has also worked with other external partners including Human Resources and Skills Development Canada, Indian and Northern Affairs Canada and the Federal/Provincial/Territorial Heads of Corrections sub-Committee on Northern Corrections in order to increase Aboriginal offenders' access to housing, employment and substance abuse services after release from an institution. These endeavors have resulted in a homelessness pilot project in Winnipeg and a housing construction partnership in Saskatchewan, to name two examples. A Northern Corrections Framework was developed for consultation with Inuit, Territorial and Provincial partners in order to finalize a strategy in 2010-2011.

CSC Healing Lodges received additional funding as a result of the Healing Lodge Resource Review in order to enhance services for Aboriginal offenders. Bed utilization rates for Healing Lodges continue to average above 80 percent with the exception of one facility where the region has implemented an action plan to improve rates.

The gap between Aboriginal and non-Aboriginal offenders convicted of violent or non-violent offences within two years of the end of their sentence narrowed. In 2006-2007 the gap was 2.8 percent and in 2007-2008 it was 1.9 percent. The percentage of Aboriginal offenders returned to federal custody decreased from 12.7 percent in 2006-2007 to 12.3 percent in 2007-2008 while the



percentage of non-Aboriginal offenders increased, from 9.8 percent in 2006-2007 to 10.4 percent in 2007-2008. The gap between Aboriginal and non-Aboriginal federal offenders convicted of violent or non-violent offences within five years of the end of their sentence widened. The percentage of reconvicted Aboriginal offenders increased to 28 percent in 2004-2005 compared to 25.1 percent in 2003-2004 while there was a minimal increase in the percentage of reconvicted non-Aboriginal offenders, from 17.7 percent in 2003-2004 to 18 percent in 2004-2005.

Significant improvement in the percentage of Aboriginal offenders convicted of offences while under conditional release supervision is noted from last year's results, with the current rate reduced by 2.9 percent as compared to a reduction of only 0.9 percent for non-Aboriginal offenders.

Finally, enhanced monitoring and reporting was instituted in order to better measure the correctional gap between Aboriginal and non-Aboriginal offenders. The Aboriginal Corrections Accountability Framework and the template for Results Reporting and Monitoring that were approved and implemented set targets for further reducing this correctional gap.

Linkages to Strategic Outcome

Strategic Outcome: The custody, correctional interventions, and supervision of offenders in communities and institutions, contributes to public safety.

Program Activity:

- Custody
- Correctional Interventions
- Community Supervision

Providing effective and targeted interventions to First Nations, Métis, and Inuit offenders promotes achieving correctional results for these individuals and contributes to public safety.



Operational Priority 4: Improved capacities to address mental health needs of offenders
As stated in the 2009-2010 Report on Plans and Priorities, <i>over the last few years, CSC has witnessed an increase in the proportion of offenders diagnosed with mental health problems at admission to CSC. To respond to this trend, CSC will continue to focus on improving its capacity to assess and address the mental health needs of offenders in order to improve their correctional results and respond to offenders' increasingly broad and multi-dimensional mental health needs. In particular the focus will be on strengthening a continuum of intervention from the time of admission to the end of the offender's sentence.</i>
Type
Ongoing
Status
<p>CSC met all its commitments in relation to this priority in 2009-2010. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.</p> <p>With the ongoing progress towards full implementation of its Mental Health Strategy, CSC continues to improve its capacity to assess and address the mental health needs of offenders. An improved continuum of mental health care has been achieved through the full implementation of computerized mental health screening at intake, hiring of mental health care professionals to provide primary care in institutions, and the provision of clinical discharge planning and community mental health specialist services. CSC has also continued to actively pursue funding for intermediate mental health care units to address the needs of offenders who are unable to cope in regular institutional settings, but whose mental health problems are not so severe as to require care in a psychiatric facility (i.e. Regional Treatment Centre).</p> <p>The vacancy rate for front-line mental health professionals who provide health assessments, primary care and discharge planning in institutions was reduced from approximately 29 percent to 9 percent.</p> <p>The Computerized Mental Health Intake Screening System was introduced in all 16 CSC intake assessment sites. During the 2009-2010 fiscal year, approximately 3,400 offenders were screened at intake for symptoms that may indicate mental health concerns. Between November 2009 and March 2010, 1,030 offenders received mental health services in CSC institutions from a mental health care professional at six sites piloting a mental health services tracking database, which was fully implemented nationally as of April 1, 2010²⁹.</p>

²⁹ A mental health services tracking database is being implemented to measure both the demand for mental health services and the types of services. In 2009-2010 the database was gradually implemented at pilot sites, with data from



In an effort to increase awareness of mental health issues among correctional staff, 1,097 institutional staff received two-day mental health awareness training in fiscal year 2009-2010, including approximately 900 Correctional Officers.

To support offenders upon release, Community Mental Health Initiative staff provided services to approximately 1,048 offenders. They also engaged in community capacity building activities in an effort to build and sustain partnerships and relationships. These included promoting the development of new and additional services; encouraging communities and organizations to be responsive to identified needs; coordinating and working with various organizations to combat relevant social issues; and consideration of the needs of offenders with mental disorders. During the 2009-2010 fiscal year, they had contact with 1,777 individuals and agencies. They also provided mental health training to 274 CSC front-line staff in the community, which includes the following training sessions: two-day mental health awareness training, Fetal Alcohol Spectrum Disorder (FASD) and Effective Intervention Strategies.

Finally, CSC focused on improved practices to manage the mental health needs of offenders. For example, CSC has taken steps to reduce deaths in custody and emphasis has been placed on dynamic security practices. CSC has focused on approaches based on ongoing observation and interaction with offenders to prevent security incidents from happening, and if they do occur, to address them in an effective and expeditious manner. CSC has also collaborated with its federal, provincial, territorial and community partners - including the Mental Health Commission of Canada - to ensure that best practices are followed. CSC will continue to work with this group towards the long-term development of a Pan-Canadian Correctional Mental Health Strategy.

Linkages to Strategic Outcome

Strategic Outcome: The custody, correctional interventions, and supervision of offenders in communities and institutions, contributes to public safety.

Program Activity:

- Custody
- Correctional Interventions
- Community Supervision

Results from a recent evaluation of the Community Mental Health Initiative reported that the risk of suspension and revocation for offenders receiving community mental health services was 34 percent and 59 percent lower, respectively, than for a comparison group. The Community Mental Health Initiative enhances public safety and supports the transformation of the correctional system by promoting the principles of offender accountability, partnerships and continuity of care.

all 57 institutions to be available in 2010-2011. The figure presented above includes only mental health services that are treatment focused (e.g. assessment, counselling, etc.), and excludes the provision of mental health or psychological services for operational purposes (e.g. risk assessments, assessments for family visits, mental health reviews for segregation, etc.).



Operational Priority 5: Strengthening Management Practices
<p>As committed in the 2009-2010 Report on Plans and Priorities, <i>CSC focused on improving the way it delivers on its operational priorities, and more generally, on all aspects of its mandate. To do this, CSC promoted Values and Ethics, improved its Internal Communications, strengthened its human resources management including renewal as well as improved its internal monitoring of results and performance against plans, priorities and financial accountabilities. CSC also strengthened its capacity to assess and analyze opportunities to identify economies and efficiencies in its operations. A thread that weaves through all of these efforts is the need to build effective relationships internally, with partners, and with communities.</i></p>
Type
Ongoing
Status
<p>CSC <i>mostly met</i> its commitments in relation to this priority in 2009-2010. All results reported in this Departmental Performance Report are from the first year of CSC’s five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.</p> <p>Following the introduction of the risk-based assessment process in the Management Accountability Framework Round VII (2009-2010) CSC was assessed on 13 Areas of Management. The results were generally positive with four “Strong” ratings, eight “Acceptable” ratings, and one “Opportunity for Improvement” rating. Ratings in the assessed areas were unchanged, with the following exceptions:</p> <ul style="list-style-type: none"> ▪ <i>Values-based Leadership and Organizational Culture</i> which decreased from acceptable to opportunity for improvement; ▪ <i>Evaluation</i> which decreased from strong to acceptable; and ▪ <i>Excellence in People Management</i> which, as a newly composite area of management, could not be accurately compared with the previous assessment. The Round VII rating was acceptable. <p>CSC compared favourably with other government departments in general, scoring above the government average in six areas of management, equal to the average in six and below average in only one area.</p> <p>While the number of harassment complaints was identified as a weakness for CSC in this year’s Management Accountability Framework assessment, the assessment itself was based on the 2008 Public Service Employee Survey, and so the data used were old. As well, it did not take into account the significant number of harassment complaints in which the perpetrator was an inmate. In fact, the proportion of founded harassment</p>



complaints has declined since last fiscal year (11.8 percent founded in 2008-2009 versus 5.8 percent in 2009-2010). Efforts continue to ensure that all staff (managers and non-management staff) receive the mandatory National Training Standard Anti-Harassment training. In 2009-2010, close to 80 percent of managers and 61 percent of employees were trained. In addition, all Regions participated in the Conflict Management training offered.

To address workplace wellness issues, CSC created a Joint National Working Group of bargaining agents, employees and management, and has begun working with an award-winning wellness author and professor from *L'École nationale d'administration publique* (ENAP) to develop both a strategic and an implementation plan for an Integrated Wellness Approach for CSC. Phase I, developing the strategic plan and accompanying communications strategy, is expected to be finalized by the end of fiscal year 2010-2011 and is to include tangible deliverables that will increase workplace wellness for all employees of CSC.

A call letter was issued to managers and staff inviting input on how CSC can become an employer of choice. The results were compiled and analysed for trends and will contribute to deliberations leading to the development of the strategic plan for CSC's Integrated Wellness Approach.

CSC is one of the early implementers of the Government of Canada Common Human Resources Business Process that is designed to bring consistency to the delivery of effective and efficient human resources services while maximizing the use of existing and innovative methods and tools. CSC identified staffing, learning and development and position management as the first areas of focus. To ensure a successful implementation, CSC created working groups including human resources professionals, policy centres and managers. Recommendations proposed from the working groups include: clarifying roles and responsibilities of various actors throughout the staffing process, standardizing the business process by providing clear and consistent procedures and electronic forms, implementing a consistent means to track and measure progress during the staffing process, and providing the means to share and reuse existing tools and best practices. Implementation continues through fiscal year 2010-2011 with the development of the required tools and a communications strategy that will enable change management across the organization.

CSC also developed a noteworthy new tool, called the "Employment Equity Data Cube," that enables the organization to better plan, promote and track employment equity representation at entry, mid-career and at executive levels of the organization.

CSC adopted a new governance structure for Values and Ethics, the membership of which includes its most senior management. As part of a national multi-year work plan regional senior management focused in 2009-2010 on providing leadership and promoting Values and Ethics initiatives within the regions. As well, local ethics committees have been established at several sites in order to increase organizational capacity to identify and resolve ethical issues.



In 2009-2010, the Office of Values and Ethics successfully completed 49 one-day Ethics Workshops across the five regions with a total of 714 workshop participants, and the Office of Internal Disclosure was more visible as a result of its Director attending all Regional Management Committee Meetings and visiting several operational sites.

In addition to its focus on ethics, CSC also implemented strategies to support recruitment, professional development, succession planning, and informal conflict management.

The Information Management Branch undertook several initiatives to improve efficiency.

For example, to improve information technology planning and governance processes, the Information Management Branch implemented formalized integrated business and human resource planning, including a three year business plan. It established an Office of Project Management and developed and implemented a governance model to provide strategic direction in investment decisions based on the Val-Information Technology framework. Additionally, a service-based business model in support of the development of a service catalogue and service level agreements was created.

With respect to development/operational processes, the Information Management Branch finalized the System Development Life Cycle model and conducted an initial functional review of all areas within Application Services and Infrastructure Services and Operations. As well, it reduced the number of corporate applications by 50 percent and implemented application lifecycle procedures to ensure a healthy balance between cost and value. It also implemented the National Service Desk and converted a proportion of the contracting workforce to full-time equivalents in order to reduce costs and improve stability.

Consistent with the direction set by the Internal Services Finance Group, the Information Management Branch revamped the coding structure to improve financial analysis and reporting, visibility and transparency. The Branch provided delegation of authority training to budget managers and delegated budgets to the manager level to reinforce stewardship and accountability. It implemented monthly forecasting processes and benchmarked costing for key cost drivers. Finally, it commenced the consolidation of procurement demand and developed and implemented activity-based reporting.

Linkages to Strategic Outcome

Strategic Outcome: The custody, correctional interventions, and supervision of offenders in communities and institutions, contributes to public safety.

Program Activity:

- Internal Services

CSC contributed to its public safety commitments by improving the management of its activities both generally (Management Accountability Framework) and specifically in areas that make for an efficient, effective and productive workplace.



Enhancements in the area of Values and Ethics also contribute to a respectful workplace.

1.7 Risk Analysis

During fiscal year 2009-2010, CSC continued to face significant challenges in mitigating various risks that impact on delivering effective correctional services which lead to public safety results for Canadians.

The offender population profile continues to be complex and challenging. A larger portion of offenders who are sentenced to federal custody have more serious criminal histories, are more likely to be associated with gangs and have higher rates of mental health issues.

CSC's Corporate Risk Profile identified a number of risks and mitigation strategies in the areas of:

- sustaining an ageing physical infrastructure;
- addressing potential pandemic readiness;
- reducing re-offending and violence;
- implementing Strategic Human Resource Management and Deployment;
- responding to offender physical and mental health issues;
- creating the capacity to meet the needs of Aboriginal Offenders;
- effectively managing financial and technological resources;
- building and sustaining partnerships and relationships; and
- fostering a responsive and more adaptive organization.

To manage the risks it faced in 2009-2010 and to support executive decision-making, CSC's Executive Committee reviewed progress achieved against its Corporate Risk Profile and identified mitigation strategies.

A broader source of risk for CSC was born out of the recent economic climate. Collectively, the Federal Government deficit, downturn in the economy, limited affordable housing, and rising unemployment rates influenced the safe transition of eligible offenders to the community. To lessen the impact of the worsening economic climate, progress was achieved with respect to offender employment and employability through the development of the National Employment Strategy for Aboriginal Offenders.

Like many government departments, CSC continued to face risks posed by both retirement of many experienced staff and strong competition in the labour market to attract diverse professionals and skilled workers. Attracting and retaining a skilled workforce that is able to succeed in a difficult working environment continued to be a challenge in 2009-2010. CSC managed these risks through its Strategic Plan for Human Resource Management. The organization continued to place emphasis on recruitment and retention strategies for health care professionals, trades, and other occupational groups. This focus included pursuing strategies to improve the recruitment and



development of Aboriginal staff members and other employment equity groups in addition to new actions to improve workplace health and to nurture effective labour-management relationships (consistent with the *Public Service Modernization* and *Public Service Labour Relations Acts*). CSC continued to develop and implement both learning and development strategies for staff and approaches to establish interdisciplinary teams in order to support the diverse supervisory requirements specific to the work of Correctional Officers.

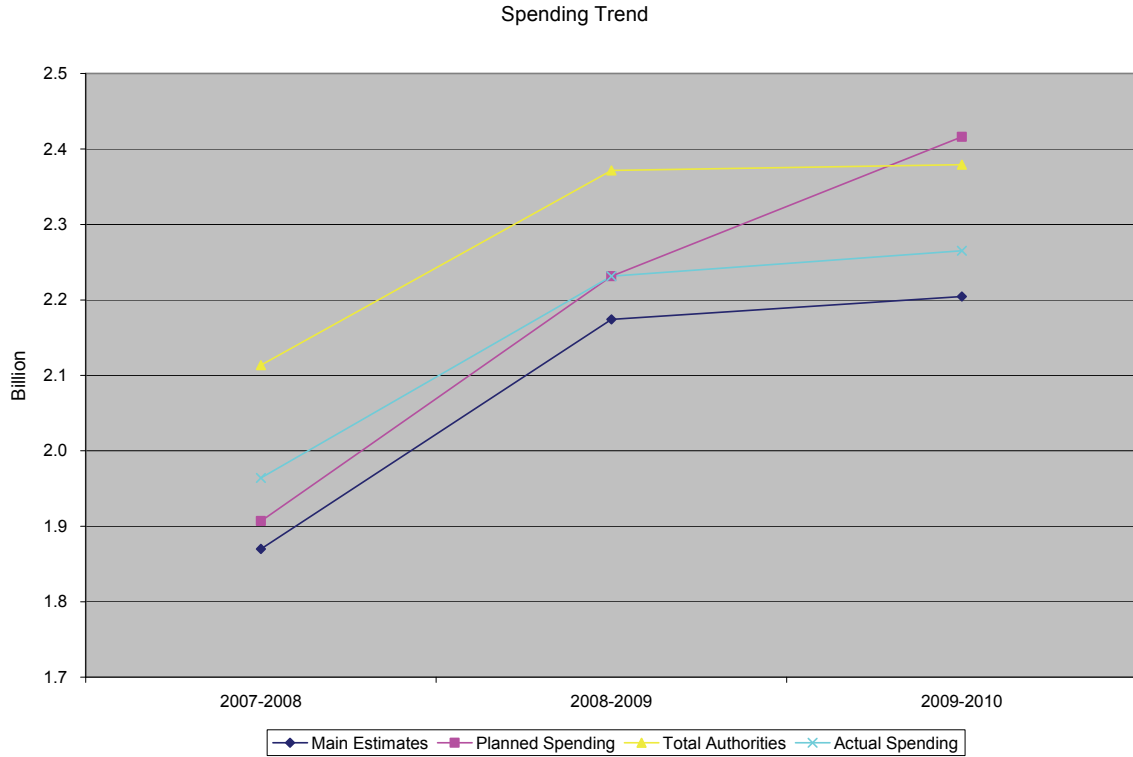
To further respond to the pressures of senior management succession planning in key areas of the organization, CSC has invested in existing human talent and building organizational capacity through a professional development and growth initiative called the Leadership Development Program. The Program responds to the changing demographics, projected labour shortages and cultural change of CSC's operations. As well, the Program contributes to achieving the renewal of the Public Service.

As a next step toward Integrated Risk Management, CSC has introduced a Functional Risk Profile that links corporate risks, legal risks, ethical risks, privacy risks and financial risks. Based on the Program Activity Architecture, it focuses on key risks that have implications at the operational and activity levels. It is a single alternative to five Regional Risk Profiles and multiple Sector Risk Profiles. The Functional Risk Profile is currently being finalized and, once implemented, will further position CSC as an integrated risk management organization that manages organizational and strategic risks proactively and continuously.



1.8 Expenditure Profile

The variance between total authorities and actual spending in 2009-2010 is principally related to the re-profile of resources into future years for the Health Information



Management Module and the Construction Portfolio, resources frozen by the Treasury Board for Mandatory Minimum Penalties, Operating Budget Carry Forward and Capital Carry Forward.

The overall increase seen in fiscal year 2008-2009 addresses challenges related to items such as ageing institutional facilities, maintenance of basic safety and security within institutions, meeting basic legal and policy program obligations, stabilizing CSC's operating and capital expenditures base, enhancing capacity as well as improving results in the areas of community program delivery and increasing control of its institutions.



Voted and Statutory Items (\$ million)

Vote # or Statutory item (S)	Truncated vote or Statutory Wording	2007-2008 Actual spending	2008-2009 Actual spending	2009-2010 Main estimates	2009-2010 Actual Spending
30	Operating expenditures	1,645.80	1,827.70	1,779.20	1,843.19
35	Capital Expenditures	140.60	198.00	230.80	200.36
(S)	Contributions to employee benefit plans	181.20	195.60	194.52	221.70
(S)	CORCAN Revolving Fund	-4.50	8.50	-	-0.35
(S)	Spending of proceeds from the disposal of surplus Crown assets	0.80	1.50	-	0.20
TOTAL		1,963.90	2,231.30	2,204.52	2,265.10

The variance between actual spending in 2009-2010 and 2008-2009 (1.5 percent) is mainly due to an increase related to the implementation of the transformation agenda.

The variance between actual spending in 2008-2009 and 2007-2008 is principally accounted for by inflation and the signing of renegotiated collective agreements.

Canada's Economic Action Plan

CSC is a participant in the horizontal initiative entitled Accelerated Federal Contaminated Sites Action Plan. In 2009-2010, under this plan CSC spent \$0.45M on two remediation projects in Ontario and one environmental site assessment in British Columbia.



SECTION 2: ANALYSIS OF PROGRAM ACTIVITIES

CSC has one Strategic Outcome:

The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.

2.1 Custody

This program activity ensures that offenders are provided with reasonable, safe, secure and humane custody while serving their sentence. Custody provides much of the day-to-day needs for offenders in custody including a wide range of activities that address health and safety issues as well as basics such as food, clothing, mental health services, and physical health care. It also includes security measures within institutions including drug interdiction, and appropriate control practices to prevent incidents.

Financial Resource Table³⁰

2009-2010 Financial Resources (\$ million)			2009-2010 Human Resources (Full-Time Equivalents)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
1,651.60	1,571.39	1,379.57	8,956	9,479	523

Expected Result: Offenders in institutions are provided reasonable, safe, secure and humane custody.

CSC *mostly met* its identified targets against the Custody program activity. All results reported in this Departmental Performance Report are from the first year of CSC’s five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

The introduction of new and sophisticated mechanisms to detect drugs in institutions has mitigated the entry, trafficking and use of drugs. As a direct result of these enhanced drug interdiction measures, drug-related seizures increased from 1,398 in 2008-2009 to 1,791 in 2009-2010. Random urinalysis sample positive results showed no discernible increase over the previous fiscal year (hovering around 8.0 percent), while the refusal to provide random urinalysis samples decreased (from 10.47 percent in 2008-2009 to 8.61

³⁰ The variance between total authorities and actual spending is due to several factors such as the re-profile of resources into future years, resources frozen by Treasury Board and the Operating and Capital budget Carry Forward.



percent in 2009-2010). These results suggest an overall reduction in the availability of drugs in institutions.

Performance Indicators ³¹	Targets	Performance Status	Data Type	Performance Summary	
				2008-2009 ³²	2009-2010
Rate of escapes from federal institutions	Reduce over five years	The one-year rate is increased	OPY*	0.18	0.24
			Flow**	0.12	0.16
Rate of offender deaths by other than natural causes	Reduce over five years	The rate is stable	OPY	0.13	0.13
			Flow	0.09	0.09
Rate of offenders with identified mental health disorder released by eligibility	Increase, over five years, the number of offenders with an identified mental health disorder who are adequately prepared for release at eligibility ³³		% on Day Parole	32%	30%
			% on Full Parole	3.7%	1.6%
Rate of assaultive behaviour:					
▪ Staff assaulted by inmates	Reduce over five years	The one-year OPY rate is increased, though the flow-through shows a slight reduction	OPY	2.00	2.10
			Flow	2.11	2.07
▪ Inmates assaulted by inmates	Reduce over five years	The one-year OPY rate is increased; the flow-through is stable	OPY	4.22	4.28
			Flow	2.80	2.80
▪ Staff injured by inmates	Reduce over five years	The rate is reduced	OPY	0.39	0.31
			Flow	0.26	0.21

³¹ With the exception of mental health, measures are reported in each top row as rate per 100 offender person years, as explained in Section I of this Departmental Performance Report, and in each bottom row as “flow-through” which is how CSC has reported in recent years.

³² The change “over five years” commitment related to the performance indicators above begins in fiscal year 2009-2010. The baseline year is therefore identified as 2008-2009.

³³ The percentages reported give the first release type for offenders with a mental health diagnosis that was reported during intake assessment. While there was a slight decline in day and full parole release for these offenders between 2008-2009 and 2009-2010, the overall trend remains positive since there was an increase of 6% in day and full parole releases for offenders with mental health disorders between 2007-2008 and 2008-2009. The decline in 2009-2010 must be seen in this context, and identified as anticipated year over year variability. Furthermore, while offenders with reported mental health disorders have trended upwards in day and full parole releases, those without reported mental health disorders have trended downwards for day and full parole (4.4 percent from 2007-2008 to 2009-2010). Thus, the comparative groups are slowly trending towards each others' performance.



Availability of drugs in institutions:					
▪ Drug-related seizures	Reduce over five years	The one-year rate is increased	OPY	14.8	14.99
			Flow	7.00	8.97
▪ Offender drug-related seizures***	Reduce over five years	The one-year rate is increased	OPY	8.86	11.83
			Flow	5.86	7.74
▪ Percent of positive urinalysis results	Reduce over five years	The one-year rate is marginally increased	Percent	8.0%	8.02%
▪ Percent of urinalysis refusals	Reduce over five years	The rate is reduced	Percent	10.47%	8.68%

* Rate per 100 Offender-Person-Years, ** Flow-through, ***Excludes all seizures that do not involve an offender (i.e. excludes Staff, Visitors and Community)

Performance Analysis

As previously noted, 2009-2010 is the first year of a five-year initiative to enhance correctional results in specific, targeted areas. CSC is working toward meeting the targets associated with this program activity, however, as will be seen, the organization has not achieved the desired results in all areas in the first year. The trend over several years is more telling as it will eliminate the impact of year-over-year variability, either high or low, in results. Work continues to achieve the five-year goals.

The rate of assaults by inmates against both staff and other inmates has risen year-over-year, though the five-year trend shows a slight decrease. The rate of staff injuries resulting from inmate assaults has decreased continually each year over the past five years. The rate of offender deaths by other than natural causes has remained stable within a narrow margin, apart from fiscal year 2007-2008 when it decreased. The number has remained stable at 17 in both 2008-2009 and 2009-2010.

The rate of escapes in 2009-2010 increased from the previous year, however the four-year trend is decreasing overall.

The rate of drug-related contraband seizures increased in 2009-2010 from the past year, but is down from five years ago. The percentage of positive urinalysis test results is marginally elevated year-over-year (8.02 percent in 2009-2010 as compared to 8.00 percent in 2008-2009), but is reduced significantly from five years ago (when it was 12.03 percent), and the percentage of random urinalysis test refusals has decreased over the past year, and is down from five years ago.

Offenders admitted to CSC's institutions have increasingly extensive histories of violence, previous youth and adult convictions, affiliations with gangs and organized crime, and increased prevalence of infectious diseases and mental health concerns. There is still a disproportionate representation of Aboriginal people.



The percentage of offenders with identified gang and/or organized crime affiliations increased from 8.37 percent in March, 2008, to 9.55 percent in March 2009, then dropped slightly to 9.19 percent in March, 2010. In CSC, 24 percent of major institutional incidents and 14 percent of major incidents in the community involved gang members. Gang-related activities pose a serious threat to safety and security, to CSC's efficiency and effectiveness in managing its operational units, and to assisting eligible offenders with their safe transition into the community.

In addition, in the context of the expected increase in the inmate population, methods are required to both control incidents of assaultive behaviour where possible, and respond to them where not (spontaneous, impulsive behaviour). Specific attention will be paid to increasing dynamic security on one hand, and on the other to reducing the effects of aggressive action with additional personal protective or responsive equipment. Of course, the behaviour of offenders with mental health problems may require more clinical planning and response.

To achieve the *Custody Program Activity* targets, CSC identified the following plans in its 2009-2010 Report on Plans and Priorities:

- an integrated set of initiatives to eliminate drugs in institutions;
- strategies to manage conflict between inmate sub-populations;
- enhancement for sharing security intelligence to prevent further criminal activity;
- enhancements that improved capacity to assess and address the needs of offenders, particularly as they relate to infectious disease and mental health; and
- methods to maximize the level of safety within the institution.

To address the *availability of drugs in institutions*, CSC implemented safety and security measures which provide more stringent control of its institutional perimeters. Measures include enhanced search procedures at institutional principle entrances that integrate updated electronic screening technologies and search procedures, drug detector teams, and security intelligence information to mitigate risk associated with the entry of drugs into institutions. Additional Correctional Officers were posted to perimeter towers in some institutions. Furthermore, CSC introduced nationally consistent search procedures for visitors, staff, and contractors and their belongings in order to detect the presence of drugs and contraband.

CSC strengthened and improved many of its security practices, and acquired and installed better security equipment in targeted locations. There is, for example, surveillance equipment that detects individuals attempting to throw drugs over institutions' perimeters from the outside.

To provide *an integrated set of initiatives to eliminate drugs in institutions*, CSC implemented a *Population Management Strategy* for offenders that is focused on anti-



drug and anti-gang management strategies. Results continue to demonstrate that a multi-faceted approach to the interdiction of drugs into institutions has made a considerable impact. But the diligence and dedication with which this approach has been approached is difficult to maintain. Additional means must be explored.

The seizure of contraband and drugs at institutional perimeters has been significant. However, there is still work to be done with respect to preventing the activity even earlier. Additional emphasis will be placed on using intelligence information and preventing communications to control the institutional drug trade. Positive urinalysis results from random testing have remained consistent and tetrahydrocannabinol, the main psychoactive substance found in the cannabis plant, continues to be the drug of choice.

To provide *strategies to manage conflict between inmate sub-populations*, CSC implemented a coordinated and integrated national security intelligence framework, involving partner law enforcement agencies and other key partners to help manage offender sub-populations through better sharing of information. At the institutional level, CSC focused its attention on movement control of various groups, sub-groups, and individuals who pose challenges to the overall management of the offender population. CSC delivered staff training on gangs and organized crime and provided an orientation to correctional environments for new Chaplains and representatives of religious groups, and to volunteers.

During the last year, CSC has continued to address recommendations as identified in the Audit of Administrative Segregation, attending to deficiencies in relation to the segregation process. In 2009, regional audits were conducted to assess compliance with policy direction. Subsequently, at the national level, CSC reported on segregation trends across the country and ensured follow-up was completed on action plans at the regional level. Such monitoring enables CSC to ensure any deficiencies are identified and addressed immediately, thereby enhancing the overall administrative segregation process.

In order to address the unique needs and risks of Aboriginal offenders, particularly Aboriginal women offenders, CSC expanded Pathways Units, which are unique environments that utilize an Aboriginal continuum of care model, and expanded Aboriginal Elder resources in delivering services to change behaviour.

These strategies enhance CSC's capacity to respond to the current and future risks and needs of the offender population, increase the accountability and participation of offenders in their own Correctional Plans, provide a more secure environment for both staff and offenders, and contribute to public safety.

To address *enhancements for sharing security intelligence to prevent further criminal activity*, CSC strengthened its security intelligence framework for the collection, analysis and dissemination of information. The policy framework was strengthened to provide clearer direction and accountability. A fully integrated strategic security intelligence network in institutions and in communities enhances CSC's capacity and capability to



share intelligence information with decision makers in operational units as well as with police and other federal, provincial, and international law enforcement agencies.

To address *enhancements or improved capacities to assess and address the needs of offenders particularly as they relate to infectious disease and mental health*, CSC advanced in several areas.

Specifically with respect to infectious diseases, CSC has revised and updated the Choosing Health in Prisons health promotion program for inmates which includes components on infectious diseases. The program, offered monthly, provides participants with information and resources to make lifestyle and behaviour choices that promote good health. Infectious disease discharge planning continues with a focus on improving consistency, expanding partnerships, and addressing access to provincial health care for offenders upon release.

Furthermore, in 2009-2010, CSC expanded its implementation of Regional Pharmacies to reduce costs and increase quality regarding the provision of medication. Regional Pharmacies have now been established in four of the five regions, with the Quebec region anticipated to be established in 2011.

In addition, CSC is also in the process of seeking accreditation of the health units in institutions through Accreditation Canada. This will ensure that established standards are met in the delivery of health care. A Quality Improvement program is also in place to address issues such as patient safety.

With respect to mental health, CSC introduced a Computerized Mental Health Screening System in 2008 to improve the identification of offenders who are exhibiting symptoms that are consistent with mental health disorders at admission and to better assess and address the needs of offenders with mental health concerns. As of January 2010, the Computerized Mental Health Screening System was fully implemented.

To address *methods to maximize the level of safety within the institution*, CSC posted additional Correctional Officers and motor patrols in 22 maximum and medium security institutions. In conjunction with these measures, CSC introduced an integrated set of policies, procedures, and practices to decrease the level of violent and assaultive behaviour in its institutions. CSC will continue to enhance safety and security measures through the addition of new technologies, such as life-sign monitoring, cellular telephone detection, biometric systems, and new technologies in trial-phase, including radar-infrared detection systems.

Benefits to Canadians

In light of the current offender population profile where more offenders are affiliated with gangs, organized crime and terrorist groups, increasing CSC's intelligence capability plays an integral role in the safety of both staff and offenders. Gathering, analyzing and sharing intelligence with partners in the criminal justice system at local, regional and



national levels is one way in which CSC is a full partner in the criminal justice enterprise, nationally and internationally. CSC's horizontal partnerships with justice partners contribute to public safety, and support a multi-faceted knowledge transfer in relation to new crime trends and issues emerging in different communities and institutions.

The elimination of drugs within institutions is a key component of creating environments where offenders can concentrate on becoming law-abiding citizens and prepare to reintegrate safely into their communities.

Addressing the needs of offenders suffering from mental health issues and infectious diseases mitigates the risk they pose not only in institutions, but also in the community once they are released.

Lessons Learned

In the context of CSC's organizational changes that are part of its aforementioned ongoing transformation large initiatives have been, and will be, not uncommon. While they are an essential part of change, these initiatives bring with them particular challenges as well as opportunities. For example, the New Deployment Standards for Correctional Officers and the significant growth in the Preventive Security and Intelligence program reconfirmed the need for the proper level of support capacity and coordination at both the local and the Headquarters level of the organization. For example, the enhanced Preventive Security and Intelligence program would have benefited from more clarity in the program and policy frameworks. The early identification and development of integrated models (reporting structures, roles and responsibilities) and tools (electronic systems and software) would have been a definite asset in its effective and efficient implementation. This learning will be applied to future national initiatives.

CSC has confirmed the complexity and breadth of the Security Intelligence sphere, and the requirement to respond in a multifocal way. The partnership between Security Intelligence Analysts and Security Intelligence Officers has provided high quality results, particularly in the area of identifying gang affiliations within institutions. As well, Community Correctional Liaison Officers, because they are police officers seconded to work with CSC, have been able to facilitate timely arrests of suspended offenders and share offender information between CSC and law enforcement agencies.

These experiences have reconfirmed the value of collaboration with criminal justice partners in the effort to increase public safety. As a further example, several Ontario sites have now incorporated the Drug Interdiction and Contraband Eradication plan (known locally as DICE) which, in association and partnership with local police agencies, has increased site drug seizures and decreased the availability of drugs in institutions. CSC will continue to broaden these kinds of partnerships in its ongoing effort to contribute to the safety of both Canadian communities and its own institutions.



2.2 Correctional Interventions

The Correctional Interventions Program Activity, which occurs in both institutions and communities, is necessary to help bring positive changes in behaviour and to safely and successfully reintegrate offenders back into Canadian communities. This program activity aims to address problems that are directly related to offenders' criminal behaviour and that interfere with their ability to function as law-abiding members of society.

Financial Resource Table

2009-2010 Financial Resources (\$ million)			2009-2010 Human Resources (Full-Time Equivalents)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference ³⁴
414.30	417.05	416.65	2,777	2,727	(50)

Performance Analysis

The risks and needs of a diverse offender population continue to influence CSC's development and implementation of correctional interventions that prepare offenders for safe transition to the community.

In 2009-2010, CSC aligned community programs with institutional initiatives and focused on particular groups like Aboriginal and women offenders. CSC implemented the Northern Correctional Framework to identify better ways to integrate federal and territorial offender management strategies. In this way, among others described later, CSC enhanced its capacity to provide individualized programs which take into account culturally appropriate interventions, women offenders, and offenders with mental health issues.

CSC's Correctional Program methodology is designed to address criminal behaviour and risk associated with the changed offender population by using tested correctional programs that help offenders deal with criminogenic behaviours and influences. The 2009 evaluation of CSC's correctional programs determined that "...program participation was associated with reductions in readmissions."³⁵

As previously noted, offenders who participated in programs like the Violence Prevention Programs, the moderate-intensity Family Violence Prevention Program, the high-intensity National Substance Abuse Program, the high-intensity Sex Offender Program, and the Community Maintenance Program had reduced levels of general readmission and

³⁴ The difference represents only 1.8% of planned full-time equivalents which is not significant.

³⁵ Evaluation Report: Correctional Service Canada's Correctional Programs. Evaluation Branch, Performance Assurance Sector, CSC, January 2009.



even lower readmission rates for offence categories specifically targeted by these programs.

Performance Indicators ³⁶	Targets	Performance Status	Data Type	Performance Summary	
				2008-2009	2009-2010
Rate of participation in correctional interventions identified in the Correctional Plan ³⁷	Increase over five years	The rate is increased	OPY*	113.1	116.1
			Flow**	74.93	75.99
For those offenders who participated in correctional interventions:					
Rate of completion of the correctional interventions identified in the Correctional Plan ³⁸	Increase over five years	The rate is increased	Actual number	4,101	4,531
Percentage of offenders granted discretionary release at eligibility ³⁹	Increase over five years	The rate is increased	Percent	27.26	27.83
Year				2006-2007	2007-2008
Percentage of offender readmission after release for a new conviction (two years post warrant expiry) ⁴⁰	Reduce over five years	The two-year rate is increased	Percent	10.28	10.48
Percentage of offender readmission after release for a new violent conviction (two years post warrant expiry)	Reduce over five years	The two-year rate is increased	Percent	4.84	5.27
Year				2006-2007	2007-2008
Percentage of offender readmission after release for a new conviction (five years post warrant expiry)	Reduce over five years	The five-year rate is increased	Percent	18.74	19.49

³⁶ Measures are reported in each top row as rate per 100 offender person years, as explained in Section I of this Departmental Performance Report, and in each bottom row as “flow-through” which is how CSC has reported in recent years.

³⁷ This data includes participation in correctional interventions including correctional programs, education, and employment.

³⁸ While there is a range of correctional interventions to help offenders prepare for safe release back to the community, the results reported here refer to correctional programs only as the data for them are the most reliable (i.e. some correctional interventions such as employment have no completion date).

³⁹ The data do tell that an offender has earned a conditional release, but do not specify if it was precisely at the first eligibility date.

⁴⁰ Readmission percentages noted in this table include offenders who participated in all correctional interventions. This does not equate to the proportion, referenced above and in Section I who completed formal correctional programs. Those programs are a subset of the full range of correctional interventions.



Percentage of offender readmission after release for a new violent conviction (five years post warrant expiry)	Reduce over five years	The five-year rate is increased	Percent	9.53	10.45
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* Rate per 100 Offender-Person-Years, ** Flow-through

CSC's performance objectives against the above-mentioned targets were *mostly met*. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

To achieve the Correctional Intervention program activity targets, CSC identified the following plans in its 2009-2010 Report on Plans and Priorities:

- new methodologies in correctional program delivery that will assist offenders earlier in their sentence, increase program availability, and eliminate redundant services;
- strategies to better structure the offenders' day to make it more productive;
- programs to increase the job readiness or employability of offenders;
- streamlining the case management processes used to assess and report on offenders' progress, and
- strategies to address the unique needs of groups within our population including women offenders, Aboriginal offenders, ethno-cultural offenders, and offenders with mental health problems.

To address *new methodologies in correctional program delivery that will assist offenders earlier in their sentence, increase program availability, and eliminate redundant services*, CSC introduced the Compressed Offender Intake Assessment process which reduced the assessment time for low-risk offenders with shorter sentences. This process results in offenders being placed earlier at an appropriate security-level institution, thus beginning required correctional programs and interventions sooner. CSC also implemented a revised Offender Intake Assessment process for all offenders at intake. These initiatives have provided a framework for the assessment of offender accountability and engagement and offer greater flexibility for data management by institutional staff, thereby facilitating the update of information related to the index offences and the monitoring of the offender's commitment to and progress against his/her Correctional Plan.

Additionally, CSC established National Correctional Program Referral Guidelines which are based on actuarial risk assessment and priority sequencing in order to ensure that offenders are referred to the programs they need in an appropriate and efficient way. Results for this initiative will be available in fiscal year 2010-2011.



As part of CSC's Transformation Agenda, funding for the Community Maintenance Program increased, and enrolments in the Community Maintenance Program increased by 45.5 percent in 2009-2010 to 1,871 from 1,286 in 2008-2009.

2009-2010 saw the completion of Phase 2 of the Integrated Correctional Program Model which is currently being piloted in all men's institutions and community sites in the Pacific Region. The Integrated Correctional Program Model is integral to CSC's long-term vision as it moves toward more seamless, integrated case management from intake assessment to community supervision. It includes three distinct correctional programs for offenders: a multi-target program, a sex offender program, and an Aboriginal-specific multi-target program. The interim evaluation for efficiencies will take place in the spring of 2011, and the final evaluation in the spring of 2012.

To address *strategies to better structure the offenders' day to make it more productive*, CSC developed strategies to extend the time available to offenders for productive activities. Positive results from a pilot in the Ontario and Prairie Regions were received and show an increase in the number of hours offenders spent in interventions, cultural related activities, skills development, and spiritual ceremonies, particularly for Aboriginal offenders.

To address *programs to increase the job readiness and employability of offenders*, CSC developed and implemented an Employment Skill Assessment tool for all offenders called *Choices*, and a National Employment Strategy for women offenders with a focus on vocational assessments as a continued priority in institutions. CSC also approved joint educational-vocational training plans, which require collaboration between education and employment programs in an effort to increase opportunities for employment in the community. Specific offender employment results are reported in the section on Program Activity 4, CORCAN.

To address *streamlining the case management processes used to assess and report on offenders' progress, and to ensure a more comprehensive release plan*, CSC enhanced and streamlined case management policies and procedures by upgrading the Offender Management System with new functionalities. As part of the implementation of the revised Offender Intake Assessment process, the Correctional Plan has become a dynamic "living" report which identifies offenders' objectives and progress. In addition, as previously noted, CSC introduced the Compressed Offender Intake Assessment process. Parallel to these initiatives, CSC undertook a review of its policy framework as well as the impact of the legislative changes in Bill C-39⁴¹.

In October 2009, the Police and Court Information Management Module was implemented across the country. This is a shared electronic access system whereby police reports, judges' reasons for sentence and other official documents can be easily accessed by CSC staff. As a result of this initiative, documents are accessible immediately after scanning and are available to all authorized users simultaneously. As

⁴¹ Bill C-39 is proposed legislation that would amend the *Corrections and Conditional Release Act*, including abolishing the current system of Accelerated Parole Review.



well, users can search for a particular type of report by date and by sentence and once captured, documents cannot be lost or misplaced.

To help ensure that offenders obtain the maximum benefit possible from all correctional interventions, CSC launched a web-based resource for correctional staff in 2009, referred to as the Responsivity Portal. The Portal includes information designed to help staff address the needs and challenges presented by a diverse offender population. Anticipated benefits of the Portal include improved group cohesion, increased program comprehension, increased program engagement, enhanced working alliance, higher completion rates, improved program performance overall, and reductions in re-offending. CSC is also planning to launch an “Ethnocultural Offenders Portal”, to promote greater awareness of the diversity within the federal offender population, and to increase the cultural competencies of correctional staff.

To implement *strategies to address the unique needs of groups within our population including women offenders, Aboriginal offenders, ethno-cultural offenders, and offenders with mental health problems*, CSC developed a two-year (2010-2012) communication plan and is in the process of implementing a recruitment strategy to increase the numbers of volunteers from representative groups who, through stronger partnerships, could help address the unique needs of offenders from each group. CSC did recruit additional volunteers as a result of targeted recruiting; however, because self-identification of minority or Aboriginal status is voluntary, CSC is not able to say with certainty that the additional volunteers are actually members of the targeted groups.

In 2009-2010, CSC developed a Northern Corrections Framework for consultation with the Territories, Regions, Inuit partners and service providers to better coordinate correctional programs and services with a particular focus on programming, employment, and vocational training that targets northern offenders. *Sivuppiak*, an Inuit Action Plan, was also developed in 2009-2010 in consultation with Inuit service providers, staff and Elders. *Sivuppiak*, meaning “moving forward” in the Labrador Inuktitut dialect, is a consolidated action plan that includes deliverables in place since the initial 2004 *Kajusiniq* action plan. It recognizes that Inuit offenders face unique challenges and have specific institutional and cultural needs that are different from First Nations offenders. This action plan focuses on ensuring that recruitment, retention and training strategies for Inuit staff and Elders working with CSC is a priority, that a greater focus on programming and vocational training occurs, and that an accurate federal offender profile is maintained. As a link to the Northern Corrections Framework, meaningful partnerships with northern communities and government representatives to build the capacity to support successful reintegration are a very important priority of *Sivuppiak*.

To address the *needs of offenders with mental health disorders*, in addition to those initiatives previously reported, CSC provided practical assistance to offenders in need.

CSC and Human Resources Skills Development Canada extended, to September 2009, a program reported in CSC’s 2008-2009 Departmental Performance Report. CSC entered into a Memorandum of Understanding with Human Resources and Skills Development



Canada to implement a pilot project in the Kingston, Ontario area to ensure offenders have basic identification (i.e. a Birth Certificate and a Social Insurance Number card) upon release.

The objectives of the pilot project included: 1) determining whether providing appropriate identification documentation to offenders prior to their release from a penitentiary could help prevent them from becoming homeless and from reoffending; 2) informing future policy development on homelessness prevention and offender reintegration; and 3) promoting greater collaboration within the federal government.

Making offenders more aware of the importance of identification documents, by virtue of their participation in the pilot project, was a valuable outcome of the pilot project. Furthermore, the pilot project had other benefits in line with CSC's mandate:

- Informing and educating key personnel on important issues regarding the reintegration of offenders into society;
- Strengthening partnerships and collaboration with other organizations with complementary mandates (including the Ontario Halfway House Association, which, via a Contribution Agreement with CSC, carried out the field work in assisting the offenders to obtain their identification documents); and
- Strengthening capacity to provide meaningful community support and community-based strategies in a complex environment.

CSC remains committed to continuously identifying opportunities to improve its ability to anticipate and respond to incidents involving deaths in custody and, as previously noted, has taken steps to reduce them. CSC is also implementing external recommendations to address administrative segregation⁴², especially for offenders with mental health disorders. CSC began development in 2009-2010 of a Performance Management Framework that will be finalized in 2010-2011. Among other things, this Performance Management Framework will provide for effective monitoring of variables that contribute to deaths in custody from other than natural causes.

Benefits to Canadians

Creating an efficient environment that provides meaningful interventions to change offenders' behaviour and prepare them for release to the community increases the likelihood that offenders can reintegrate into society as law abiding citizens.

Implementing assessment tools and programs targeting specific offender groups and their needs ensures the effective use of resources in contributing to public safety.

⁴² Rivera, Margo, PhD., CPsych. "Segregation is Our Prison Within the Prison: Operational Examination of Long-Term Segregation and Segregation Placements of Inmates with Mental Health Concerns in the Correctional Service of Canada". May 2010.

Thériault, Yvette. "Operational Examination of Long-Term Segregation and Segregation Placements of Inmates with Mental Health Concerns in the Correctional Service of Canada". May 2010.



Effective partnerships with volunteers and other government services provide for a cost-effective approach to delivering correctional interventions.

Lessons Learned

As noted above, the revised Offender Intake Assessment process for all offenders at intake has provided a framework for the assessment of offender accountability, something CSC confirmed is a key concept in the shared responsibility for rehabilitation. Offender accountability, motivation and responsibility are elements used to determine an offender's engagement in changing his/her behaviour. As a result they were incorporated in case management practices as key ratings to be assessed by Parole Officers and are part of the Correctional Plan, beginning at intake and continuing throughout an offender's sentence. This focus will assist CSC in its efforts to help offenders assume full responsibility for their actions and for their own rehabilitation.

CSC reconfirmed that strategies developed to address the needs of Aboriginal offenders must be developed and implemented by individuals with strong cultural competence. This has been continually reinforced by CSC's partners in various national meetings; therefore CSC continues to focus attention on Aboriginal Recruitment in its ongoing effort to hire more culturally competent staff, and as previously noted was successful in 2009-2010 in hiring additional program facilitators, Elders and Program Managers. CSC will continue to engage partners with the necessary knowledge and attributes to assist its development of culturally appropriate interventions for Aboriginal offenders.

CSC also learned that the specific needs of Aboriginal offenders cannot be met without real commitment and support from all staff, from senior managers to front line staff. Therefore, as mentioned on page 25, CSC developed an Accountability Framework related to the implementation of strategies for Aboriginal offenders to foster commitment, support, and accountability in this area throughout the organization. CSC will use the Accountability Framework to support both current and new initiatives for Aboriginal offenders.

CSC developed a modular intervention strategy for women offenders that was designed to help women classified as maximum security develop skills that would support their transition to a lower level of security where they could benefit from more extensive program participation. During the pilot process, CSC found that some maximum-security classified women had already completed correctional programs, and that effectively made the modular program redundant. To address this deficit, a Women's Self-Management program that promotes skills maintenance and is available for both Aboriginal and non-Aboriginal offenders is now being piloted in one women offender maximum security unit. The availability of this maintenance program will ensure that all women classified as maximum security can benefit from participating in an appropriate program. CSC will continue to target interventions specifically and appropriately.

It is also important that adequate funding be in place prior to program development and implementation. While the 2009-2010 Strategic Review reinvestment provided funds to



enhance the Community Maintenance Program, the needs of Aboriginal women were not factored into the reinvestment strategy for Aboriginal programs and this has had a negative impact on the availability of culturally specific programs, particularly for Aboriginal women. CSC will address the situation in fiscal year 2010-2011, but a long-term solution is still needed.

In the future, full needs assessments of all target groups will be completed in order to determine program and funding requirements before proceeding with final development and implementation.



2.3 Community Supervision

The Community Supervision Program ensures eligible offenders are safely reintegrated into communities through the provision of housing and health services, where required, as well as staff supervision for the duration of the offenders' sentences. The expected results for this program activity are offenders who are reintegrated into the community as law-abiding citizens while maintaining a level of supervision, which contributes to public safety.

Financial Resource Table

2009-2010 Financial Resources (\$ million)			2009-2010 Human Resources (Full-Time Equivalents)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference ⁴³
109.80	109.73	100.26	1,006	887	(119)

Performance Analysis

To achieve *Community Supervision* program activity target results, CSC identified the following in its 2009-2010 Report on Plans and Priorities:

- strategies to maximize the effectiveness of community residential facilities;
- initiatives to more effectively manage offenders with residency condition as part of their release;
- ways of strengthening community partnerships and collaborative undertakings;
- enhancements to our consultations with citizens;
- improvements in the security of staff working in the community;
- strategies to intervene more effectively with offenders in the community including Electric Monitoring, strategies specific to short-term offenders, and strategies for offenders on Long-Term Supervision Orders;
- refinements to the skills training and management support of staff working in the community; and
- collaborations with other jurisdictions to identify and share best practices and engage community partners to support mental health services and community reintegration.

As can be seen in the table below, CSC *met all* its identified targets against the Community Supervision program activity. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted

⁴³ The difference represents only 119 full-time equivalents which is not significant.



in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

Performance Indicators ⁴⁴	Targets	Performance Status	Data Type	Performance Summary	
				2008-2009	2009-2010
Offenders under community supervision who incur new convictions	Reduce over five years	The rate is reduced	OPY*	14.76	12.13
			Flow**	6.79	5.57
Offenders under community supervision who incur new convictions for violent offences	Reduce over five years	The rate is reduced	OPY	2.82	1.98
			Flow	1.31	0.90
Offenders under community supervision who incur new convictions for non-violent offences	Reduce over five years	The rate is reduced	OPY	11.93	10.16
			Flow	5.49	4.67
Offenders under community supervision who incur suspensions	Reduce over five years	The rate is reduced	OPY	73.10	70.43
			Flow	36.01	33.81

* Rate per 100 Offender-Person-Years

** Flow-through

Work to address the targeted areas is, for the most part, centered in five-year plans with a completion date in fiscal year 2013-2014. Nevertheless, progress to date is reported in the following paragraphs.

To address *strategies to maximize the effectiveness of community residential facilities*, the Community Residential Facilities standards were reviewed and areas to be amended were identified. This work will continue over the next two years and will likely necessitate a funding level review or a temporary re-profiling of organizational funds. Community correctional facilities are an essential component of good corrections. Since they provide a structured environment for those offenders who require a more gradual release process, they promote successful reintegration. As the offender population has changed, some facilities have evolved to provide enhanced services in areas such as mental health and employment. For instance, *Stella Burry Community Services* is a non-profit agency and its Community Support Program (part of the Effective Corrections Community Residential Alternatives funding) is supported through a joint federal/provincial initiative. The program provides intensive case management and one-on-one support services to

⁴⁴ Measures are reported in each top row as rate per 100 offender person years, as explained in Section I of this Departmental Performance Report, and in each bottom row as “flow-through” which is how CSC has reported in recent years.



individuals with mental health disorders and complex criminal behaviour issues. *Project Oxygène*, in the Quebec Region, targets male offenders 50 years of age and older providing them with life skills teaching, employment and financial support.

To address *initiatives to more effectively manage offenders with residency condition as part of their release*, principles that underpin the development of a Community Corrections Accommodation Strategy were approved by CSC's Executive Committee in January 2010. The Strategy will be developed over the next year. An offender population profile analysis was completed to assist with more effective planning for community placements.

CSC aligned its Community Programs with institutional initiatives through the Community Maintenance Program and the Strategic Reinvestment to Community Maintenance Program for both men and women.

To address *ways of strengthening community partnerships and collaborative undertakings*, CSC held, in November 2009, the first national meeting of CSC executives and external partners, providing a forum for discussion of community corrections challenges, plans and priorities. At this meeting, a commitment was made to partners by the Commissioner of Corrections to develop a Community Corrections Strategy. Additionally, two meetings were held with Regional Halfway House Associations to discuss and review funding, sustainability issues, and the changed offender profile.

The Community Corrections Strategy will provide direction for community corrections activities to the year 2020 by clearly articulating CSC's community corrections vision and mandate. Priorities for staff, offenders, partners, stakeholders and Canadians will be defined, as will roles, responsibilities and expectations – internally and externally - and the linkages between and among all key stakeholders. Greater operational consistency in service and program delivery across Canada is expected to occur. With the strategy in place, CSC will be in a better position to define and measure community correctional outcomes for the planned evaluation of community corrections. The Strategy is expected to be complete in the fall of 2011.

The Community Corrections Strategy will link to the existing Community Corrections Strategy for Women Offenders and include direction for Aboriginal offenders. A revised National Community Strategy for Women Offenders was completed, and a draft Strategic Paper for the Community Reintegration of Aboriginal Offenders is being incorporated into the Community Corrections Strategy.

Chaplaincy builds relationships for offenders who are incarcerated and for those who are on supervision in the community. This is central to the enhanced partnership model exercise currently underway in the Chaplaincy Branch through which CSC Chaplaincy is engaged with attraction, retention and capacity building both for existing partnerships and for forging new stakeholder partnerships. Chaplains are members of an inter-disciplinary and inter-confessional community and as such have the capacity to educate community members concerning their role in reconciliation and to assist CSC to establish and



maintain partnerships that can assist ex-offenders to live in the community as law-abiding citizens.

To address *enhancements to our consultations with citizens*, CSC used a multi-pronged approach. There were restorative justice events open to the public in 164 communities and restorative justice kits were distributed to the Canadian public and to community partners. The Restorative Opportunity program is a victim-focused and offender-sensitive initiative based on the principles and values of restorative justice. It provides victims and offenders with an opportunity to communicate in order to address the harms caused by serious crime. Services available to participants include but are not limited to written correspondence, video message exchanges, face to face meetings, and shuttle mediation. Mediators work toward building community partnerships in order to support participants' needs. Participants include offenders, victims and community members impacted by crime.

Through its Community Engagement initiatives, CSC representatives have made presentations to community groups and schools that focused on telling CSC's story accurately and well. In addition, CSC welcomes and coordinates the invaluable contribution made by citizen volunteers and stakeholders, and it works with Citizens' Advisory Committees, Effective Corrections and its Speaker's Bureau. As well, CSC funded additional projects through the Community Forum Program, such as the National Community Relations Conference which included members from Lifeline and other volunteers.

To address *improvements in the security of staff working in the community*, CSC invested in specialized electronic equipment for staff working with offenders in the community in support of the Community Staff Safety Program.

In the community, CSC focused on the development of specific supervision strategies to successfully manage and reintegrate offenders. To address *strategies to intervene more effectively with offenders in the community including Electronic Monitoring, strategies specific to short-term offenders and strategies for offenders on Long-Term Supervision Orders*, CSC completed an Electronic Monitoring Pilot Project, which provided important information to CSC on the use of the technology and the capacity to use electronic monitoring for supervision. The learning CSC has garnered through this pilot project will help prepare for any broader implementation that may occur.

To address *refinements to the skills training and management support of staff working in the community*, CSC provided on-line training to all community-based staff who work with Long Term Supervision Offenders to increase their knowledge and their ability to deal with this challenging group. CSC also provided Management of Community Incidents training, and is in the process of revising Parole Officer induction training. As well, CSC provided Parole Officers with training on structured decision-making to assist them in the management of offender risk. CSC also completed a review of training offered to persons contracted to work with CSC in the community. That training will be developed into on-line modules over the next two years.



To address *collaborations with other jurisdictions to identify and share best practices and engage community partners to support mental health services and community reintegration*, the Community Mental Health Initiative has significantly improved CSC's capacity to address mental health needs of offenders. The main objective of the Community Mental Health Initiative is to better prepare offenders with serious mental disorders for release into the community by strengthening the continuum of specialized mental health support and providing continuity of care from institutions to the community. Since the Community Mental Health Initiative is a voluntary clinical program, the offender is required to take responsibility for his/her treatment and rehabilitation, thus promoting the principle of offender accountability.

During the 2009-2010 fiscal year, 1,048 offenders received Community Mental Health Initiative services. As well, training was provided to 276 individuals (staff and community partners) in the community, which includes the following training sessions: two-day mental health awareness training, Fetal Alcohol Spectrum Disorder and Effective Intervention Strategies.

In an effort to build and sustain partnerships and relationships, Community Mental Health Initiative staff engage in community capacity-building⁴⁵ activities. Within the 2009-2010 fiscal year, Community Mental Health Initiative staff had contact with 1,777 partners, stakeholders and community agencies.

The 2008 evaluation of the Community Mental Health Initiative⁴⁶ reported that the risk of suspension and revocation for offenders receiving community mental health services through the Community Mental Health Initiative was 34 percent and 59 percent lower, respectively, than a comparison group. The Community Mental Health Initiative enhances public safety and supports the transformation of the correctional system by promoting the principles of offender accountability, partnerships and continuity of care.

Benefits for Canadians

CSC's performance in the area of community supervision contributed to the protection and safety of Canadians through the safe and humane supervision of eligible offenders in the community.

Of interest, the following illustration shows that community supervision works. Very few offenders who are released into the community commit a violent offence while being supervised.

Lessons Learned

⁴⁵ Community capacity-building activities include promoting the development of new and additional services; working to improve social programs and health services by encouraging communities and organizations to be responsive to identified needs; coordinating and working with various organizations to combat relevant social issues through community awareness; and attending, organizing and contributing at community meetings to ensure adequate consideration of the needs of offenders with mental disorders.

⁴⁶ CSC Evaluation Branch, 2008.



CSC learned that Community Supervision is most successful if a multi-faceted approach is taken. For example, results from the preliminary evaluation of the Community Mental Health Initiative have shown reductions in reoffending rates for those offenders who are enrolled in the program as compared to similar offenders who were released before the program began. The Community Mental Health Initiative has now been supplemented by an Institutional Mental Health Initiative, and together these programs are expected to contribute to continued improved results for offenders with mental disorders.

The importance of partnerships has been raised several times, as they have proven to be critically important in managing the correctional part of the criminal justice enterprise. CSC's experience with Community Security Intelligence Officers and Community Correctional Liaison Officers reconfirmed the importance of increased collaboration and partnership with respect to addressing gang and organized crime activity. Furthermore, the combined efforts of Community Correctional Liaison Officers and Intensive Supervision Units are beginning to mitigate the number of *Unlawfully at Large* offenders in the Pacific Region. CSC will continue to develop and maintain these partnerships.

Part of the development of strengthened guidelines for the management of agreements with Aboriginal communities regarding the conditional release of Aboriginal offenders to those communities included important learning about the importance of the combination of both early identification of Aboriginal offenders eligible for Section 84 release and the services of Aboriginal Community Development Officers to facilitate offenders' transition from incarceration to community supervision. CSC is striving to ensure that Aboriginal Community Development Officer positions are filled.

Lastly, as with *Stella Burry Community Services* and *Project Oxygène*, CSC's *Intensive Management Program* in the Pacific Region has shown that Community-Based Residential Facilities can be successfully developed and operated in areas that do not demonstrate support for traditional Community Residential Facilities. The Intensive Management Program model shows promise for developing future offender accommodation and service capacity.



2.4 CORCAN

Financial Resource Table

2009-2010 Financial Resources (\$ million)			2009-2010 Human Resources (Full-Time Equivalents)		
Planned Spending ⁴⁷	Total Authorities	Actual Spending ⁴⁸	Planned	Actual	Difference
0.00	9.70	-0.35	443	469	26

The CORCAN Employment and Employability activity is focused on Employment Skills Development to meet the specific demands of the labor market while preparing offenders for release. It includes employment training and career planning programs for inmates and is designed to allow offenders to acquire skills, attitudes and behaviors valued by employers. CORCAN provides employment services and job placements to offenders after release and administers incentive pay for CORCAN work assignments. The CORCAN program plays a key role in CSC's efforts to actively encourage offenders to become law-abiding citizens. Employment Skills training, On-the-job Training and the National Employability Skills Program are also included in this program area.

Performance Analysis

Research has consistently shown that employability is an important contributing factor in enhancing successful reintegration and that employment instability predicts the potential for re-offending⁴⁹. This year CSC has progressed in establishing an employment continuum ranging from intake assessment to program assignment and skills building both in institutions and the community. The continuum begins with the identification of employment needs of offenders during the intake assessment process, followed by a specialized vocational assessment. This results in appropriate assignments by the Correctional Intervention Board to address identified needs and provide offenders with an institutional job placement, training and experiential learning. The primary objective of CSC's vocational programming is to provide labour-related training opportunities that will enhance the job readiness of offenders so that when they are released into their communities, they are better able to find and retain employment. The practical work experience and innovative programs introduced in federal correctional institutions, and the services provided through Community Employment Coordinators complete what CSC refers to as the employment continuum. Over 2.4 million hours of employment and training continue to be provided each year as a complement to other reintegration programs and up to 20 percent of offenders take part in CORCAN's training programs.

⁴⁷ As a revolving fund, CORCAN's expenses are offset by their revenues; as a consequence, there is no impact on planned financial resources.

⁴⁸ The negative expense represents the surplus of cash received over disbursements.

⁴⁹ Gillis, C.A., & Nafekh, M. (2005). The impact of community based employment on offender reintegration. *Forum of Corrections Research*, vol 17 (1), 10-14.



A recent evaluation⁵⁰ of the National Employability Skills Program and the Community Employment Coordinators demonstrated that these types of programs are relevant and effective and achieve positive results for Canadians. CSC continues to work with colleges, other government departments and industry training organizations such as the Canadian Welding Bureau in order to enhance the skills of offenders. In order to further enhance services in the community CSC must develop strategic relationships with other levels of government providing employment services in the community. A tactical plan will be developed with Human Resources and Skills Development Canada to establish memoranda of agreement with each province.

Despite the economic uncertainty and the continuing challenge of engaging employers, CSC was able to increase partnerships with employers. CORCAN held Industry Days in various institutional locations, focusing on employers in communities located close to CSC institutions. In 2009-2010, Community Employment Coordinators helped offenders find 1,870 first time and subsequent jobs in the community. Also, 3,532 offenders received Community Employment Coordinator services, and a total of 26,871 Community Employment Coordinator services were provided to offenders.

CORCAN services include one-on-one counselling, case conferencing with Parole Officers, intake preparation and action planning, orientation and referral to community resources, and in-reach activities at institutions. In 2009-2010, the top five job placements for offenders respectively were: trade helpers and labourers, construction workers, cleaners, carpentry/cabinet makers, and material handlers. A total of 10,622 vocational training certificates were issued to 4,520 offenders for an average of 2.3 certificates per offender. CORCAN's partners who deliver vocational training across Canada include, but are not limited to, the Conference Board of Canada, Canadian Welding Bureau, St. Lawrence College, Ministry of Education in Quebec, Canada Mortgage and Housing Corporation, Camosun College, and the Industry Training authority of British Columbia.

To achieve the CORCAN program activity targets, CSC identified the following plans in its 2009-2010 Report on Plans and Priorities:

- strategies to extend the time available to offenders to participate in productive activities such as work;
- implementation of employment strategies specifically designed for Women Offenders and for Aboriginal Offenders;
- exploration of employment related to opportunities through private and public sector engagement;
- implementation of an Employment Skill Assessment tool for all offenders; and
- strategies to assist offenders to become better educated and/or skilled for work.

⁵⁰ CSC Evaluation Branch (June 2008). Correctional Service of Canada's Employment Strategy: Institutional Component File # 394-2-74. CSC, Ottawa, ON.



As can be seen below, CSC *met all* its identified targets against the CORCAN program activity. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

CSC implemented the following activities to reach the above-mentioned targets:

As a strategy to extend the time available to offenders to participate in productive activities such as work, CSC extended CORCAN shops' work day by 30-60 minutes. By doing so, CSC increased the time available for inmates to earn certificates and other community recognized certification. Employment and employability are significant to an offender's reintegration into the community.

To address *implementation of employment strategies specifically designed for Women Offenders and for Aboriginal Offenders*, CSC implemented a National Employment Strategy for women offenders with a focus on vocational assessments as a continued priority in institutions.

In April 2009, 2,623 Aboriginal men offenders and 163 Aboriginal women offenders were employed in CSC institutions. In addition, a National Employment Strategy for Aboriginal offenders was developed to increase viable and meaningful employment opportunities relevant to Aboriginal offenders. The strategy also focuses on initiatives that will assist Aboriginal offenders with access to key employment training programs.

First Nations offenders at Saskatchewan Penitentiary participated in an innovative construction project in which they built a house from the ground up, acquired marketable skills and improved their future employment prospects. The training program was initiated in early 2009 using materials funded by Indian and Northern Affairs Canada. It consisted of provincially recognized training and offered hands-on experience that counted toward offenders receiving accreditation as professional tradespersons. On completion, the house was moved to the Lac La Ronge Indian Band where a fully serviced lot was ready to receive it and where a family was waiting to make it their home.

For the *exploration of employment related to opportunities through private and public sector engagement*, CSC enhanced employment and employability opportunities for offenders through private and public sector partnerships. Through these partnerships, offenders received provincial training and apprenticeships and earned credits towards certification; thus acquiring skills to secure employment upon release. Through this initiative, many Aboriginal offenders were employed in Fur Manufacturing and granted certification as Entry Level Fur Machine Operators through the Council of Canada.

To address *implementation of an Employment Skill Assessment tool for all offenders*, CSC developed and implemented *Choices*, an Employment Skill Assessment tool for all



offenders. *Choices* was tested in 11 institutions, including five women's institutions, as part of the intake assessment process to ensure employment interventions are identified in offender Correctional Plans. *Choices* is a bilingual computerized assessment tool that assesses offenders' vocational interests, aptitude, and transferable skills allowing them to develop career plans that will better assist them with future training and employment opportunities.

To address *strategies to assist offenders to become better educated and/or skilled for work*, CSC implemented joint educational-vocational training plans nationally. These training plans enhanced offenders' education levels and work skill development training and provided increased opportunities for employment upon release. An E-learning tool was developed to teach the primary and secondary education curriculum. The Ontario Region recorded 410 Adult Basic Education Level completions to date, of which 157 were Ontario Secondary School Diplomas.

Benefits for Canadians

Employment and employability are recognized as major factors in an offender's ability to pursue a crime-free life. The report of the CSC Review Panel noted that more than 70 percent of offenders at admission had unstable work histories; more than 70 percent had not completed high school and more than 60 percent had no trade or skill knowledge. Without the means to earn a living upon release, an offender's rehabilitation and successful reintegration into the community is jeopardized. Research shows that offenders who find and keep a job once they leave an institution are much less likely to re-offend⁵¹.

Lessons Learned

CSC learned that offenders who have difficulty in obtaining and maintaining employment typically require intervention and development in this area throughout their sentences, from intake to warrant expiry. Therefore CSC will continue to identify offenders' employment needs during the intake assessment process.

As seen above in the results of the partnerships CORCAN was able to develop to obtain both employment and training opportunities for offenders, CSC learned how important it is to highlight the significance of community employer relationships. When offenders get to apply the skills learned in the classroom setting to real world situations, they can demonstrate early in the process that they can meet employers' needs. CORCAN will continue to focus on building partnerships with other government agencies, non-governmental organizations, and private businesses to facilitate the development of these kinds of work placements for offenders.

⁵¹ Gillis, C.A., & Nafekh, M. (2005). The impact of community based employment on offender reintegration. Forum of Corrections Research, vol 17 (1), 10-14;

CSC Evaluation Branch (June 2008). Correctional Service of Canada's Employment Strategy: Institutional Component File # 394-2-74. CSC, Ottawa, ON.



2.5 Internal Services

This program activity includes all corporate and administrative services that support the effective and efficient delivery of operational programs and activities across the organization, and which contribute meaningfully to horizontal and/or government-wide initiatives.

Financial Resource Table

2009-2010 Financial Resources (\$ million)			2009-2010 Human Resources (Full-Time Equivalents)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference ⁵²
240.30	271.37	368.97	2,847	2,646	(201)

Identifying specific targets for Internal Services is a challenge because when they succeed, it is often visible only in results reported by the operational program activities: custody, correctional interventions and/or community supervision. For instance, the success of CSC's communications efforts may be seen in the results of a program that succeeded because volunteers understood CSC's vision and were drawn to contribute to it.

The commitments below identify CSC's Internal Services program activity plan in its 2009-2010 Report on Plans and Priorities:

- strategies to improve recruitment and development of employment equity groups;
- actions to improve workplace health and nurture effective labour-management relationships;
- individual learning and development initiatives to ensure that we have the right people at the right place at the right time;
- recruitment and retention strategies for health care professionals, trades, and other occupational groups that are challenging to staff;
- an organization respectful of public service values;
- Improvements to our ability and tools for sharing and communicating information;
- enhanced services to victims of crime including collaboration with partners;
- Working with community partners to enhance the success of releasing offenders to an Aboriginal community as per Section 84 of the Corrections and Conditional Release Act;
- the development and expansion of horizontal partnerships with Non-Governmental Organizations, and other departments and jurisdictions including both voluntary and private sector organizations;

⁵² The variance arose mainly from the change in approach for the allocation of internal services costs in 2009-2010. Planned figures will need to be updated in future years to better align with the new allocation approach.



- robust control systems for financial transactions; and
- development and implementation of strategies to initiate further economies and increase the level of efficiency of CSC's operations.

CSC *met all* its identified targets against the Internal Services program activity. All results reported in this Departmental Performance Report are from the first year of CSC's five-year initiative, begun in fiscal year 2009-2010, to improve correctional results. The data must, therefore, be interpreted in that context, recognizing that in the first years of this kind of initiative, processes, plans and strategies are being developed and implemented that will produce planned correctional results by the end of the five-year period.

Performance Analysis

By focusing on sound management practices, CSC has created a focused and sustainable environment for all employees. Improvements in Internal Services are gauged annually by the Treasury Board Secretariat through its Management Accountability Framework. Results from the 2009-2010 Management Accountability Framework assessment, Round VII, were encouraging. CSC was assessed against thirteen areas of management and received the following ratings: four *Strong*, eight *Acceptable*, one *Opportunity for Improvement*, and no *Attention Required* ratings. These results are similar to 2008-2009.

CSC's Internal Services play an integral role in the administration of human and financial resource management, outreach initiatives, and oversight services, all of which contribute to the effective and efficient management of CSC's operations and all of its activities. These activities ultimately contribute to CSC ensuring that it delivers on its commitments and accountabilities related to public safety results.

CSC has also achieved positive results from the development of an organizational Values and Ethics plan that focuses on maintaining a healthy and respectful workplace.

In 2009-2010, CSC continued implementing rigorous financial controls to ensure that proper controls are in place to maximize the benefits Canadians receive from their investment in their Correctional Service.

CSC's Management Accountability Framework, Round VII, assessment compared favourably with other government departments in general, scoring above the government average in six areas of management, equal to the average in six, and below in only one area.



Performance Indicators	Targets	Performance Status	Performance Summary
An organizational culture and operation respectful of Public Service Values and Ethics.	Maintain strong Management Accountability Framework rating in this area in addition to increasing positive responses from staff through surveys.	CSC's rating under the Management Accountability Framework assessment was "Opportunity for Improvement" in Round VII compared to "Acceptable" for Round VI.	Work has been started to address Treasury Board Secretariat recommendations and observations. It should be noted that Treasury Board Secretariat's Decision to use the 2008 Public Service Employee Survey Results had a negative impact on CSC's assessment. CSC has made significant efforts and progress in addressing the survey results.
Effective organizational relationships where conflict is appropriately managed.	A decrease over five years in related staff grievances. An increase over five years in positive responses from staff in surveys.	Staff grievances were reduced over the last three years – the time period for which these statistics are available. Positive responses from staff surveys increased over five years.	The number of harassment complaints were identified as a weakness for CSC in this year's Management Accountability Framework assessment. Efforts continue to ensure all staff receive anti-harassment training. By 2009-2010, close to 80 percent of Managers and 61 percent of employees were trained.
Public resources are well managed through effective internal controls and timely monitoring.	Financial discrepancies, if any, raised on time and resolved immediately.	Public resources managed via a monthly forecasting and reporting process. Reports are	CSC will continue maintaining effective processes to regularly monitor, report on and



		<p>reviewed quarterly by Executive Committee and decisions made. In accordance with the Policy on Internal Controls the Salaries, Travel and Allowance for doubtful accounts processes were assessed. No significant issues were identified.</p>	<p>analyze the use of resources.</p>
<p>Effective outreach to community partners and information services to victims.</p>	<p>Increase in satisfaction ratings over five years.</p>	<p>Satisfaction ratings related to outreach activities increased over the last five years.</p>	<p>As reported in the 2009 evaluation of the National Victim Services Program, victims reported increase in satisfaction in regard to quality of information provided, timeliness of sharing information, and their involvement in the correctional process.</p>
<p>Recruitment and retention strategies for health care professionals, trades and other occupational groups with low workforce availability.</p>	<p>Reduction in vacancies within CSC health care professionals, trades and other occupational groups.</p>	<p>Vacancies within CSC health care professionals, and other occupational groups were reduced.</p>	<p>CSC participated in career fairs targeting health care professionals in conjunction with the Federal Healthcare Partnership Program.</p>
<p>A Common Human Resources Business Process is implemented in conjunction with the Office of the Chief Human Resources Officer.</p>	<p>Reduction in timeframes for staffing processes.</p>	<p>Timeframes for staffing processes were reduced.</p>	<p>A portal for Human Resources services for managers and a directory of common tools was developed that will help reduce staffing timeframes and processes further.</p>



In order to address *strategies to improve recruitment and development of employment equity*, CSC placed emphasis on the recruitment of Aboriginal employees. As of March 31, 2010, CSC's Aboriginal representation was at 7.9 percent, which is above the current Labour Market Availability of 6.2 percent. Additionally, a Human Resources Management Dashboard and an Employment Equity Data cube were developed, which will assist management in human resource planning, provide workforce snapshots at the local, regional and national levels, and is intended to assist in identifying and monitoring gaps, issues, and progress. A Planning Tool was developed for various occupational groups that takes into account factors such as departures, retirements, and promotions. It will help identify specific recruitment targets. Finally, as the human resource planning capacity was strengthened at CSC, connections were built and discussions were held with regional and functional leads to ensure that human resource planning is truly integrated with the business needs.

To address *actions to improve workplace health and nurture effective labour-management relationships* CSC continued its efforts to reduce the backlog of grievances at all levels. There was a reduction in the number of grievances at the final level between March 2009 (1370) and March 2010 (960).

CSC's injury on duty national average increased in 2009 to 27.89 days from 26 days in 2008. In 2009-2010 CSC completed an injury-on-duty process review. The object of this review was to examine CSC's Workers' Compensation documentation process, including ensuring that related required timeframes were met. An action plan is being developed to address the recommendations of this review. It will be shared with management for approval and with members of the National Joint Return to Work Advisory Committee for feedback prior to implementation. In addition, CSC finalized the Draft National Attendance Support Program. This program is based on a structured approach, designed to assist employees who have health related issues that affect their work and/or attendance, and allow them to fully participate in their workplace.

In response to *Individual learning and development initiatives to ensure that we have the right people at the right place at the right time*, CSC's Learning and Development Branch defined a comprehensive strategic framework aimed at ensuring that CSC's workforce possesses the skills and competencies needed to address business needs. Progress made on this strategic agenda includes the adoption of new governance and training models. A result of the implementation of the models included the creation of a new Governance Board for Learning and Development, whose primary objective is to maximize training efforts and direct investments to the most pressing priorities. Learning and Development also initiated a comprehensive review of its policy documents to clarify roles and responsibilities, and ensure the best possible support to CSC and its workforce with respect to learning, training and educational assistance. The policy alignment review was also required to refine CSC's alignment with central agency policies on learning, training and development.

A Leadership Development Program based on four Key Leadership Competencies: Values and Ethics, Strategic Thinking, Engagement, and Management Excellence, was



created to respond to the changing demographics, projected labour shortages, and the cultural change of CSC's operations.

In order to respond to *Recruitment and retention strategies for health care professionals, trades, and other challenging occupational groups to staff*, CSC took the necessary steps to generate and publish recruitment communications. CSC continued the implementation of its recruitment and retention strategy for Health Care Professionals including participation, in conjunction with the Federal Healthcare Partnership, in career fairs that target health professionals. Since the inception of the Health Services Recruitment and Retention Strategy two years ago, progress has been made in nursing recruitment. Recruitment of psychologists, however, remains a challenge for CSC due to a competitive market and an imbalance in compensation rates.

CSC has also undertaken initiatives to strengthen human resource capacity in the area of program delivery and management, including the development of a three-year Programs-Staffing Strategy from 2009 to 2012. As part of this strategy, CSC established a National Recruitment Team to assist Regions in developing competition tools, hiring program staff, and coordinating training requirements over a three-year period.

In order to address *Enhance services to victims of crime including collaboration with partners*, CSC increased its capacity to engage victims in an advisory role. CSC identified ways of allowing victims greater involvement and inclusion in the development of its National Victim Services Program in collaboration with federal and provincial partners. As well, CSC's outreach capacity was extended to reach victims living in remote communities.

With respect to providing dedicated information services to victims, the National Victim Services Program underwent its first evaluation in 2009, and the results are promising. The evaluation addressed the continued success, relevancy, and cost-effectiveness of the program.

To address *respectful of public service values*, CSC completed Ethics Workshops across all five regions with a total of 714 participants. Throughout 2009-2010, CSC diversified delivery options and now can deliver workshop sessions to individual sites, to targeted groups, and to joint sessions consisting of staff from more than one site. Local ethics committees have been established at several sites in order to increase organizational capacity to identify and resolve ethical issues. In addition to the workshops, Ethical Leadership courses specifically designed for executives were developed. CSC also developed a Departmental Code of Values and Ethics parallel to the Public Service Code.

In response to *improvements to our ability and tools for sharing and communicating information*, CSC developed and is in the process of implementing an external communications strategy to proactively promote and coordinate communications with Canadians. This external communications strategy is based on expanding the use of existing communications mediums, including CSC's external website and the use of



social media, as well as promoting collaborative efforts with various partners. This strategy is also based on enhancing outreach initiatives.

In order to respond to *working with community partners to enhance the success of releasing offenders to an Aboriginal community as per Section 84 of the Corrections and Conditional Release Act*, CSC developed and implemented strategies to improve the capacity of Aboriginal communities to participate in managing offenders' releases by strengthening the training, guidelines, and policies to improve Section 84 releases. CSC implemented the recommendations of the Aboriginal Community Development Officer Evaluation which strengthened the CSC and community partnering process in the development of Section 84 releases.

To address *development and expansion of horizontal partnerships with Non-Governmental Organizations, other departments and jurisdictions including both voluntary and private sector organizations*, CSC conducted meetings with the Federation of Canadian Municipalities, the National Parole Board, and the Department of Public Safety Joint Committee on Community Corrections in various municipalities across Canada to expand upon existing partnerships and further develop new relationships with community leaders. In fiscal year 2009-2010, as part of the Effective Corrections Initiative, discussion groups were held with four municipalities across Canada providing CSC with an opportunity to dialogue with existing partners and non-traditional partners on the federal correctional system and community corrections. Furthermore, the first Executive Development Symposium Partners Day, held in November 2009, enabled partners to share information with CSC executives and amongst themselves. The event's success led to a decision to make the event annual to continue building on the momentum from last year.

CSC became a member of the Community of Practice on Stakeholder Relations and Public Participation which is led by Human Resources Skills Development Canada to foster horizontal dialogue in the area of public involvement in federal government business. CSC assumed a leadership role as Chair of the Interdepartmental Committee on Volunteers. Through the Community Forum Program, CSC sponsored over 25 opportunities, led by Non-Government Organizations, for local communities to dialogue on correctional issues. CSC's educational resources have also helped develop a lasting relationship with FEDNET, an organization whose members work in partnership to raise awareness about education matters, as well as with education board members, schools, teachers and students. For the first time, CSC held a National Community Relations Conference which brought together Citizens' Advisory Committee members, volunteers, and representatives from LifeLine.

In order to address *robust control systems for financial transactions*, CSC developed a multi-year action plan to assess its Internal Financial Controls. The assessment performed in 2009-2010 for the key processes "salary, travel and allowance" for doubtful accounts did not identify major issues. A plan to continue to make progress in the implementation of the Policy on Internal Controls has also been developed.



In addition, National and Regional Finance collaboration resulted in newly designed templates to standardize and facilitate monthly financial budget status reporting.

Furthermore, Financial Management capacity building and community development has been enhanced through the allocation of dedicated resources.

In response to *Development and implementation of strategies to initiate further economies and increase the level of efficiency of CSC's operations*, CSC maximized the effective and economical use of overtime in its operations. As a result, overtime has decreased by 36.29 percent from last year. The Scheduling and Deployment System was fully implemented at all sites. It mandated consistency in scheduling, method of recording and managing scheduling information, allocating security staffing complements by institutional type. The deployment standards provided appropriate and sufficient staffing at all security levels to ensure the necessary level of control and supervision of offenders, dynamic security, and maintenance of the safety of staff, inmates, and the public.

Benefits for Canadians

CSC has implemented recruitment and retention strategies for a representative workforce, health care professionals, and other occupational groups with low workforce availabilities. CSC has also committed to implementing learning and development strategies and plans to ensure that CSC's workforce possesses the required skills and competencies to address business needs. CSC has been fiscally responsible and has reduced overtime. CSC has engaged citizens to influence the federal correctional system through active participation in numerous capacities and forums. As a result of the above accomplishments, CSC achieved stronger management practices and was in a better position to deliver quality services that contribute to the safety of Canadians.

Lessons Learned

As noted above, CSC learned that the new Correctional Officer Deployment Standards have indeed contributed to a more effective human and financial resource management for this group in CSC's workforce. The efficient use of resources was evident given the significant reduction of overtime when compared to the year prior to the deployment standards being implemented. CSC is improving its ability to effectively forecast and manage the required complement of Correctional Officers at all institutions, at all times, in order to effectively manage overtime. Subsequent to the implementation of these standards, other human resource management tools are being developed to give a clearer picture of other key occupational groups and allow better and more efficient human resource planning.

The importance of face-to-face communication in developing and maintaining good relations with community partners, demonstrated over and over again in the previously reported many interactions with community-based groups and organizations, was highlighted when a National Community Relations Conference was held where



volunteers, Citizens' Advisory Committee members, LifeLine stakeholders, and CSC staff were in attendance. The conference evaluations indicated that it was an excellent learning and networking experience and partners identified a need to move forward with similar events in the future in order to continue cultivating and building stronger relationships.

Information technology is crucial to CSC's operations at all levels, and the relationship between the Information Management Branch and the rest of the organization can either facilitate or hinder operations. Three key lessons learned through efforts to strengthen management practices within the Information Management Branch were effective communications, partnering and managing expectations. The building of both internal and external communication and collaboration relationships across the existing organizational boundaries is vital to the success of key projects and initiatives. A structured and sequential evaluation process for new systems and technologies is important in order to achieve performance expectations, system acceptance, and effectiveness. CSC has been exploring the introduction of newer technologies and systems to help improve overall effectiveness, safety, and security. As part of this process, it has become clear that the introduction of newer state-of-the-art technologies into a correctional environment can often be much more complex than other environments due to the unique operational factors associated with a correctional facility. Future considerations of new technologies and systems will include the recommended comprehensive assessment prior to approving the commencement of a procurement process.



SECTION 3: SUPPLEMENTARY INFORMATION

3.1 Financial Highlights

Financial Highlights

As at March 31

Condensed Statement of Financial Position

	(\$ million)	2010	2009 restated	Dollar Variance	Percentage Variance
Assets	Total Assets	1,553.19	1,616.14	- 62.95	- 3.90%
Liabilities	Total Liabilities	527.70	634.47	- 106.77	- 16.83%
Equity	Total Equity	1,025.49	981.67	43.82	4.46%

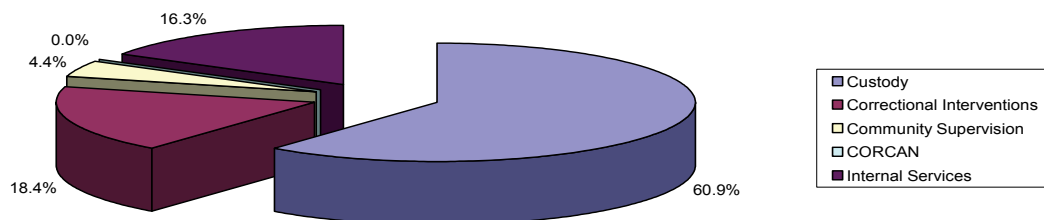
For the year ending March 31

Condensed Statement of Operations

	(\$ million)	2010	2009 Restated	Dollar Variance	Percentage Variance
Expenses	Total Expenses	2,368.29	2,412.03	- 43.74	- 1.81%
Revenues	Total Revenues	49.27	57.44	- 8.17	- 14.22%
NET COST OF OPERATIONS		2,319.02	2,354.59	- 35.57	- 1.51%

3.2 Financial Highlights Chart

Expenses - Where funds go
2009-2010 Actual Spending by Program Activity (\$2,265.10 million)





3.3 Financial Statements

<http://www.csc-scc.gc.ca/text/pblct/finance/financi-2009-10-eng.shtml>

3.4 List of Supplementary Information Tables

All electronic supplementary information tables found in the 2009–10 *Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat's website at <http://www.tbs-sct.gc.ca/dpr-rmr/2009-2010/index-eng.asp>.

- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting
- Status Report on Projects Operating with Specific Treasury Board Approval
- Green Procurement
- Response to Parliamentary Committees and External Audits
- Internal Audits and Evaluation