

Office of the Correctional Investigator

2025-26 Departmental Results Report

The Honourable Gary Anandasangaree, P.C., K.C., M.P.

Minister of Public Safety

Canada

© His Majesty the King in Right of Canada, as represented by the Minister of Public Safety, 2026

Catalogue Number: JA2-5E

ISSN: 2560-9173

Aussi disponible en français sous le titre : Rapport sur les résultats ministériels 2025-2026

Office of the Correctional Investigator's 2025-26 Departmental Results Report

Contents

- At a glance
- From the Interim Correctional Investigator
- Results: What we achieved
  - Core responsibility 1: Independent oversight of federal corrections
  - Internal services
- Spending and human resources
  - Spending
  - Funding
  - Financial statement highlights
  - Human resources
- Supplementary information tables
- Corporate information
- Definitions

At a glance

This departmental results report details the Office of the Correctional Investigator's (OCI) actual accomplishments against the plans, priorities and expected results outlined in its Departmental Plan 2025-2026.

These results align with the priorities outlined in the OCI's Vision, mission, raison d'être and operating context.

Key priorities

The OCI identified the following key priorities for 2025–26:

- Improve service standards to ensure more prompt resolution of incarcerated person's complaints through efficient investigative processes;
- Implement a team-based inspection model in compliance with international standards as a tool to oversee compliance with human rights obligations;

- Develop criteria for identifying systemic and thematic investigations; and
- Pursue work on workplace inclusion, diversity, equity and accessibility (IDEA), and continue to be responsive to the gender and diversity of its clients by accelerating its Gender-based Analysis Plus (GBA Plus) efforts.

Highlights

In 2025-26, the OCI continued to strengthen its independent oversight function through targeted improvements to investigative processes, inspection approaches, and internal capacity.

Key initiatives included:

- Strengthened service delivery by reviewing and updating service standards and aligning employee work objectives and performance assessments to support the timely resolution of complaints and improved accountability.
- Continued implementation of a team-based inspection model to monitor compliance with human rights obligations and international standards, while recognizing that budget reductions may affect the sustainability of this approach in future years.
- Advanced systemic oversight and equity initiatives by refining the identification of systemic and thematic investigations, developing an OCI-specific GBA Plus framework, and integrating GBA Plus analysis into systemic investigation work.

- Total actual spending (including internal services): $7,376,171
- Total full-time equivalent staff (including internal services): 43

For detailed information on the Office of the Correctional Investigator's total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its "core responsibilities" (its main areas of activity):

Core responsibility 1:

Independent oversight of federal corrections

Actual spending: $5,174,398 Actual **human resources:** 33

The OCI received and processed a significant volume of inquiries and complaints related to the operations of the Correctional Service of Canada (CSC), providing timely investigation and resolution support. Through its investigative activities, the OCI issued recommendations aimed at addressing both individual complaints and broader systemic issues.

The OCI also conducted several national and systemic investigations, with particular focus on issues affecting vulnerable populations, including access to mental health services and the conditions of confinement. These investigations were supported by institutional visits, stakeholder engagement, and data analysis.

While the OCI's recommendations are non-binding, a majority continued to be addressed or acted upon by CSC, demonstrating the Office's ongoing influence in promoting improvements to correctional practices.

The OCI also strengthened its approach to monitoring and reporting on recommendation implementation, thereby improving transparency, accountability and human dignity.

For more information on the Office of the Correctional Investigator's activities related to Independent Oversight of Federal Corrections, read the "Results: What we achieved" section of this report.

From the Interim Correctional Investigator



The Office of the Correctional Investigator's mandate is rooted in the recognition that independent oversight is essential to a fair, accountable, and humane correctional system. It is in that spirit that I am pleased to present the Office of the Correctional Investigator's (OCI) Departmental Results Report for 2025-26.

As Canada's federal correctional ombuds, the Office plays a vital role in promoting transparency, accountability, and human dignity in federal corrections, which can support public confidence in the Canadian correctional system. Through our examination of systemic issues, resolution of individual complaints, and recommendations for meaningful reform, we strive to ensure that correctional policies and practices are responsive, equitable, and consistent with legal and human rights obligations. This responsibility carries significant importance, and we approach it with a deep sense of purpose and responsibility.

During this period, the Office maintained a strong operational foundation while responding to ongoing challenges and pressures within the correctional environment. Throughout these demands, we remained steadfast in our oversight responsibilities and continued to engage constructively with the Correctional Service of Canada (CSC), as well as parliamentarians, advocacy organizations, community groups, and fellow oversight bodies. These relationships are invaluable in helping to advance meaningful improvements and support a correctional system that is safer, more effective, and more humane for all those it serves.

During the past fiscal year, this Office opened 4,315 cases, including 3,857 complaints submitted by 1,984 individuals. Staff spent 263 days in institutions, conducted 1,458 interviews, and, when accounting for team visits, logged 410 person-days on site. The Office also received 19,646 toll-free calls, representing more than 118,000 minutes of direct engagement on the phones. In addition, the Office reviewed 83 reports related to deaths and serious bodily injury, and fully reviewed 566 use of force incidents to assess compliance with law and policy.

This work contributes directly to public safety. By encouraging fairness, respect for human dignity, and evidence-based decision-making within federal corrections, we help foster outcomes that benefit not only incarcerated individuals, but also communities, and Canadians as a whole.

Effective June 18, 2026, I assumed the role of Interim Correctional Investigator and had been the Executive Director and General Counsel during the reporting period. Since that time, my priority has been to ensure continuity, stability, and the uninterrupted delivery of our mandate. I am

grateful to report that the Office has continued to operate with strength, consistency, and professionalism. This is a testament to the exceptional dedication, expertise, and commitment of our team, whose work reflects the very best of public service. Their unwavering commitment to fairness, accountability, and respect for human dignity is the foundation of the Office's success.

As we look ahead, the Office remains firmly focused on strengthening its oversight function, enhancing the quality and timeliness of its work, and providing independent and impartial advice and recommendations that support a correctional system that is fair, safe, humane, and accountable. We remain committed not only to addressing concerns as they arise, but also to identifying opportunities for systemic improvement that can lead to lasting and meaningful change. I am particularly concerned that, despite decades of reports and recommendations, the overrepresentation of Indigenous and Black peoples in federal corrections persists. Moreover, gaps in mental health care - at a time when an increasing number of federal prisoners present with complex needs - underscore the necessity of independent scrutiny.

I would like to express my sincere appreciation to our team for their professionalism, resilience, and dedication throughout the year. I also extend my gratitude to our partners and stakeholders for their continued engagement, collaboration, and trust. Together, we share a responsibility to promote a correctional system that respects human dignity, upholds individual rights, and contributes to safer outcomes for individuals, institutions, and communities across Canada.

Valerie Phillips
Interim Correctional Investigator of Canada

Results: What we achieved

Core responsibilities and internal services

- Core responsibility 1: Independent Oversight of Federal Corrections
- Internal services

Core responsibility 1: Independent Oversight of Federal Corrections

In this section

- Description
- Quality of life impacts
- Progress on results
- Details on results
- Key risks
- Resources required to achieve results
- Related government priorities
- Program inventory

Description

The OCI conducts investigations of complaints regarding the CSC by individual federal incarcerated or supervised offenders and carries out systemic investigations of issues that affect large numbers of federal offenders. The OCI reviews investigations of deaths in custody and serious bodily injury cases to ensure CSC compliance with law and policy, and conducts reviews of use of force incidents, particularly the more serious incidents and those involving vulnerable incarcerated persons. The OCI's investigative activities support a safe, lawful and humane federal correctional practice by ensuring federal correctional decisions and practices are in compliance with human rights, law, policy, and fairness.

Quality of life impacts

This core responsibility contributes to the "**Good Governance**" domain of the Quality of Life Framework for Canada and, more specifically, "**Discrimination and unfair treatment**" and "**Incarceration rate**" indicators, through all of the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Independent Oversight of Federal Corrections.

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under A safe, lawful and humane federal correctional practice in the last three fiscal years.

Table 1: A safe, lawful and humane federal correctional practice in the last three fiscal years

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of recommendations made in relation to individual offender complaints that were addressed by the Correctional Service of Canada.	90%	March 31, 2026	2023–24: 91% 2024–25: 87.5% 2025-26: 90%
Percentage of recommendations made in relation to the Office of the Correctional investigator's corporate priorities that were addressed by the Correctional Service of Canada.	100%	March 31, 2026	2023–24: 80% 2024–25: 80% 2025-26: 80%

The Results section of the Infographic for the Office of the Correctional Investigator on GC Infobase provides additional information on results and performance related to its program inventory.

Details on results

- The following section describes the results for Independent Oversight of Federal Corrections in 2025–26 compared with the planned results set out in the Office of the Correctional Investigator's departmental plan for the year.

A safe, lawful and humane federal correctional practice

Results achieved

In 2025–26, the OCI made measurable progress against planned results in strengthening oversight and addressing key systemic issues within federal corrections.

1. **Improve service standards to ensure more prompt resolution of incarcerated person's complaints through efficient investigative processes:**
    - Implemented issue tracking within the OCI's case management system to improve monitoring of complaints, follow-up activities, and resolution timelines, enabling more effective oversight of outstanding matters.
    - Enhanced the preliminary analysis and triage of all incoming complaints to ensure that complaints are assessed early and directed through the most appropriate and efficient

resolution process, allowing investigative resources to be focused on higher-risk and more complex issues.

- Developed and implemented a standardized institutional inspection model to better prepare investigators for institutional visits, support consistency in information gathering, and improve the identification and resolution of systemic and institution-specific concerns.
- Standardized the way institutional visit reports, issues, and associated data are recorded. Visit-related documentation now consistently identifies outstanding and unresolved matters, improving the Office's ability to track specific concerns over time, measure progress, and assess the proportion of recommendations that have been implemented.
- Leveraged existing data visualization and reporting tools to enhance planning, tracking, and reporting on key oversight metrics, allowing for better monitoring of investigative activities, emerging trends, service demands, and outcomes.
- Strengthened internal processes to support more consistent documentation, monitoring, and follow-up of complaints and recommendations, contributing to more timely resolution of issues and improved service delivery to federally incarcerated individuals.

2. **Implement team-based inspection model in compliance with international standards as a tool to oversee compliance with human rights obligations, by:**
    - Establishing a risk-informed institutional visit schedule to prioritize resources based on previous findings and other relevant indicators. During 2024-25, 62% of institutional visits were conducted by teams comprising at least two OCI staff members.
    - Initiating a pilot project to categorize and analyze systemic findings and recommendations from previous inspections to support evidence-based visit planning and promote consistency in inspection activities.
    - Adopting standardized reporting requirements aligned with organizational priorities, including the systematic review of previous findings and recommendations during subsequent inspections.

3. **Develop criteria for identifying systemic and thematic investigations, that consider previous investigations.**
    - The OCI developed criteria for identifying systemic and thematic investigations, drawing on lessons learned and trends identified through previous investigations and findings, corporate priorities, and collaborating with the broader Ombuds and Oversight community to incorporate best practices.
    - Ongoing work to finalize and implement the criteria, including consultation and collaboration between Policy and Research and Operations supports a consistent approach to assessing matters with potential systemic implications and establishing investigation priorities.

- The framework emphasizes evidence and data-informed decision-making, collaboration with operational partners, and alignment with OCI priorities to support the effective identification and prioritization of broader organizational concerns.
- This work is helping strengthen the Office's ability to identify recurring patterns, emerging issues, and systemic concerns.

Key risks

The OCI faces several risks that may impact its ability to achieve planned results:

- **Increasing complaint complexity:** Although the volume of complaints received from federally incarcerated individuals has remained relatively constant in recent years, the growing complexity of investigations remains a key operational risk. The nature of complaints received increasingly involve the impacts of the growing population in federal institutions. This includes deteriorating conditions of confinement and systemic issues that often require more extensive review and coordination. Together this may affect investigative capacity and resolution timelines despite ongoing efforts to improve efficiency and resource allocation.
- **Limitations of influence:** As OCI recommendations are non-binding, the Office's ability to effect change depends largely on CSC's willingness and capacity to implement reforms. Broader organizational factors, including operational pressures, competing priorities, and entrenched systemic practices, may further affect the adoption and implementation of recommended changes.
- **Resource constraints in a micro-agency context:** As a small organization with a limited resource base, the OCI must carefully balance day-to-day operational demands with strategic priorities, including systemic investigations, parliamentary and governmental reporting, inspections, and internal capacity-building initiatives. These challenges will be further compounded by the 2025 Comprehensive Expenditure Review (CER) and associated fiscal restraint measures, which will limit OCI's ability to staff positions, sustain existing levels of oversight - particularly our on-site presence in institutions - invest in modernization efforts, and respond to emerging correctional issues.

To mitigate these risks, the OCI continues to review its operations, processes, and resource allocation to identify efficiencies and maximize the impact of limited resources. As a micro-agency, the OCI is also able to remain agile and responsive. Through ongoing process improvements, enhanced data analytics, strategic prioritization, and targeted organizational adjustments, the OCI continues to seek to maintain effective oversight while balancing operational demands with fiscal constraints.

Resources required to achieve results

Table 2 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 2: Snapshot of resources required for the Independent Oversight of Federal Corrections

Resource	Planned	Actual
Spending	$5,832,410	$5,174,398
Full-time equivalents	38	33

The Finances section of the Infographic for the Office of the Correctional Investigator on GC Infobase page and the People section of the Infographic for the Office of the Correctional Investigator on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

The OCI is committed to the ongoing, effective application of GBA Plus principles and analysis in conducting its work and fulfilling its mission to ensure the fair and humane treatment of all persons serving federal sentences. Given that the OCI only has one program, all relevant information about GBA Plus can be found in the GBA Plus Supplementary Information Table.

Program inventory

Independent Oversight of Federal Corrections is supported by the following program:

- Ombuds for federally sentenced individuals

Additional information related to the program inventory for Independent Oversight of Federal Corrections is available on the Results page on GC InfoBase.

Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

- acquisition management services

- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

In 2025-26, the OCI continued to strengthen its internal services functions to support operational effectiveness, sound stewardship, and organizational resilience. As a micro-agency with limited internal services capacity, the OCI relies on several memoranda of understanding (MOUs) with external service providers to deliver key corporate services, including information technology, financial administration, pay and compensation, procurement, and human resources support. These partnerships complement the OCI's internal expertise and capacity by providing access to specialized knowledge, systems, and services that would not be feasible to maintain in-house, while allowing the organization to focus its resources on delivering its core oversight mandate.

Against a backdrop of increasing operational demands and government-wide fiscal restraint measures, including the 2025 CER, the OCI undertook a review of its internal operations and business processes to identify efficiencies, reduce administrative burden, and ensure resources remained aligned with organizational priorities and core mandate activities.

Key achievements during the year included:

- **Strengthening corporate planning, performance measurement, and resource management** to improve alignment between organizational priorities, risks, and resource allocation.
- **Advancing information management and data practices** to support evidence-based decision-making, enhance reporting capabilities, and improve organizational knowledge management.
- **Enhancing organizational capacity and resilience** through targeted staffing actions, workforce planning, and organizational design improvements that better position the OCI to respond to evolving operational requirements.
- **Promoting an inclusive and accessible workplace** by continuing to integrate inclusion, diversity, equity and accessibility (IDEA) considerations into policies, practices, and decision-making processes.

The OCI benefits from a high degree of agility, despite limited resources. This enables the organization to respond to emerging issues, adapt to changing priorities, and implement process improvements efficiently. Collectively, these efforts have strengthened governance, improved operational support, enhanced organizational sustainability.

Resources required to achieve results

Table 3 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 3: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	$2,231,108	$2,201,773
Full-time equivalents	10	10

The Finances section of the Infographic for the Office of the Correctional Investigator on GC Infobase and the People section of the Infographic for the Office of the Correctional Investigator on GC Infobase provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 4, the Office of the Correctional Investigator awarded 6.61% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 4: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$46,940
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$709,996
Value of exceptions approved by deputy head (C)	$0
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	6.61%

Contracting performance indicator	2025–26 result
Notes For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as: • businesses owned and operated by Elders, band and tribal councils • businesses registered in the Government of Canada’s Indigenous Business Directory • registered on a modern treaty beneficiary business list A “contract” is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.	

In its 2026–27 Departmental Plan, the OCI estimated that it would award 6% of the total value of its contracts to Indigenous businesses by the end of 2025–26.

Spending and human resources

In this section

- Spending
- Funding
- Financial statement highlights
- Human resources

Spending

This section presents an overview of the department’s actual and planned expenditures from 2023–24 to 2028–29.

Budgetary performance summary

Table 5 shows the amount that the Office of the Correctional Investigator spent in each of the past three years on its core responsibilities and on internal services.

Table 5: Actual three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Independent Oversight of Federal Corrections	$5,832,410	$6,001,833	• 2023–24: $4,287,082 • 2024–25: $5,092,687 • 2025–26: $5,174,398

Core responsibilities and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Internal services	$2,231,108	$2,296,100	• 2023–24: $1,525,666 • 2024–25: $1,826,802 • 2025–26: $2,201,773
Total	**$8,063,518**	**$8,297,933**	• 2023–24: $5,812,748 • 2024–25: $6,919,489 • 2025–26: $7,376,171

Analysis of the past three years of spending

The variance between the 2025-26 Main Estimates and total authorities is due to the operating budget carry-forward. Higher spending reflects ongoing impacts of Program Integrity funding. Following the July 2025 CER announcement, the organization paused planned hiring and left some positions vacant to prepare for future budget reductions. Authorities and spending will decline over the next three years as CER-related reductions are implemented. The Finances section of the Infographic for the Office of the Correctional Investigator on GC Infobase provides more financial information from previous years.

Planned spending for next three years

Table 6 shows the Office of the Correctional Investigator's planned spending for each of the next three years on its core responsibilities and on internal services.

Table 6 : Planned three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2026–27 planned spending	2027–28 planned spending	2028–29 planned spending
Independent Oversight of Federal Corrections	$5,670,743	$5,590,718	$5,336,026
Subtotal	**$5,670,743**	**$5,590,718**	**$5,336,026**
Internal services	$2,011,352	$1,919,277	$1,849,067
Total	**$7,682,095**	**$7,509,995**	**$7,185,093**

Analysis of the next three years of planned spending

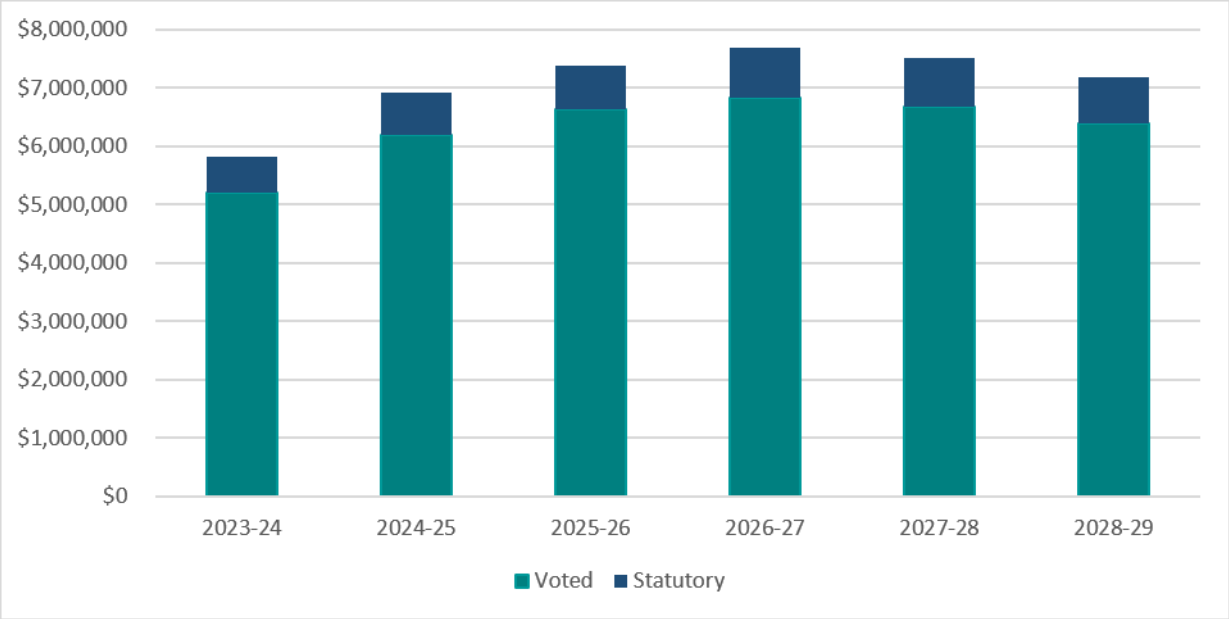
The projected three-year reduction beginning in 2026–27 is attributable to the Comprehensive Expenditure Review, which introduced phased budget decreases of 7.5%, 10%, and 15% over the planning period. The Finances section of the Infographic for Office of the Correctional Investigator on GC Infobase provides more detailed financial information related to future years.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. Consult the Government of Canada budgets and expenditures for further information on funding authorities.

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.

Graph 1: Approved funding (statutory and voted) over a six-year period



Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023–24	$609,777	$5,202,972	$5,812,749
2024–25	$721,129	$6,198,360	$6,919,489
2025–26	$749,547	$6,626,624	$7,376,171
2026–27	$853,754	$6,828,341	$7,682,095
2027–28	$841,532	$6,668,463	$7,509,995
2028–29	$787,365	$6,397,728	$7,185,093

Analysis of statutory and voted funding over a six-year period

The six-year spending profile reflects an initial increase driven by the gradual implementation of the Program Integrity Fund, followed by a phased reduction beginning in 2026–27 as part of the Comprehensive Expenditure Review, which introduced budget decreases of 7.5%, 10%, and 15% over the subsequent three years. Consult the Public Accounts of Canada for further information on the Office of the Correctional Investigator's departmental voted and statutory expenditures.

Financial statement highlights

This section presents the Office of the Correctional Investigator's Financial Statements (Unaudited) for the Year Ended March 31, 2026.

Table 7 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 7: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	$8,239,914	$8,701,521	$(461,607)
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$8,239,914	$8,701,521	$(461,607)

Analysis of expenses and revenues for 2025–26

The variance of $461,607 between the planned and actual results for 2025-26 is primarily attributed to actual salary expenses. This is consistent with the lower actual FTEs vs planned. The 2025–26 plan information is provided in the Office of the Correctional Investigator's 2025-26 Future-Oriented Financial Statement.

Table 8 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 8: Condensed Statement of Operations (unaudited or audited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	$8,239,914	$7,684,626	$555,288
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$8,239,914	$7,684,626	$555,288

Analysis of differences in expenses and revenues between 2024–25 and 2025–-26

The increase in total expenses of $555,288 in 2025-26 compared to 2024-25 is primarily attributed to an increase in salary expenses and an MOU with Correctional Service Canada for the provision of IT services.

Table 9 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Table 9: Condensed Statement of Financial Position (unaudited) as of March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	$999,406	$932,092	$67,314
Total net financial assets	$651,791	$616,850	$34,941
Departmental net debt	$347,615	$315,242	$32,373
Total non-financial assets	$0	$0	$0
Departmental net financial position	$(347,615)	$(315,242)	$(32,373)

Human resources

This section presents an overview of the department's actual and planned human resources from 2023–24 to 2028–29.

Table 10 shows a summary in full-time equivalents of human resources for the Office of the Correctional Investigator's core responsibilities and for its internal services for the previous three fiscal years.

Table 10: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Independent Oversight of Federal Corrections	26	30	33
Subtotal	**26**	**30**	**33**

Core responsibilities and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Internal services	8	10	10
Total	**34**	**40**	**43**

Analysis of human resources for the last three years

The three Full-Time Equivalent (FTE) increase reflects the phased implementation of the Program Integrity Fund, which was designed to gradually strengthen program delivery and ensure sustained operational capacity.

Table 11 shows the planned full-time equivalents for each of the Office of the Correctional Investigator's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Table 11: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Independent Oversight of Federal Corrections	36	36	33
Subtotal	**36**	**36**	**33**
Internal services	8	7	7
Total	**44**	**43**	**40**[1]

Analysis of human resources for the next three years

The projected three-year FTE reduction beginning in 2026–27 is attributable to the Comprehensive Expenditure Review, which introduced phased budget decreases of 7.5%, 10%, and 15% over the planning period.

Supplementary information tables

The following supplementary information tables are available on the Office of the Correctional Investigator's website:

- Gender-based Analysis Plus

[1] The 40 FTEs are made up of the following: 6.45 in Internal Services and 33.88 for Operations. Numbers reflected in the table are rounded as per TBS policy.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Gary Anandasangaree, P.C., K.C., M.P.

Institutional head: Valerie Phillips, Interim Correctional Investigator

Ministerial portfolio: Public Safety

Enabling instrument(s): *Corrections and Conditional Release Act*

Year of incorporation or commencement: 1973 pursuant to the *Inquiries Act* and 1992 pursuant to the *Corrections and Conditional Release Act*.

Departmental contact information

Mailing address:

Office of the Correctional Investigator Canada
PO Box 3421, Station D
Ottawa, Ontario
K1P 6L4, Canada

Telephone: 1-877-885-8848

Fax: 613-990-0563

Email: org@oci-bec.gc.ca

Website(s): www.oci-bec.gc.ca

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada Mandatory minimum 5% Indigenous procurement target website.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

plan (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.