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A SEMI-ANNUAL MAGAZINE ABOUT THE CANADA PUBLIC SAFETY INFORMATION NETWORK

IJI@WORK

APRIL 2002

**A UNIVERSE
OF CONNECTED
SYSTEMS: THE
NATIONAL CRIMINAL
JUSTICE INDEX**

**PARTNERS
IN PROFILE**

A look at the work of the partners
that comprise the Canada Public
Safety Information Network

A PROFILE OF SOLICITOR GENERAL
CANADA'S INTEGRATED JUSTICE INFORMATION
SECRETARIAT

THE IMPORTANCE OF BEING
UNDERSTOOD: THE DATA STANDARDS SECRETARIAT



INTEGRATED
JUSTICE
INFORMATION

INTÉGRATION
DE L'INFORMATION
DE LA JUSTICE

Canada

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Police Reporting Occurrence System
Real-Time Identification

Correctional Service of Canada
Offender Management
System Renewal

The National Parole Board
The Conditional Release System



Department of Justice Canada

Standards
Applications
Common Table of Offences

Canada Customs and Revenue Agency

Integrated Customs
Enforcement System

Citizenship and Immigration Canada

Case Management Systems

Treasury Board Secretariat and the Canadian Centre for Justice Statistics

ABOUT IJI@WORK

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FOREWORD

The Solicitor General of
Canada, the Honourable
Lawrence MacAulay



Deputy Solicitor General
of Canada, Nicole Jauvin

Public safety is the cornerstone that defines the work of my department, as well as that of the agencies within my Ministry's portfolio: the Royal Canadian Mounted Police; the Canadian Security Intelligence Service; Correctional Service of Canada; and the National Parole Board.

The Government of Canada has taken action on many fronts to ensure that all Canadians can feel safe and secure in the communities where they live. Among our most important efforts in this regard has been to ensure that front-line workers in Canada's criminal justice system have the ability and means to share information in an efficient yet secure manner.

Through my department's Integrated Justice Information (IJI) Secretariat—created to facilitate, coordinate and support information sharing in the criminal justice system—we have already enjoyed much success in advancing the IJI initiative in Canada.

This new publication, *IJI@Work*, is one of several communication tools that my department has set up to inform our partners—indeed all Canadians—about the many encouraging and noteworthy developments that are taking place in this area. In future issues, readers can expect to learn about the latest developments and the newest milestones reached on this interesting and vital file.

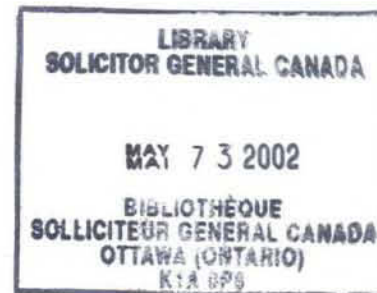
I hope you find this premiere issue of *IJI@Work* to be both informative and engaging.

Ask anyone who works in Canada's criminal justice system and they will tell you how important accurate information is to their work. More than anything, the timely exchange of such information allows them to do their jobs well.

That's why sharing information in the criminal justice system is crucial. It is the reason why the Integrated Justice Information (IJI) initiative was launched back in 1999. The Government of Canada made a commitment to improve public safety and enhance the confidence of Canadians in our system of criminal justice.

This commitment is reflected in the creation of this new publication, *IJI@Work*, as well as in the work of many departments, including Solicitor General Canada. Together, our efforts are bringing about important changes in the way information is captured, managed and shared. The result of these efforts will be beneficial to all Canadians: enhanced public safety.

To the readers of *IJI@Work*, please accept my warmest greetings on the occasion of the launch of this new publication. I look forward to your continued readership in issues to come.



INTRODUCTION

A QUICK **BACKGROUND** ON **INFORMATION SHARING** IN **CANADA'S CRIMINAL JUSTICE SYSTEM**

I NPUT, PRINT, SEND. INPUT, PRINT, SEND. THAT'S THE WAY MANY WOULD DESCRIBE HOW CANADA'S CRIMINAL JUSTICE INFORMATION HAS FUNCTIONED TRADITIONALLY. DESPITE SIGNIFICANT ADVANCES IN INFORMATION TECHNOLOGY OVER THE PAST DECADE, DATA MANAGEMENT AND INFORMATION SHARING AMONG PARTNERS IN CANADA'S CRIMINAL JUSTICE SYSTEM HAVE NOT KEPT PACE. INFORMATION IN THIS SYSTEM HAS HISTORICALLY BEEN AVAILABLE ON A LIMITED BASIS. SYSTEMS WERE BUILT INDEPENDENTLY AND WERE GENERALLY NOT INTEROPERABLE, LEAVING USERS TO CONTEND WITH TIME-CONSUMING, CUMBERSOME TASKS TO RETRIEVE DATA. WORSE STILL, IT SOMETIMES BECAME A HIT-AND-MISS UNDERTAKING.

This approach—call it the status quo—doesn't just limit the capabilities of the criminal justice system; there's an important capacity issue that needs to be dealt with as well. In Canada, an estimated 200–300 unique transactions take place in the criminal justice system. For each of these transactions, a user conducting a thorough search has traditionally had little choice but to watch a case file move slowly through the series of systems, starting and stopping at the queue of each partner's business process. There are also administrative and management inefficiencies with which to contend. Each system must be maintained and updated separately, and in the absence of harmonized standards, it sometimes has meant that some systems simply have become inaccessible to others.

Unless Canada's criminal justice information system is updated, it could become vulnerable, with potentially serious consequences: the effectiveness of Canada's criminal justice

system may be hindered, law enforcement officials could be put at risk, and the safety of Canadians could be diminished.

A PUSH TO INTEGRATE INFORMATION

These concerns, matched by a drive to innovate, propelled the Government of Canada and its provincial and territorial government partners to embark on a series of initiatives to improve information sharing between criminal justice agencies and jurisdictions. The concept is known as integrated justice information—**IJI** for short. It will support public safety in Canada by enabling criminal justice and law enforcement agencies to have the required information available, as well as accessible on a timely basis, to support the decisions they must make in the work they do.

To transform **IJI** into a plan of action, a comprehensive strategy was launched in 1999, starting with the formation of a deputy minister-level Steering Committee on Integrated Justice Information, the establishment of an **IJI** Secretariat within Solicitor General Canada, and the development and implementation of a five-year **IJI** action plan. Among the recommendations in that plan was the creation of the Canada Public Safety Information Network (**CPSIN**) of criminal justice information, serving as the foundation upon which a modern, national network could be built. **CPSIN** will link the various information sources to criminal justice practitioners. Moreover, it will mean greater collaboration with the integrated justice information initiatives undertaken by provinces, territories and municipalities.

*"THE NATIONAL CRIMINAL JUSTICE INDEX
WILL BE A COMMON FRONT DOOR—COMPLETE
WITH A LOCK AND KEY—THAT PARTNERS CAN USE
TO ENTER AND MINE THIS NEW NETWORK OF
INFORMATION."*

A UNIQUE SYSTEM THAT REQUIRES UNIQUE SOLUTIONS

Canada's criminal justice system is multi-jurisdictional by design—the roles that different governments play in a criminal justice case are determined by a host of variables, such as the nature of the crime and where it was committed. As a result, information in this system must be managed and controlled by each partner, an arrangement unlike other kinds of networked information systems where data might be culled and compiled into a single database.

Canada's criminal justice system is as unique as the solutions that are required to ensure that it remains vital and effective. In short, it requires a vision. The articles and profiles in this publication—*IJI@Work*—demonstrate the many ways that the IJI vision is manifesting itself.

Yet this vision and the network that has been conceived—CPSIN—is a balancing act: sharing information on one hand, and on the other, controlling access, among partners, to the information that each has in its respective domains.

What's missing is a common front door—complete with a lock and key—that partners can use to enter and mine this new network of information. The construction of this front door is taking form by way of the National Criminal Justice Index (NCJI).

More information on the National Criminal Justice Index can be found in the cover story, starting on page 6. Profiles on the respective initiatives of each partner begin on page 11.

What do Canada's criminal justice and banking systems have in common? Plenty.

Compare the criminal justice system to other kinds of information systems in Canada and the promise of integrated information becomes readily apparent. For example, consider the innovations that have been achieved in Canada's banking system. They show what is achievable and offer a glimpse of the speed with which users accept new technology. The banking system handles vast amounts of data and money every day. It is estimated that on an average business day, over \$125 billion is exchanged between financial institutions in Canada.¹ And at the consumer level, the vast majority of banking transactions—over 85 percent—are now conducted electronically in Canada,² a figure that would have seemed unthinkable not long ago.

These achievements owe much to efforts that have been made over the past twenty years to integrate and share information between financial institutions in Canada. And the investment continues to pay significant dividends in the form of innovation. From encrypted online banking, point-of-sale debit purchases, and smart-card cash transfers, to wireless transactions and real-time electronic investing, all are relatively new kinds of transactions and all are a consequence of a collective effort to share information and integrate data among many partners.

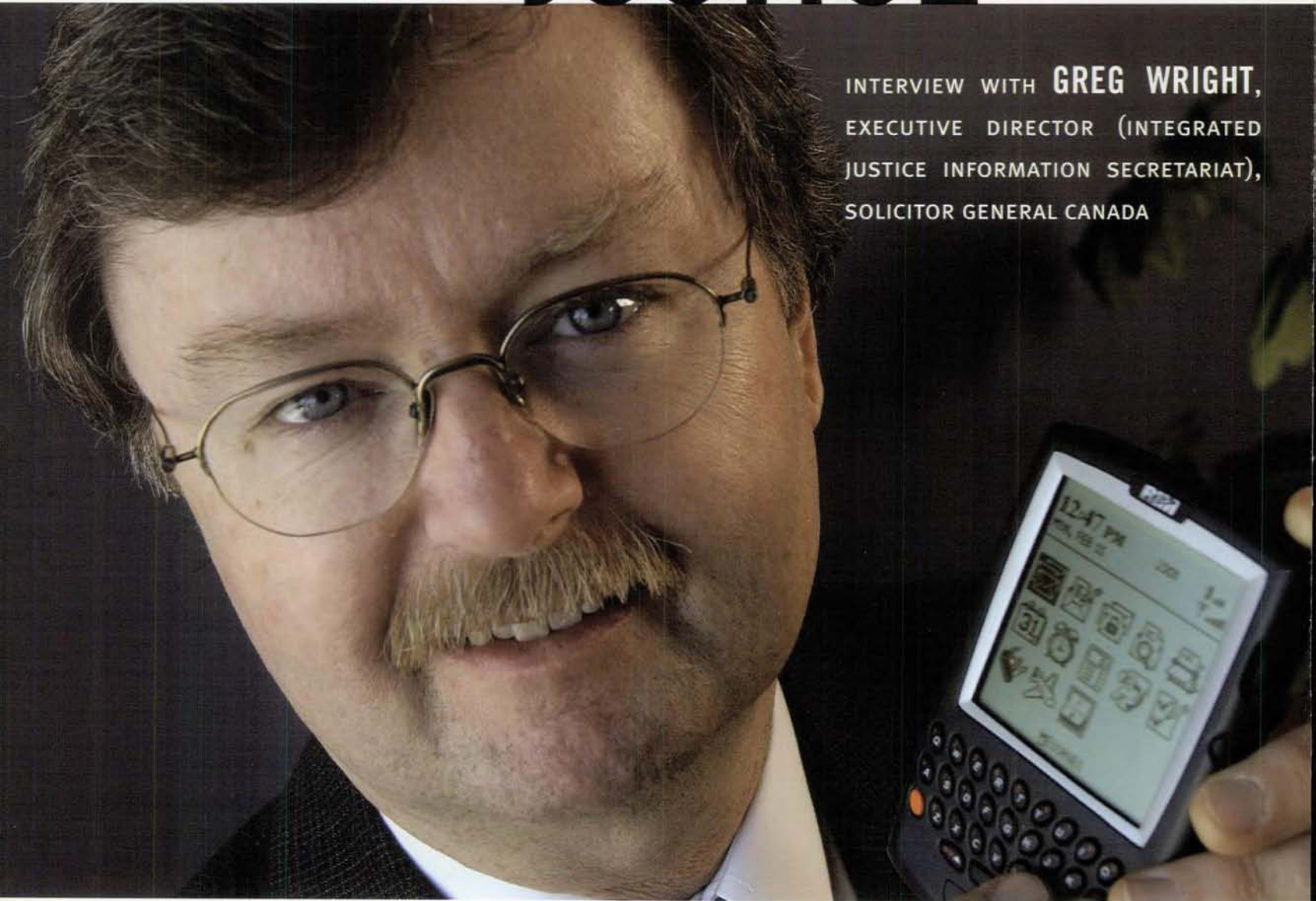
Indeed, when viewed through the lens of information management, Canada's criminal justice and banking systems have much in common. Both must contend with a large number of partners, navigate important privacy and security issues, balance legacy and modernized systems, and manage risk in a risk-averse business culture. Equally important, both have dealt with—and continue to deal with—these obstacles, among many others, while delivering on a promise of improved, efficient information.

¹ Canadian Payments Association, *Annual Review, 2000-2001*.

² Canadian Bankers' Association, *Fact Facts, January 2001*.

A UNIVERSE OF CONNECTED SYSTEMS: THE NATIONAL CRIMINAL JUSTICE INDEX

INTERVIEW WITH **GREG WRIGHT**,
EXECUTIVE DIRECTOR (INTEGRATED
JUSTICE INFORMATION SECRETARIAT),
SOLICITOR GENERAL CANADA



ASK GREG WRIGHT ABOUT THE OBJECTIVE OF THE NATIONAL CRIMINAL JUSTICE INDEX (NCJI), AND HIS ANSWER IS SIMPLE AND CLEAR: "WE WANT TO CONNECT ALL CRIMINAL JUSTICE AGENCIES ACROSS CANADA SO THAT THEY CAN PROVIDE REAL-TIME, ELECTRONIC ASSISTANCE TO OFFICIALS, HELPING THEM WITH THE DECISIONS THEY MAKE EVERY DAY." AS THE EXECUTIVE DIRECTOR RESPONSIBLE FOR SOLICITOR GENERAL CANADA'S INTEGRATED JUSTICE INFORMATION SECRETARIAT, WRIGHT'S JOB IS TO HELP MAKE THIS HAPPEN. THAT'S THE TRICKY PART. AFTER ALL, THERE ARE MANY PARTNERS IN CANADA'S CRIMINAL JUSTICE SYSTEM: PROVINCES, MUNICIPALITIES, THE ROYAL CANADIAN MOUNTED POLICE (RCMP), THE NATIONAL PAROLE BOARD, CITIZENSHIP AND IMMIGRATION CANADA, TO NAME BUT A FEW. AND EACH OF THESE ORGANIZATIONS BRINGS NOT ONLY ITS EXPERTISE TO THE TABLE; EACH BRINGS CONCERNS ABOUT ACCESS, STANDARDS, READINESS, AND OTHER FACTORS.

Yet all partners recognize the value of teamwork and the enormous potential of enhanced information sharing. That's why all eyes are now on this national index and the front door it will create for partners. Indeed, the stakes are high—after all, we're talking about a system that includes police, prosecution, courts, and the correctional system—but the opportunities that this initiative will open up are staggering in scale and in promise. Says Wright: "what we're building is a universe of connected systems, one that will grow with every bit of data that is shareable, with every partner that joins."

A LOOK INTO THE FUTURE

To understand the extent to which the NCJI could transform the criminal justice information landscape in Canada, consider what the system could look like in ten years: all major systems will have been updated and will adhere to modern standards, so that all the business transactions that have the potential to take place electronically can do so.

Wright explains what this will mean in practical terms. Take the case of an Immigration officer at a border point in Canada, processing an individual who is claiming refugee status. To establish or verify the individual's identity and history, the officer will be able to conduct a search using Citizenship and Immigration Canada's Global Case Management System (GCMS). Using the NCJI,

*"WHAT WE'RE BUILDING IS
A UNIVERSE OF CONNECTED SYSTEMS,
ONE THAT WILL GROW WITH EVERY BIT OF
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PARTNER THAT JOINS."*

the officer will also be able to search for information from many partner databases, including the RCMP, the Correctional Service of Canada, and the Canada Customs and Revenue Agency (see the *Partners in Profile* section in this publication for a profile of these and other systems).

The NCJI will also help correctional officers when an offender enters a correctional facility. All relevant information will be available, so better decisions can be made regarding treatment and rehabilitation programs for offenders. In cases where an offender is paroled, the information will also be available electronically from the National Parole Board.

"Today, most of these functions are not achievable electronically," Wright points out. "But through CPSIN, we're building the components that will ensure that we get there. This national index—the NCJI—is a key to CPSIN's success."

THE PROMISE OF NEW FUNCTIONS

But this national index is about more than moving information from partner to partner. It also means that new functions—previously thought to be out of reach—will now become achievable. It will enrich the data-mining capability as well as the capacity of such efforts. In doing so, it will help users make better decisions and eliminate gaps that exist today.

Much of the NCJI's potential will be built on the foundation of systems used by CPSIN partners. Key

among these systems is the Canadian Police Information Centre (CPIC), an RCMP computer system that is the electronic backbone of Canadian law enforcement. A four-year, \$115 million project is currently under way to stabilize and modernize this system. When this project is finished, the NCJI will be able to leverage many of the new applications and functions that will be available (see RCMP story on page 12).

There is an important relationship taking shape between this police computer system and the front-door index that is under construction. And it's the kind of relationship through which the harnessed power of information will accelerate by leaps and bounds. Just on its own, the CPIC Renewal project—when completed—will represent a technological quantum leap for policing in Canada. When this system is plugged into the NCJI—CPIC being one of the many systems that users will be able to hit simultaneously when they enter through the NCJI front door—the richness of data will again grow exponentially.

PRIVACY IS A PRIORITY

Like any undertaking involving personal and sensitive information, privacy is a fundamental consideration for all partners who will be using the NCJI. It's an important component to the work of Wright's group, and one that he and all partners take very seriously. He notes: "we're very sensitive to this issue and that's why appropriate safeguards will be built into the system. We want to make sure that access is limited to those who are legally entitled to it to do their jobs."

“We’re not in the business of creating some kind of a monster databank. The NCJI is about creating *linkages*. It’s about revolutionizing the way that criminal justice cases are handled. And it’s about the speed with which information in this system will be shared.”

Wright is unequivocal about what the NCJI is not about. “We’re not in the business of creating some kind of a monster databank. The NCJI is about creating *linkages*. It’s about revolutionizing the way that criminal justice cases are handled. And it’s about the speed with which information in this system will be shared.”

The national index is already taking shape. The next major milestone will be reached in April 2003, when it is expected that the first round of the NCJI will be launched by select partners—a small group of in-scope agencies whose task will be to work out the bugs before the system grows. From there, the index will develop through a series of versions. By that point, the project’s mid-to-long-term road map—still in development—will kick-in.

April 2003 will really be a coming-of-age juncture for everyone involved in the initiative. By then, the development of most major federal information systems should be well under way or near completion, including the Canadian Police Information Centre, the Police Reporting and Occurrence System, the Offender Management System, and the Global Case Management System, among others (for more information on these and other initiatives, see the Partners in Profile section of this publication, starting on page 11).

POTENTIAL SPIN-OFFS

It’s not far off to speculate that there will be important spin-offs to the NCJI and CPSIN. One of the most important ones will be that justice statistics will become more precise and more reliable. Under the existing system, a great deal of data is entered, maintained or tabulated manually, leaving systems prone to human error. Automation and synchronization

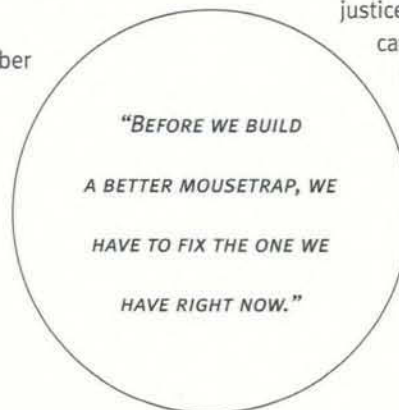
of information mean that an entirely new dimension of precise, up-to-date data will become available to researchers, policy-makers and other public officials. For these groups, among others, the net benefit will be the same as that which will be enjoyed by partners in the criminal justice system—better decisions based on reliable facts.

The benefits won’t end there. In fact, the renewed investment in integrated information sharing is already paying an added benefit: an improved business culture within Canada’s criminal justice system. From interdepartmental working groups, and information workshops held for partners, to a review of privacy legislation and a push to undertake analytical pieces to help generate new ideas, all of these activities, according to Wright, are having a significant impact on achieving inter-jurisdictional coherence.

THE GOVERNMENT OF CANADA’S NATIONAL SECURITY AGENDA

Like all other government initiatives with a national security component, NCJI and CPSIN were profoundly affected by the terrorist strikes on the United States on September 11, 2001. “For us, the events of that date crystallized and reinforced the need to stay—and wherever possible—accelerate the course.”

While the events of September 11th prompted the acceleration of some aspects of CPSIN—including the NCJI—there has also been an important, subtle change in the way that partners view their collective work. Says Wright:



“partners are increasingly willing to go the extra mile to share information. The expectation now is that information will be shared to the maximum degree possible under the law.” An important shift indeed in an environment that has traditionally been characterized by hierarchies and stovepipes.

By design, NCJI and CPSIN are important parts of the Government of Canada’s national security agenda. By sharing information in a reliable and timely manner, the work of individual partners—not to mention the sum of their combined efforts—will mean enhanced activities on many fronts, including: positive identification of individuals; direct access for officials to an extensive array of information on known or suspected criminals; and strengthened information sharing capacities between government services, law enforcement, intelligence and criminal justice agencies.

GETTING IT RIGHT

The IJI Secretariat is mindful that the work at hand isn’t just about developing something that’s new; it also will fix information systems that were—until very recently—in need of an overhaul. “It is important that we always remember why we’re doing this,” concludes

Wright. “Much of our work on integrated justice information is about playing catch-up. That’s an important fact that we must always bear in mind as we’re putting this thing together. Before we build a better mousetrap, we have to fix the one we have right now.”

A PROFILE OF SOLICITOR GENERAL CANADA'S INTEGRATED JUSTICE INFORMATION SECRETARIAT



WHEN SOLICITOR GENERAL CANADA'S INTEGRATED JUSTICE INFORMATION (IJI) SECRETARIAT WAS ESTABLISHED IN 1999, A CONSCIOUS EFFORT WAS MADE TO START SMALL AND TO BE STRATEGIC. AFTER ALL, CANADA'S CRIMINAL JUSTICE SYSTEM IS VERY LARGE AND INVOLVES LAYERS OF OFFICIALS AND STAKEHOLDERS, NOT TO MENTION SYSTEMS AND RULES. ACCORDING TO THE SECRETARIAT'S EXECUTIVE DIRECTOR, GREG WRIGHT: "A VERY DELIBERATE PART OF OUR STRATEGY WAS TO MANAGE SCOPE. THE ISSUES AND THE TECHNOLOGICAL CHALLENGES AT HAND ARE JUST TOO LARGE AND WOULD HAVE BEEN AT RISK OF COLLAPSING."

The Secretariat was established with a "lead-from-the-side" philosophy, an approach that is as crucial to the success of the initiative as the technology objectives themselves. "With this initiative, what sets Canada apart from other countries who have tried this is that we have not been established as a centralized control body," says Wright.

But technological barriers are only part of a much greater set of challenges. There is also an important human element to integrated justice information. And that's where the Integrated Justice Information Secretariat staff comes into focus.

(LEFT TO RIGHT): GREG WRIGHT, COLIN MACDONALD, CARRIE HUNTER, NICOLE LAFLEUR, ELEANOR WILLING, GREG KENNEY, GISÈLE PARENT, TOM LOCKETT, JANE KARHI.

Here's a look at the people who comprise the Secretariat and the work they do.

CARRIE HUNTER

Director

Responsible for technology-related initiatives (e.g., computer security, data exchange standards, Government On-Line linkages), including oversight of the Data Standards Secretariat and Information Technology projects.



TOM LOCKETT

Senior Technical Policy Analyst

Responsible for Information Architecture, a project that will map out the desired information exchanges among partners.



NOT PICTURED:

SYLVAIN CÔTÉ

Information Technology Support Officer

Administrator of the IJI Extranet and provider of graphic services, desktop publishing and information technology support to the Secretariat.

GISÈLE PARENT

Manager, Policy Planning and Evaluation

Chair of the Policy Sub-Committee; Responsible for the Information Management Policy Framework, and Cabinet submissions.



NICOLE LAFLEUR

Administrative Assistant

Manages the overall administration of the Secretariat.



DOUG CARNEGIE

Project Liaison Advisor

Monitors and tracks progress of the various IJI information technology projects.

ELEANOR WILLING

Senior Advisor, Marketing and Communications

Responsible for all marketing and communications activities for the Secretariat, including management of Internet and Extranet Web sites.



COLIN MACDONALD

Manager Technology Partnerships

Responsible for promoting and expanding Canada Public Safety Information Network (CPSIN) partnerships with jurisdictions, including identifying best practices and opportunities.



FRANCINE FRAPPIER

Policy Advisor

Advisor for privacy, policy and information management issues.

GREG KENNEY

Senior Policy Analyst

Responsible for the Performance Measurement Framework, and the Enhanced Governance Program.



JANE KARHI

Senior Advisor

Responsible for monitoring and tracking progress on the National Criminal Justice Index.



SIMON RAINVILLE

Junior Project Officer

Responsible for managing office operations such as organizing conferences and workshops, preparing minutes and reports, and coordinating follow-up action after meetings.

JEAN-FRANÇOIS GAGNON

Technical Advisor

Responsible for planning & researching resolution of technology issues and for developing security framework.

JOHN HORSLEY

Senior Technical Advisor

Responsible for leading CPSIN Technology planning and chairing the Technology sub-Committee.

(SEE DATA STANDARDS SECRETARIAT PROFILED LATER IN THIS ISSUE)

PARTNERS

IN PROFILE

A LOOK AT THE WORK OF THE PARTNERS THAT COMPRISE THE CANADA PUBLIC SAFETY INFORMATION NETWORK

OVERVIEW

YOU CAN'T FIGHT CRIME WITHOUT INFORMATION. IN CANADA'S CRIMINAL JUSTICE SYSTEM, INFORMATION IS WHAT KEEPS THE SYSTEM ALIVE AND EFFECTIVE. FROM POLICE TO PROSECUTORS, FROM THE COURTS TO THE CORRECTIONAL SYSTEM, INFORMATION IS A CRUCIAL COMPONENT TO A SYSTEM THAT EXISTS TO ENSURE PUBLIC SAFETY IN CANADA. IF INFORMATION IS INCOMPLETE, INACCURATE, OR NOT AVAILABLE WHEN NEEDED, THE EFFECTIVE ADMINISTRATION OF JUSTICE—AND ULTIMATELY PUBLIC SAFETY—CAN BE PUT AT SERIOUS RISK. *QUALITY* AND *QUANTITY* OF INFORMATION ARE EQUALLY IMPORTANT. AND TO ENSURE THAT EVERY PARTNER IN THE SYSTEM CAN RELY ON THESE THINGS, PARTNERSHIP IS CRUCIAL. THAT'S WHAT THE CANADA

PUBLIC SAFETY INFORMATION NETWORK IS ALL ABOUT: WORKING TOGETHER AS A TEAM, THROUGH A SERIES OF INITIATIVES TO IMPROVE INFORMATION SHARING BETWEEN CRIMINAL JUSTICE AGENCIES AND JURISDICTIONS.

THE FOLLOWING ARTICLES PROVIDE INDIVIDUAL SNAPSHOTS OF THE WORK THAT IS ALREADY UNDER WAY TO ENHANCE THE WAY INFORMATION IS SHARED IN CANADA'S CRIMINAL JUSTICE SYSTEM.

READ ON AND YOU'LL SEE FOR YOURSELF THAT THE INITIATIVES UNDER WAY ARE SUBSTANTIAL IN RANGE AND IN SIZE.

RCMP



CANADIAN POLICE INFORMATION CENTRE
RENEWAL ► POLICE REPORTING OCCURRENCE
SYSTEM ► REAL-TIME IDENTIFICATION



IT WOULD BE AN UNDERSTATEMENT TO SAY THAT THINGS HAVE CHANGED ON THE TECHNOLOGICAL FRONT SINCE 1972, WHEN THE RCMP FIRST LAUNCHED THE CANADIAN POLICE INFORMATION CENTRE (CPIC). BUT UNTIL VERY RECENTLY, THEY

HAD BEEN USING AND MAINTAINING THAT SAME SYSTEM, THE SAME TECHNOLOGY (ALBEIT WITH A FEW OCCASIONAL SPRUCE-UPS), AND OPERATING WITHIN THE SAME LIMITATIONS THAT WERE PRESENT THIRTY YEARS AGO. THREE DECADES IS A RIPE OLD AGE IN

COMPUTER TERMS, AND WITH IT COMES THE CONSTANT RISK OF SYSTEM FAILURE. WORSE STILL, FINDING SPARE PARTS AND TECHNICAL EXPERTISE TO MAINTAIN AN OLD SYSTEM CAN QUICKLY BECOME A FULL-TIME OCCUPATION FOR AN ORGANIZATION.

CPIC RENEWAL

That's why in 1999, the Government of Canada announced a four-year, \$115 million initiative to stabilize and modernize CPIC. It's a monumental task and the stakes are high—after all, the work involves fixing and improving nothing less than the electronic backbone of law enforcement in Canada. "It's an impressive undertaking in size and scope," says Rod Smith, Assistant Commissioner of Information and Identification Services. "In fact, information technology experts have ranked CPIC Renewal as being among the top three most complex information technology projects under way in North America."

CPIC Renewal is four projects rolled into one, each with its own challenges, milestones, and deadlines. Stabilizing and securing the existing system was the first project. Says Assistant Commissioner Smith: "this is almost complete, as the majority of work will be wrapped up in early 2002."

Modernizing CPIC is the second project. One of the key components of this undertaking is to migrate from a DOS-based to a Windows-based platform. "This project is proceeding well," notes Smith. "Just having a system that is easier to use will mean that it will be faster to work with and faster to learn."

ROD SMITH, ASSISTANT COMMISSIONER, INFORMATION AND IDENTIFICATION SERVICES DIRECTORATE, ROYAL CANADIAN MOUNTED POLICE.

Currently in Canada, over 60,000 police officers are served by CPIC. This includes some 3,600 CPIC Windows terminals. Of those, over 91% have already been converted to CPIC for Windows Version 1.09. Overall in Canada, there are 2,500 agencies with 17,100 access points that are linked to the CPIC system.

Modernization will mean more benefits than simply having a friendly interface for users. It means that CPIC users will be able to connect with greater ease to other police information systems around the world. CPIC already connects with the FBI's National Criminal Information Centre in the United States, and negotiations are under way with the United Kingdom to undertake similar integrations. Other European countries are also under consideration.

The third project under CPIC Renewal is to develop the National Criminal Justice Index (NCJI), linking criminal justice agencies and their information sources across Canada (see cover story on page 6 for in-depth discussion of the NCJI). "The National Index is really the meat-and-potatoes substance of the Integrated Justice Information (IJI) vision," says Smith. "It's at this juncture where partners will start to see a real return on their IJI investment, because the national index will provide improved tools for accessing existing forms of information from current users."

What users can expect with the NCJI is a quality and quantity gain in information and data

available in the Canadian criminal justice system. Once the index is up and running (the first round is expected to be launched in April 2003), criminal justice partners—including police, corrections and court officials—will have access to a global map of information originally inputted from various systems. This is a far cry from the old system, under which a user conducting a search had to query a series of systems one-by-one to get the answers needed.

"The NCJI will use a pointer system for search-query data retrieval," explains Assistant Commissioner Smith. "That's the preferred route because it will mean users will be able to access multiple systems simultaneously."

While the Assistant Commissioner notes that many of the business requirements have yet to be determined, there is a clear vision of what will be achievable. "With the NCJI, a user will be able to use a CPIC terminal (chosen since these terminals have the widest distribution in Canada) to access a national criminal justice screen. The user would then enter the data available (e.g., a date of birth or a name). What happens next is that you'll have the potential to get a response from Correctional Service of Canada's Offender Management System, a response from CPIC, a response from the occurrence management system of a municipal police force, from Citizenship and Immigration's Global Case Management System, and so on."

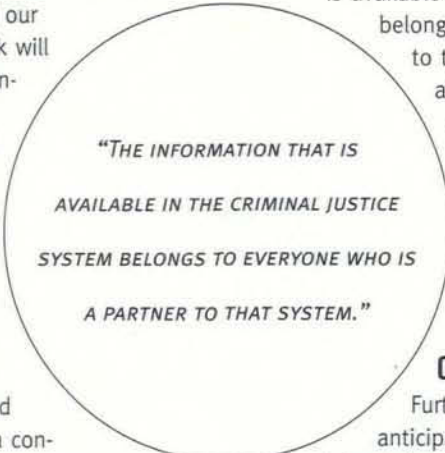
"The National Index is really the meat-and-potatoes substance of the Integrated Justice Information (IJI) vision."

The fourth project under CPIC Renewal is known as "New Clients, New Services." The aim is to extend the NCJI to other sources of information and users, such as provincial prosecutors, court stenographers and court administrators. But there's an important caveat to this project, warns Smith. "This is still very early on and our resources for this work will likely be limited to conducting a preliminary study in the field and identifying potential new clients." But the RCMP see this as the next frontier for the NCJI and the Canada Public Safety Information Network: finding new clients and providing services in a controlled fashion.

When it comes to police information being made available to partners, there are privacy concerns to be addressed. The RCMP treats this matter very seriously and with great care. That's why a representative from the Office of the Privacy Commissioner is part of the CPIC Renewal team and is being consulted on issues as they arise on the project. The renewed CPIC will also feature new access controls. "Role-based access will be a part of the new system," says Smith. "This means

that anyone who is trained to work on the system will have to input their name and enter a PIN number before they can start accessing the information."

Who gets access under the NCJI is another area to be addressed. "The information that is available in the criminal justice system belongs to everyone who is a partner to that system," says Smith. "And all partners have a say in recommending who gets access to the system, as well as the level of access allowed. There may be other people who can have access at a restricted level."



*"THE INFORMATION THAT IS
AVAILABLE IN THE CRIMINAL JUSTICE
SYSTEM BELONGS TO EVERYONE WHO IS
A PARTNER TO THAT SYSTEM."*

POLICE REPORTING OCCURRENCE SYSTEM (PROS)

Further down the road, the RCMP anticipate that the next frontier for information sharing will be to provide users with portable, mobile equipment to access data that will be coming online through the NCJI. To meet this challenge head-on, work continues on another system, known as the Police Reporting Occurrence System (PROS). This will be an occurrence management and records system that will combine police reporting and other systems to record and maintain information. In doing so, it will support front-line police officers, assist in the investigation of occurrences, process individuals, and prepare

the required information for the RCMP, courts and external agencies. Equally important, it holds the promise of simplifying the way business is conducted, improving the way information is managed, and reducing the amount of time spent by officers on administrative tasks and paperwork.

But the benefits don't end there. Federal, provincial and municipal policing business lines all depend on having information to help make day-to-day decisions. Through PROS, policing at all levels will benefit from the enhanced decision-making processes.

To appreciate the promise that PROS holds for policing in Canada, consider the success of an existing system, the Simplified Paperless Unified Reporting System (SPURS). It started with a concept similar to PROS, but its scope was limited to a local area. A pilot program was carried out in the early 1990s at an RCMP detachment in Nova Scotia.

Assistant Commissioner Smith explains what happened. "We gave this detachment computer systems and laptops for the cars and interoperable disks. At the start of every shift, files were downloaded onto each officer's computer or laptop. As officers responded to a call, they would simply add a new file to the disk. Periodically through the day, and upon concluding their shift, the officers would upload their work into a central server for supervisory review, follow-up instructions,

"What it means is that police spend less time behind the desk doing paperwork and more time on the streets working in the communities they serve."

and for filing. “When we got to the end of the pilot, the detachment loved the system so much that they didn’t want to give it back,” says Smith. “So the pilot continued.” End result: SPURS is now being rolled-out to all units in detachments across Canada.

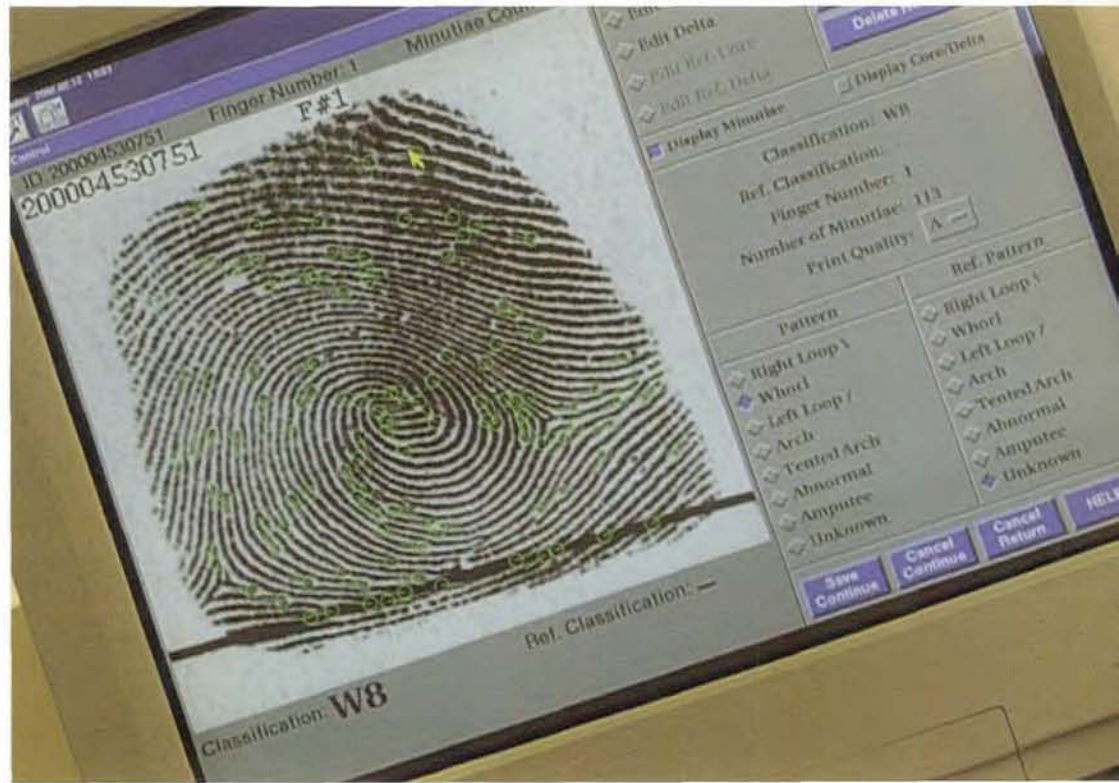
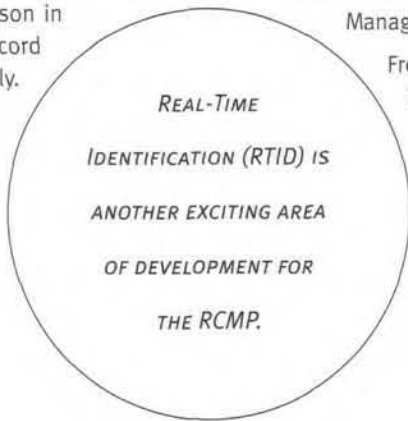
At a national scale, the advantages and efficiencies of this system will grow exponentially. “What it means is that police spend less time behind the desk doing paperwork and more time on the streets working in the communities they serve,” says Smith. “It also means that district policing can become much more effective and that’s an important issue for us.”

REAL-TIME IDENTIFICATION

Real-Time Identification (RTID) is another exciting area of development for the RCMP. It’s still at the early concept stage in its development, but the potential application is as close as the tip of your finger. Fingerprints—the most reliable and most documented way to make a positive identification of an individual—will play a big role in this undertaking.

“RTID will revolutionize the way and the speed with which we can make a positive identification of people in Canada,” says Smith. “If you have a suspected terrorist in the country and you run that person through a LiveScan machine (an electronic fingerprint reader), you’ll get a positive identification within two hours and possibly even within minutes, you’ll have the person in custody, and the criminal record will be updated automatically. That’s the whole idea of RTID in a nutshell.”

The system envisaged would not be a closed one. Rather, it would be shared with any partner



agency that has a LiveScan machine. The Assistant Commissioner explains: “part of the long-term vision for Real-Time Identification will be to see it linked to the NCJI, so that when you do a fingerprint search from a LiveScan machine, you could also automatically get a response from CPIC, from Correctional Service of Canada’s Offender Management System, and so on.”

From CPIC Renewal, to the Police Reporting Occurrence System, to Real-Time Identification, the RCMP have made impressive gains in their efforts to update and revolutionize operational support services

to policing in Canada. “Our number-one priority is safe homes and safe communities, concludes Smith. “Everything we’re doing on integrated justice information is in support of public safety and public security. It’s a message that I like to drive home to the public as well as to RCMP staff, because it’s important that we always remember why we’re in this line of work. More than technology and data management, this is about ensuring that people can feel safe and secure in Canada. And that’s something that all of us can invest in.”

CORRECTIONAL SERVICE OF CANADA



OFFENDER
MANAGEMENT
SYSTEM RENEWAL

FOR OFFICIALS WITH CORRECTIONAL SERVICE OF CANADA (CSC), NEWS THAT WORK WOULD GET UNDER WAY TO RENEW THE AGENCY'S OFFENDER MANAGEMENT SYSTEM (OMS) WAS MUSIC TO THEIR EARS. AND IT WAS NEWS THAT WAS NOT A MOMENT TOO SOON ARRIVING. LIKE OTHER LEGACY SYSTEMS STILL IN SERVICE TODAY, THE OMS—HAVING ENTERED ITS SECOND DECADE OF USE—WAS AT RISK OF FAILING WITHIN THE NEXT FEW YEARS.

In May 2001, a \$47 million project to modernize the OMS—the system that gathers, stores and retrieves information on federal offenders—was announced, representing the most comprehensive overhaul of the system in over a decade.

RICHARD HARVEY, DIRECTOR GENERAL, OMS RENEWAL PROJECT, CORRECTIONAL SERVICE OF CANADA.

“We will now be connected to a series of other partners, including provincial/territorial corrections and parole boards, and others.”

For Richard Harvey (Project Manager, OMS Renewal), much of the renewal work is focused on making information easier to manage. In addition, since funding for this undertaking was part of the Integrated Justice Information initiative, work has proceeded on expanding the number of partners with whom CSC shares information electronically. “Traditionally, we only shared with the National Parole Board, RCMP and Citizenship and Immigration,” notes Harvey. “We will now be connected to a series of other partners, including provincial/territorial corrections and parole boards, and others.”

In addition to broadening the applications and capacity of OMS, there was a need to improve the interface of the system. With this in mind, the renewal team decided that their first task would be to talk to the people that use the OMS—front-line workers in the regions—and find out what they wanted to see in a renewed system.

During those regional consultations, what they heard from users was that the system needed to become friendlier and easier to use. Like other IJI partners whose systems were undergoing renewal exercises (e.g., the RCMP’s CPIC), this need is being fulfilled by moving to a Windows-based interface. The difference will be apparent to everyone who recalls having to use the old DOS system. According to Georges Pinatel, the Information Sharing and Communication Team Leader on the project, “a graphical user interface, updated to meet the specific needs of clients,

will mean that users will spend less time drilling down through layers of material to get what they want. That means more time can be devoted to other tasks, making the correctional system a more efficient one in which to work.”

The advantages of a renewed OMS extend beyond providing a positive experience for users. Capacity—the maximum lifting strength of the system—is another important area that the OMS renewal team is working to address. Gino Lechasseur, Technical Team Leader (OMS), contends that while the initiative “is getting a big boost to retool, we are also making strategic investments to increase our capacity for the future.”

Detailed consultations with the regions and ongoing research on system modules will also be undertaken. The project team is examining offender management systems in use in other countries to determine how parts of them may be incorporated into the OMS. “Canada has one of the most comprehensive offender management systems in the world,” says Harvey, “but we acknowledge that other countries, such as New Zealand and Australia, may have some modules that could help us with our task at hand.”

But OMS is about more than numbers and data, it’s a system about people. Working in an environment that has to focus on reintegration and security, Correctional Service of Canada has over 9,000 staff who have daily

contact with offenders—assessing their risks and needs, targeting intervention and managing their release into communities. For the correctional system to be effective, a safe, secure environment that supports behavioural change is essential. And that’s where the renewed OMS—and by inference, all CPSIN partners—will be able to play an important role in managing offenders in Canada.

“A GRAPHICAL USER INTERFACE, UPDATED TO MEET THE SPECIFIC NEEDS OF CLIENTS, WILL MEAN THAT USERS WILL SPEND LESS TIME DRILLING DOWN THROUGH LAYERS OF MATERIAL TO GET WHAT THEY WANT. THAT MEANS MORE TIME CAN BE DEVOTED TO OTHER TASKS, MAKING THE CORRECTIONAL SYSTEM A MORE EFFICIENT ONE IN WHICH TO WORK.”

PARTNERS
IN PROFILE

THE NATIONAL PAROLE BOARD

THE CONDITIONAL RELEASE SYSTEM



DON TULLY, DIRECTOR, POLICY,
PLANNING AND OPERATIONS
DIVISION, NATIONAL PAROLE BOARD

FOR THE NATIONAL PAROLE BOARD (NPB), THE CANADA PUBLIC SAFETY INFORMATION NETWORK (CPSIN) HAS MEANT MORE THAN JUST INFORMATION SHARING, IT HAS GIVEN THE AGENCY AN OPPORTUNITY TO DO SOMETHING NEW. AS PART OF THIS INITIATIVE, THE NPB WILL BE ENHANCING ITS BUSINESS PROCESSES AND TAKING MORE RESPONSIBILITY FOR A SYSTEM TO SUPPORT THESE PROCESSES.

To help the NPB with its conditional-release decision-making, the agency was originally a partner in the joint National Parole Board-Correctional Service of Canada (CSC) Offender Management System when it was first implemented. According to Don Tully, the Director of the Policy, Planning and Operations Division at the National Parole Board: "the conditional-release part of that system was very important for us, but ours was a very small part of OMS relative to the size and function it served to CSC." Due to the different functions required by both agencies, this system was difficult to manage and expensive to maintain. With these considerations in mind, among others, the NPB set out to design and implement a stand-alone, customized system to meet the unique needs of the National Parole Board. This system will be known as the Conditional Release System—or CRS for short.

"For us," adds Tully, "our work started with the philosophy that our business processes should drive the technology, not the other way around." To do this, the group, under the leadership of Tom Black (Manager, Conditional Release Operations) had to start by identifying the modules of data and functions within the CSC system that belonged to the Parole Board. "Once the NPB modules were identified, they were migrated to the new NPB system." Enhanced work processes will ultimately be built into the new system whenever possible.

Like other criminal justice information systems undergoing renewal (e.g., CPIC and OMS), the Parole Board's CRS will feature a Windows-based interface that promises users a level of simplicity and ease-of-use that was previously unreachable.

"The key benefit is that users will no longer have to drill-down through layer after layer of things to get what they want," notes Black. "It will really help transform the way we do business in this agency."

That's not to say that the OMS system will no longer be necessary for the NPB, notes Black. "The existing OMS system will be the one that we continue to use until the CRS is implemented." In addition, the CRS will have many links to the renewed CSC system, since the two organizations deal with the same offenders, and since Parole Board members rely a great deal on the information that is available on OMS.

The Conditional Release System will also have linkages to the Parole Board's Pardon Application Decision System (PADS). Successfully implemented in September 2000, PADS supports the business workflow and provides document management in the pardon application process.

It will take three years to fully implement all facets of the work on the Conditional Release System, drawing to a close in March 2004. Thus far, the progress that has been made on this project is impressive. "Not only are we on-schedule, we're ahead of schedule," says Tully. "And that's a pace we'd like to see continue throughout this project."

For the National Parole Board, being a partner in the Canada Public Safety Information Network has already provided a real benefit—in the form of funding and support to build the CRS. The future applications and functions that CPSIN will help establish will ensure that the NPB has ready access to relevant information for decision-making.

"For us, CPSIN has given us many opportunities and the potential for enhanced information availability and exchange within the criminal justice system," concludes Tully. "So we're quite pleased to play a part in this initiative. It has given us a chance to review and enhance our business processes. It's been a very positive experience for us since we can already see on the horizon a new system that, for us, will be easier to use and will reflect our unique needs."

"OUR WORK STARTED WITH THE PHILOSOPHY THAT OUR BUSINESS PROCESSES SHOULD DRIVE THE TECHNOLOGY, NOT THE OTHER WAY AROUND."

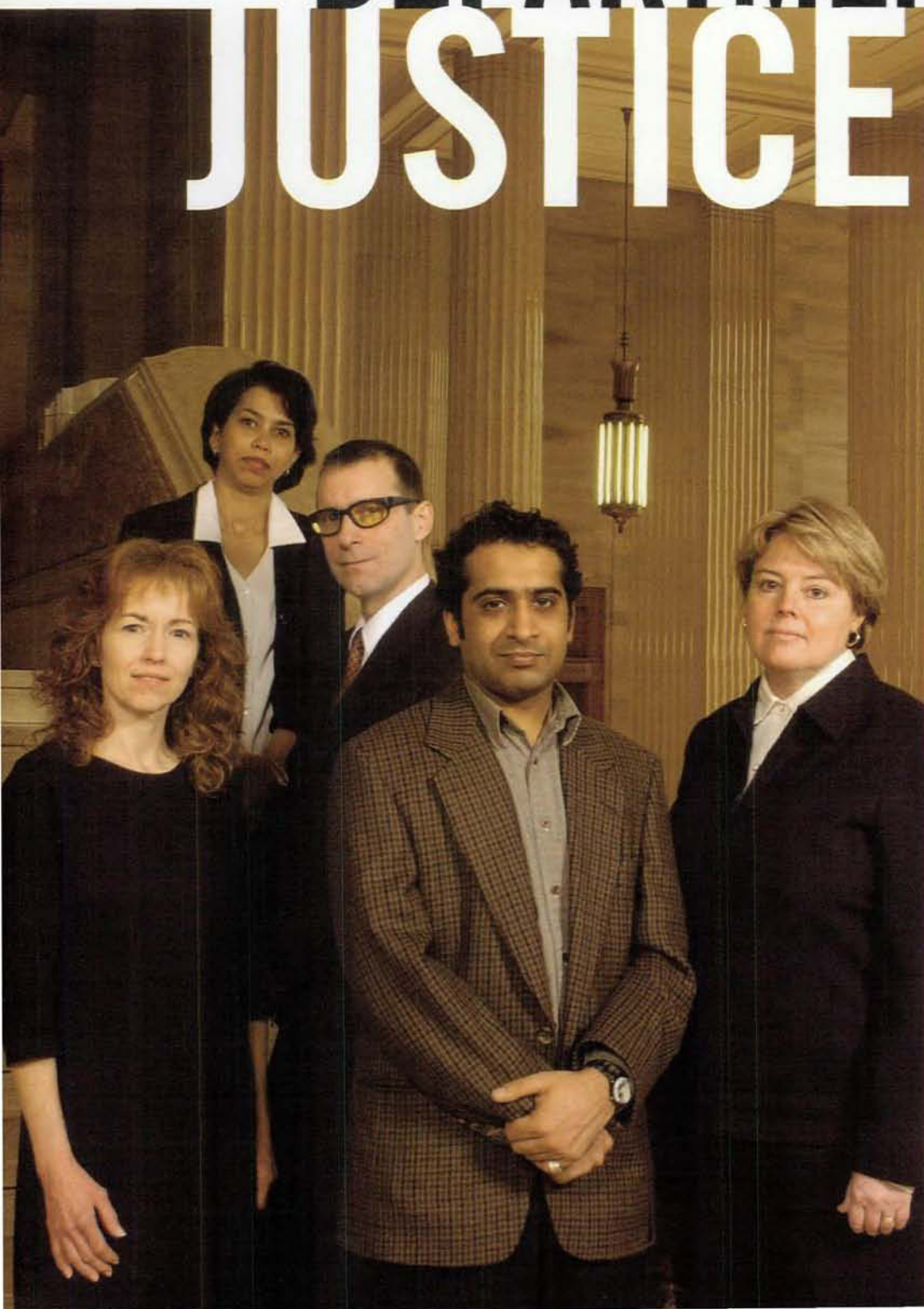
DEPARTMENT OF JUSTICE CANADA

STANDARDS ► APPLICATIONS ►
COMMON TABLE OF OFFENCES

FOR KIMBER JOHNSTON, EXECUTIVE DIRECTOR OF THE EPROSECUTIONS SECRETARIAT AT THE DEPARTMENT OF JUSTICE CANADA, HER GROUP'S CONTRIBUTION TO THE CANADA PUBLIC SAFETY INFORMATION NETWORK (CPSIN) CONSISTS OF A TWO-PRONGED APPROACH: ENSURING COMMON STANDARDS FOR ELECTRONIC CASE MANAGEMENT AND HELPING TO DEVELOP PRACTICAL BUSINESS APPLICATIONS.

Traditionally, case-file information was sent to prosecutors in paper form. But that system is being replaced and increasingly documents are being sent electronically. "Everyone is in favour of the real advantages that technology offers versus the old system," says Johnston. "But for us, the benefits of new technology must include the ability for everyone in the criminal justice system to be able to open, read, and reassemble all of this data provided in an electronic format."

EPROSECUTIONS SECRETARIAT (LEFT TO RIGHT) LAURA FUSTER, SABRINA DIAS, ALLAN FERGUSON, SUSHEEL GUPTA, KIMBER JOHNSTON.



“At its core, integrated justice is about more than overcoming technical obstacles, it’s about addressing business and policy issues and the way that we conduct our work as partners.”

Johnston adds that “one of the most important tasks of the eProsecutions Secretariat is to ensure that all systems within our domain of the criminal justice system are compatible, so that the information contained in a case file can be accessed and utilized.” That’s where standards come into play. National standards for the electronic management and exchange of information among criminal justice agencies will assist in the efficient transmission of case files from federal investigators to prosecutors and ultimately to the defence.

When viewed from the perspective of the Department of Justice, any system designed for criminal case management is only efficient if all of the partners adopt similar standards. “Otherwise,” warns Allan Ferguson, counsel to the Secretariat, “it’s pretty much useless to us. Worse still, we might stand a chance of not securing convictions on the basis that disclosure information was not properly provided to the defence.” With these considerations in mind, the Secretariat is working with its partners—many of whom are developing their respective information and case

management systems—and reminding them of the needs of the Department of Justice, indeed of the justice system as a whole.

But there’s more to the group’s work than just standards. According to Susheel Gupta of the Secretariat, “our work is also about ensuring that all partners in the criminal justice system have the tools they need to do the jobs they are legally required to do.”

To achieve this, the Secretariat works with the Interdepartmental Working Group, hosted by Solicitor General Canada’s Integrated Justice Information Secretariat.

Johnston points out that there are two very important information management initiatives under way within the department.

The first initiative is a custom-designed litigation support tool better known as the Barrister’s Briefcase. While still in the early stages, this initiative aims to provide a combination of application and software tools that will facilitate case management, including evidence management, case analysis, disclosure, and trial preparation.

The second is C.R.I.M.E.—a national electronic repository of information and knowledge relevant to criminal law and the work of federal prosecutors. Once sufficiently populated, C.R.I.M.E may be made accessible through a Federal Prosecution Service portal to criminal justice partners at both the federal and provincial levels.

In addition to its work on standards and applications, the eProsecutions Secretariat has also undertaken the development of a common offence table. This table will be used by all criminal justice partners—provincial and federal—and will provide a continuously updated table of offences extracted from criminal statutes. “This will go a long way to ensuring that there is a common repository for our partners to use when referring to criminal offences,” says Laura Fuster of the Secretariat. A prototype of the table is expected by late April 2002.

“At its core, integrated justice is about more than overcoming technical obstacles, it’s about addressing business and policy issues and the way that we conduct our work as partners,” concludes Johnston. “If we have done our jobs well, CPSIN will not only deliver the goods on the technology side, it will also mean that the needs of all partners will be reflected in the applications and functions of the new systems.”



PARTNERS
IN PROFILE

CANADA CUSTOMS AND REVENUE AGENCY

INTEGRATED CUSTOMS ENFORCEMENT SYSTEM

AS PART OF THE NETWORK OF FRONT-LINE AGENCIES RESPONSIBLE FOR CANADA'S SECURITY AND CRIMINAL JUSTICE SYSTEM, THE SCOPE OF THE WORK OF THE CANADA CUSTOMS AND REVENUE AGENCY (CCRA) IS STAGGERING. AT BORDER POINTS ACROSS THE COUNTRY, CUSTOMS OFFICERS ARE RESPONSIBLE FOR MONITORING AND CONTROLLING THE MOVEMENT

OF PEOPLE AND GOODS THAT ARRIVE AND LEAVE CANADA EVERY DAY. CUSTOMS STATISTICS TELL A STORY ABOUT THE CHALLENGES THAT ACCOMPANY THIS WORK. EVERY YEAR, CUSTOMS OFFICERS PROCESS OVER 110 MILLION TRAVELLERS, OVER 12 MILLION COMMERCIAL RELEASES, 25 MILLION PARCELS, AND 23 MILLION COURIER SHIPMENTS. IN FINANCIAL TERMS, THIS TRANSLATES INTO

\$357 BILLION IN IMPORTS AND \$411 BILLION IN EXPORTS. IT AMOUNTS TO A LOT OF PEOPLE AND INVOLVES A SIZEABLE CHUNK OF CANADA'S GROSS DOMESTIC PRODUCT. THIS WORKLOAD IS HANDLED BY APPROXIMATELY 3,600 UNIFORMED CUSTOMS OFFICERS AT 415 BORDER CROSSINGS ACROSS THE COUNTRY.

Every year, customs officers process over 110 million travellers, over 12 million commercial releases, 25 million parcels, and 23 million courier shipments.

GEORGE WEBB, ACTING DIRECTOR, INTELLIGENCE AND RISK MANAGEMENT DIVISION, CANADA CUSTOMS AND REVENUE AGENCY.

While Canada's border crossings are the pulse points for Canada's economy, they are also on the front line as far as the country's national security interests are concerned. Every day, customs officers have to make decisions about what can—and what cannot—move across Canada's borders. Therefore, it is crucial that these officers have at their disposal as much information as possible, both from their own sources, as well as from partners in Canada's criminal justice system.

With this need in mind, CCRA developed the Integrated Customs Enforcement System (ICES). It is a common repository for all customs enforcement data within the agency. ICES is comprised of a database that contains case-file information and it has the ability to broadcast it rapidly to all border points across Canada. In fact, this system already benefits from a level of integrated information sharing, as it is linked directly to Citizenship and Immigration Canada's FOSS (Field Operations Support System), the RCMP's CPIC, and other law enforcement databases.

According to George Webb, CCRA's Acting Director of the Intelligence and Risk Management Division, "where we are at right now is the *interoperability* stage."

This is the means by which multiple partners can be linked to the system in a controlled, secure manner. "Our technical advisors are providing management with options on the ways that we can implement this vision. But there's no time to waste and that's why we're looking to implement this as soon as possible."

The next step in the evolution of ICES is tied directly to the National Criminal Justice Index (NCJI). The requirements of ICES within this index are still being worked out; nevertheless, the NCJI holds the promise of accelerating a system that already has an impressive, dynamic range. "For us," says Webb, "the promise of integrated justice is that we can also become contributors rather than simply users of the information." In doing so, CCRA—through its ICES system—will serve as a key information conduit from which other partners can draw in doing their work.

That's not to say that CCRA will not also benefit as a user. As Webb points out, one of the biggest challenges that customs officials encounter every day is having to make decisions on the spot. "If we can get as much

information as possible before goods and people arrive at our borders, we will be able to make better, informed decisions."

Webb notes that the terrorist attacks on the United States on September 11, 2001, had an impact on CCRA's timetables for implementing IJI-related projects. "Prior to the tragic events of September 11th, things were moving along systematically as far as integrated justice information was concerned. That event heightened awareness of what we were doing and why it was important to Canada as a whole." In the wake of these events, CCRA invested \$12.9 million to strengthen national borders.

This included:

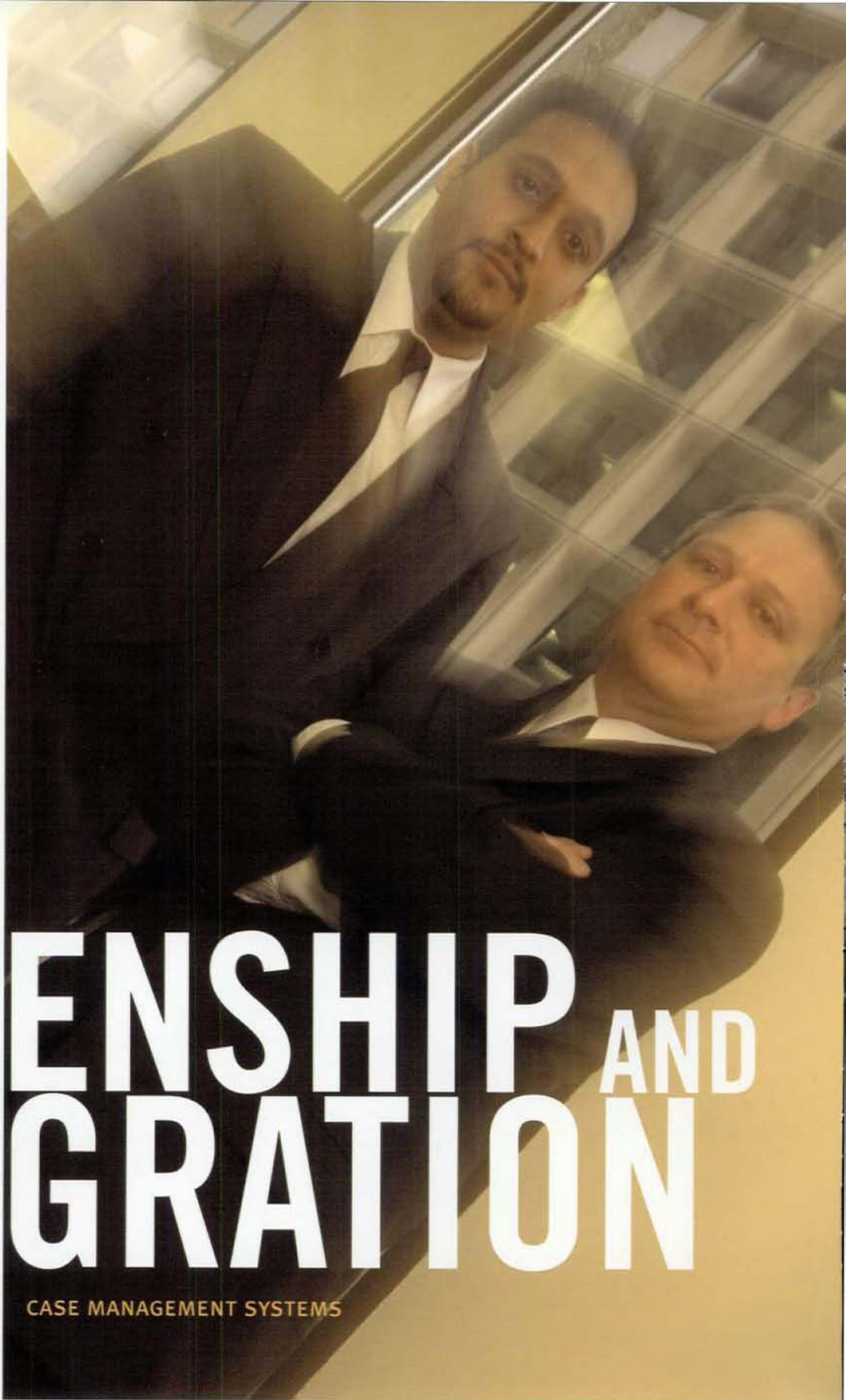
- mobile X-ray machines in Customs-controlled areas at airports and at high-risk locations;
- the development of Passenger Name Record/Advance Passenger Information;
- stationary X-ray machines;
- installing an Integrated Primary Inspection Line (IPIL) at eight airports;
- state-of-the-art document readers for IPIL; and
- an investment in the agency's Intelligence Management System (IMS), a case management system for customs-intelligence information.

PARTNERS
IN PROFILE

ENFORCEMENT IS AN IMPORTANT COMPONENT OF THE WORK OF CITIZENSHIP AND IMMIGRATION CANADA (CIC). SAFEGUARDING THE SAFETY OF ALL CANADIANS, ENFORCEMENT IS THE MEANS BY WHICH CIC OFFICIALS WORK TO PREVENT ILLEGAL MIGRANTS, CRIMINALS AND TERRORISTS FROM COMING TO CANADA—OR TO REMOVE THEM FROM THIS COUNTRY. INVESTIGATIONS, ARRESTS, DETENTIONS, INQUIRIES, APPEALS, JUDICIAL REVIEWS BY THE FEDERAL COURT, AND REMOVALS ARE ALL ASPECTS OF THE ENFORCEMENT PROCESS.

CITIZENSHIP AND IMMIGRATION CANADA

CASE MANAGEMENT SYSTEMS



“Our greatest assets are our staff and our network of offices that span the country and the globe. GCMS will become another strategic asset, providing the seamless, end-to-end automation of processes that give our staff the information and tools they need to deliver our programs and services.”

JAY KHOSLA, MANAGER, INFORMATION SHARING SYSTEMS AND PROJECT PLANNING, & GEOFF SIMPSON, MANAGER, PROJECT PLANNING AND INFORMATION TECHNOLOGY SYSTEMS, CITIZENSHIP AND IMMIGRATION CANADA (ENFORCEMENT BRANCH).*

Like other partners in Canada's criminal justice system, the decisions that enforcement officials make every day hinge on having up-to-date information. Recognizing this, in 2001, CIC received funding for a project to replace the department's legacy systems with an integrated set of applications, called the Global Case Management System (GCMS). It will take five years to design and build this system, and it promises improvements in four key areas: integration, flexibility, extensibility and scalability. The result will be a quantum leap in technology and potential applications for the department, significantly enhancing its ability to identify, track and remove those who pose a danger to Canadian society.

A key component of GCMS will be to design a system that addresses the needs and requirements of the CIC staff, addressing redundancies and inefficiencies that are a

source of frustration among users of legacy systems. The importance of staff—the human element—in the design of this new system is reflected in the department's GCMS vision statement. “Our greatest assets are our staff and our network of offices that span the country and the globe. GCMS will become another strategic asset, providing the seamless, end-to-end automation of processes that give our staff the information and tools they need to deliver our programs and services.”

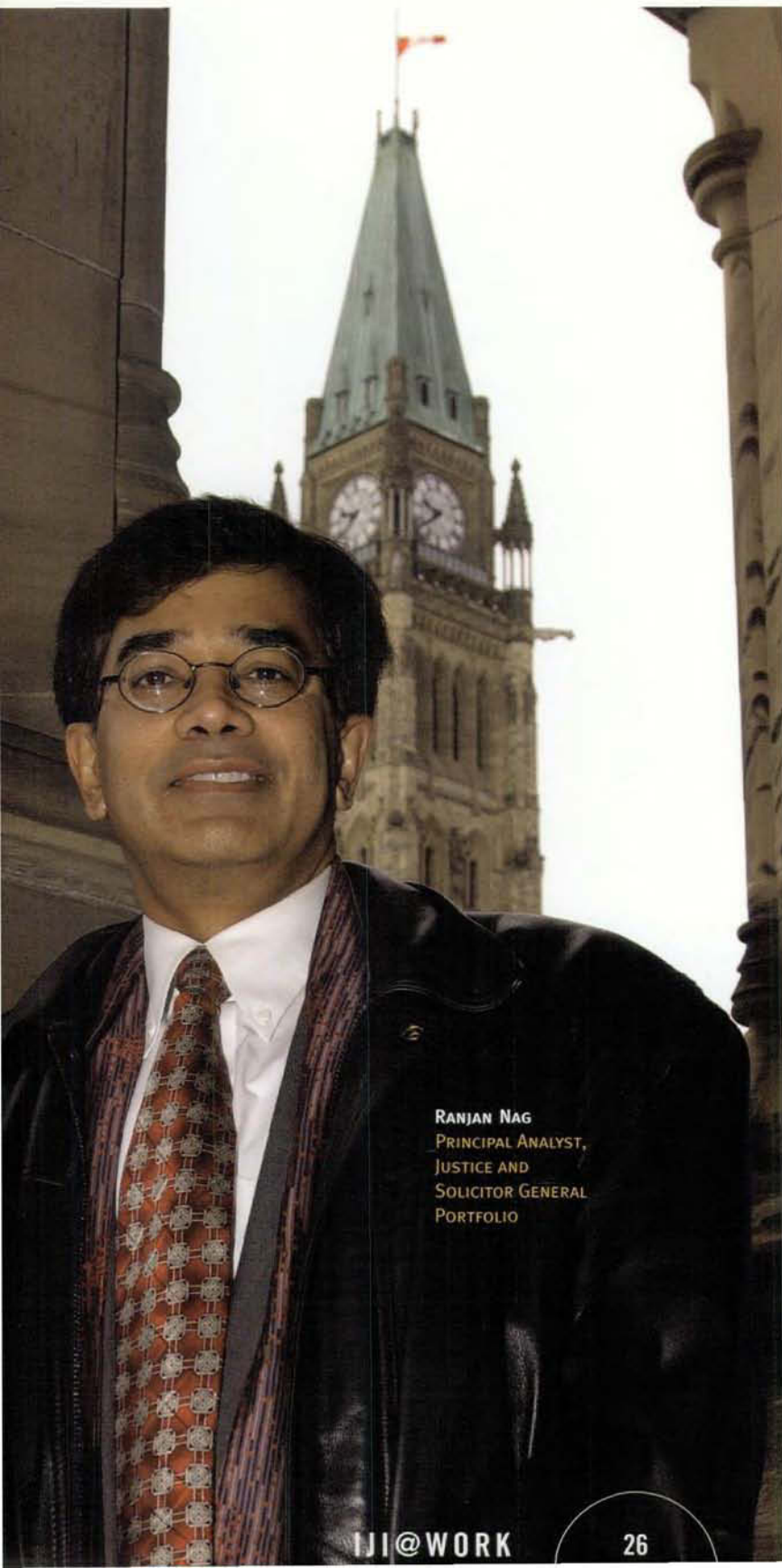
Citizenship and Immigration Canada is well aware of the need for common standards and have also taken this into account in the design of the new case management system. “It's so important that we get to a point where all government information systems are interchangeable and mutually compatible, yet capable of respecting privacy and security requirements,” says Geoff Simpson, manager of the department's Project Planning and Information Technology Systems (Enforcement Branch).

However, users within the department will not have to wait-out GCMS's five-year construction timetable before they can start to benefit from CIC's innovations. The National

Case Management System (NCMS) is, in some ways, the precursor of the GCMS, explains Simpson. It is a case-tracking system, but its focus is limited to national enforcement issues. “Every enforcement case that we open should be added to NCMS. And this will be the rule, once the system is in place at every CIC office and port of entry in Canada, but we're not there yet.” Thus far, the system has been implemented in Toronto and Montreal, and will soon be operational in Vancouver and at CIC offices in the Prairies.

“We'd like to add new functions into NCMS, such as the ability to store photographs and fingerprints, and we will pursue this if we can do so at a reasonable cost,” explains Simpson. These new functions could potentially be applied to the National Criminal Justice Index (NCJI), adding a whole new dimension of functionality to multiple systems across government. Says Simpson: “that's the beauty of the NCJI: it will link our system to all the other ones that our partners are running, making all of us stronger and smarter as a result.”

* Khosla took over Simpson's responsibilities in March 2002.



RANJAN NAG
PRINCIPAL ANALYST,
JUSTICE AND
SOLICITOR GENERAL
PORTFOLIO

TREASURY BOARD SECRETARIAT AND THE

COLLABORATIVE OVERSIGHT IS AN IMPORTANT ELEMENT IN THE SUCCESS OF THE INTEGRATED JUSTICE INFORMATION INITIATIVE. IT IS AN ELEMENT THAT REQUIRES THE SKILLS AND INSIGHT OF A FACILITATOR. THAT'S THE KIND OF EXPERTISE THAT THE TREASURY BOARD SECRETARIAT BRINGS TO THE TABLE.

According to Ranjan Nag, Principal Analyst, Justice and Solicitor General Portfolio (Chief Information Officer Branch, Treasury Board Secretariat): "we help departments achieve their desired goals. We also provide advice and assistance in terms of strategic positioning of the Integrated Justice Information initiative."

As a member of the Integrated Justice Information Steering Committee and the Interdepartmental Working Group, the Treasury Board Secretariat plays a valuable role in guiding this initiative and providing feedback on suggested efforts that help to move the IJI agenda forward.

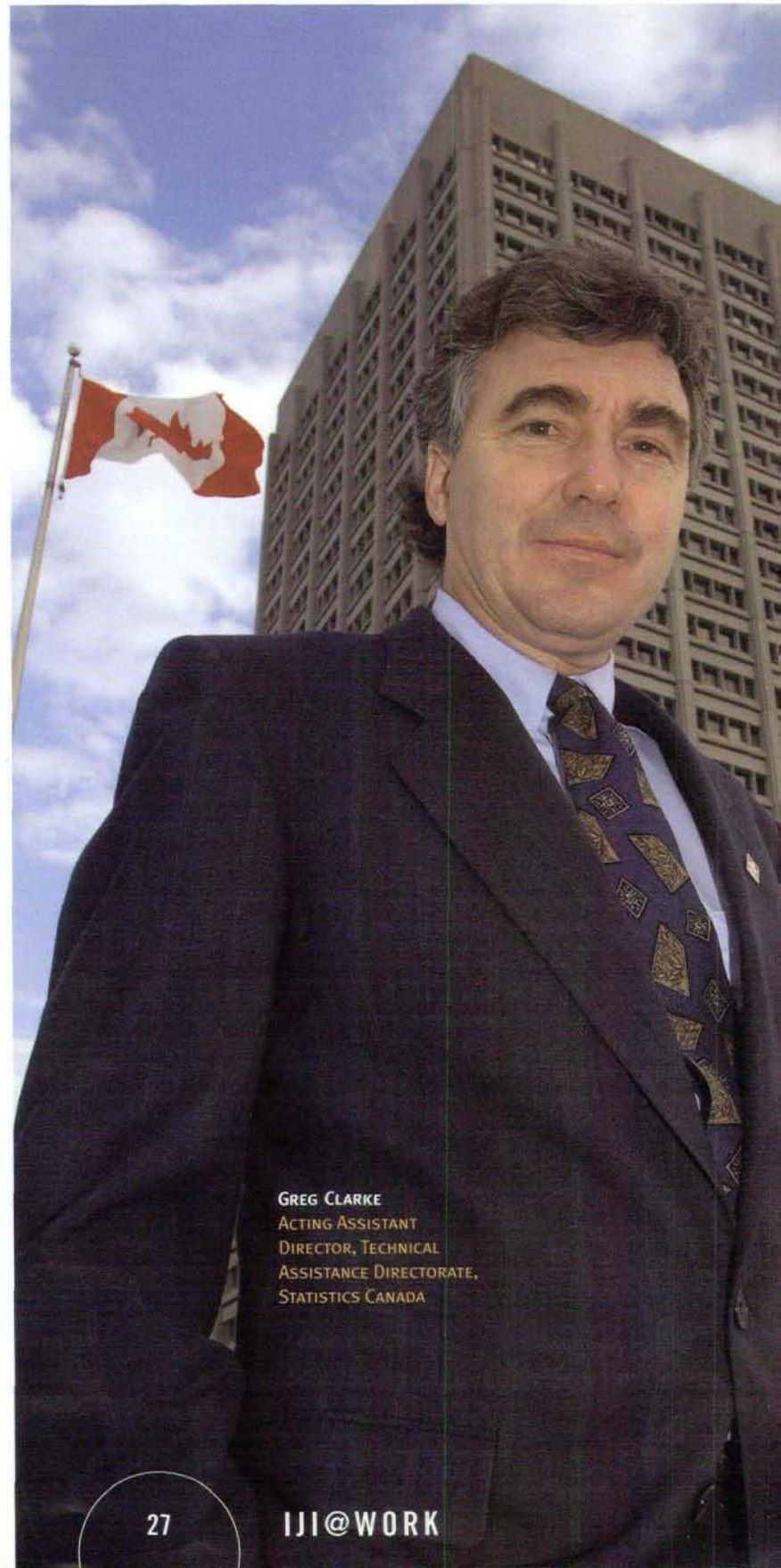
While the Treasury Board Secretariat plays an important facilitation role, the Canadian Centre for Justice Statistics (CCJS) plays a valuable role in providing one of the most important tools available to partners in the criminal justice system: reliable information and statistics on national justice-related matters.

CANADIAN CENTRE FOR JUSTICE STATISTICS

Many departments and agencies require this kind of information and data, so it is important that they be available based on consistent rules and standards across the country. According to Greg Clarke, the acting Assistant Director for the CCJS, “our mandate is to provide information on the extent and nature of crime and the administration of the criminal and civil justice system in Canada.”

The CCJS also plays a key role in supporting the partners in the criminal justice system, sharing valuable input and insight on various IJI-related projects, including the Department of Justice Canada’s initiative to develop a common offence library of federal offences. As a CPSIN partner, the Centre organized a workshop that saw experts from across Canada come together to develop a vision of the common offence library, as well as to identify maintenance requirements and a possible distribution method.

“We help departments achieve their desired goals. We also provide advice and assistance in terms of strategic positioning of the Integrated Justice Information initiative.”



GREG CLARKE
ACTING ASSISTANT
DIRECTOR, TECHNICAL
ASSISTANCE DIRECTORATE,
STATISTICS CANADA

THE **IMPORTANCE** OF BEING UNDERSTOOD



THE DATA STANDARDS SECRETARIAT

FOR CRIMINAL JUSTICE INFORMATION TO BE UNDERSTOOD AND TO BE USEFUL TO AS MANY PARTNERS AS POSSIBLE, STANDARDS ARE NECESSARY. ALL INFORMATION—WHETHER IN THE FORM OF LANGUAGE OR NUMBERS—NEEDS RULES AND CONVENTIONS SO THAT WHAT IS BEING SAID MAKES SENSE TO EVERYONE. THAT'S WHY THE DATA STANDARDS SECRETARIAT (DSS) WAS ESTABLISHED. ITS JOB IS TO DEVELOP A NATIONAL STANDARD FOR CRIMINAL JUSTICE DATA IN CANADA AND TO PROMOTE INFORMATION SHARING BETWEEN CRIMINAL JUSTICE PARTNERS ACROSS THE COUNTRY.

The establishment and development of data standards is pioneer work. This means that the group must work with a host of agencies and departments to adopt common standards—in many cases where none have ever existed. The secretariat's success hinges on cooperation, and this can be seen even in the way the group came into being: managed by Solicitor General Canada, hosted by the RCMP, and funded by contributions from seven partnering agencies.

Much of the work of the DSS will be focused on developing the Canada Public Safety Information Network (CPSIN) Core Data Dictionary, a Web-enabled reference tool of criminal justice terminology. In fact, this project is already well under way with the first version being planned for distribution later this year. The CPSIN dictionary is an elaboration of the various data terms that partners have been using in their information systems. It is comprised of over 500 elements whose complete data descriptions are being reviewed and approved by technical representatives from the partner agencies. Using this dictionary, the next task of the DSS will be to define very specific federal criminal justice data standards.

The potential for errors or misunderstandings—involving, for example, an offender's criminal record—will be greatly reduced through the use of common data standards.

These efforts will help to ensure that the information being exchanged between criminal justice partners will be subject to quality controls and will be consistent.

As the Director responsible for the Data Standards Secretariat, Carrie Hunter has been completing the steps necessary to make the DSS a permanent component of CPSIN. "Initially, it was not clear whether the DSS concept would work, but now, two years later and with the full support of our partners, we know it is the right way to go."

According to Alistair Rondeau (Manager, Data Standards Secretariat), the real strength of the DSS is found in the staff and partners. "The success of this Secretariat is due to the dedication and the commitment of many people who have invested valuable time to make it all happen. All of them should be congratulated on a job well done."

In the near-term, the Secretariat will continue its work on the data dictionary, making sure that it remains current and integrating it with provincial and international dictionaries. The group will also continue its developmental work, creating data standards and supporting their implementation.

Data standards are a key component to information sharing and that's why Canada is not alone in undertaking this kind of work. The United States, the United Kingdom and New Zealand have also recognized the importance of standards as part of their respective IJI initiatives. That's why the DSS will explore what is happening on the international stage and examine ways it can incorporate lessons

learned into Canadian business practices. Eventually, these efforts will lead to an integration of Canada's dictionaries with international partners so that information can be easily shared worldwide.

The launch of the CPSIN dictionary is one of the many milestones that will be reached within the next 12–18 months. "Never before have we been in a position to do more," says Solicitor General Canada's Executive Director (Integrated Justice Information Secretariat), Greg Wright.

"From building a national criminal justice index, to building national data standards and developing common tools, we're now in a position to deliver ground-breaking work."

"INITIALLY, IT WAS NOT CLEAR WHETHER THE DSS CONCEPT WOULD WORK, BUT NOW, TWO YEARS LATER AND WITH THE FULL SUPPORT OF OUR PARTNERS, WE KNOW IT IS THE RIGHT WAY TO GO."

(LEFT TO RIGHT) KIM WOOLLEY, LISE WRIGHT, MARCEL NDENGWE, ALISTAIR RONDEAU, JACK LINDSEY, CARRIE HUNTER.

INTEGRATED JUSTICE INFORMATION AND THE PROVINCIAL & TERRITORIAL PARTNERS IN CANADA

TO BE SUCCESSFUL, CANADA'S CRIMINAL JUSTICE SYSTEM REQUIRES THAT ALL PARTNERS WORK TOGETHER CLOSELY. THIS IS NECESSARY SO THAT INFORMATION CAN BE SHARED, BUT IT ALSO MEANS THAT PARTNERS CAN ALL POTENTIALLY BENEFIT FROM BEST PRACTICES AND NEW APPROACHES TO DEALING WITH ISSUES OF COMMON CONCERN. THE NEED FOR COOPERATION IS NOT RESTRICTED TO FEDERAL DEPARTMENTS AND AGENCIES WITH A JUSTICE OR PUBLIC SECURITY MANDATE, IT INVOLVES PROVINCIAL AND TERRITORIAL GOVERNMENTS AS WELL.

With this in mind, the Federal-Provincial-Territorial (FPT) Integrated Justice Information Leadership Network was established in 2000. This Network serves as a forum to discuss integrated justice information issues, exchange information on best practices, review progress on IJI-related initiatives, and identify for senior officials the key decisions that need to be made.

Just as cooperation is the glue that binds criminal justice partners at the federal level, the same holds true for the relationship between federal, provincial and territorial partners. All groups recognize the immense potential for information sharing on an intergovernmental scale and that's why partners are working hard to ensure that this vision can be achieved.

The first step for the FPT Leadership Network was to identify all areas of common concern.

To date, the following issues have been identified:

- privacy concerns, including information collection, as well as use, disclosure, retention and disposal of criminal justice e-information;
- security concerns related to collection, as well as use, disclosure, retention and disposal of criminal justice e-information;
- the need for a common vision and statement of actions;
- the lack of standards for information management and information sharing between jurisdictions and agencies; and
- the need for access to information on jurisdiction-specific progress and best practices in implementing IJI initiatives.

The next step will be to develop an action plan to address these issues, among others. According to Eleanor Willing of the IJI Secretariat, "the Leadership Network means that we are building a foundation for a strategic process. By developing a national approach, we'll be able to address the common concerns of our partners."



NOVA SCOTIA'S EFFORTS TO INTEGRATE JUSTICE INFORMATION

The Government of Nova Scotia understands the importance of having a modern, effective and accessible justice system. Since 1986, it has been engaged in efforts to integrate information sharing among partners within the province's criminal justice system. As a result, the province and its partners have benefited from a system that can focus on core functions, including prosecuting crime, ensuring that court proceedings are timely and fair, and providing better information to police and to front-line workers in correctional services.

Over the past decade, Nova Scotia's efforts in this regard have taken shape in the form of the Justice-Oriented Information System (JOIS), which provides online access to offender information in the province. It is operational today in the province's courts, institutions, and community corrections offices, and it provides users (including police) with online access to offender information.

Soon, this system will be re-developed as a newer application—the Justice Enterprise Information Network (JEIN). This newer system will offer many new functions, including: fulfilling the requirements of the Youth Criminal Justice Act; integrating the JOIS with a case management system under development for community corrections; integrating the JOIS with the province's Restorative Justice Information System (a new system implemented in 2000–2001); and developing new functionality for police and Crown Attorneys.

“Our vision is to provide all agencies in our province with timely and accurate information so that they can carry out their responsibilities in the best way possible,” says Colin MacDonald, the Director of Information Technology with Nova Scotia's Department of Justice. “What started out as a query system for police and others, under JEIN, will become fully integrated with their case management systems.”

Note: Other provincial IJI initiatives will be featured in future editions of this publication.

CALENDAR OF UPCOMING EVENTS

April 2002:

STRATEGIES FOR PUBLIC SAFETY TRANSFORMATION 2002— TERRORISM AND TECHNOLOGY: PREVENTION, PROTECTION AND PURSUIT

Strategies for Public Safety Transformation 2002 will be held in Whistler, B.C., April 29–30, 2002. It is a worldwide conference and exposition focused on the transformation of public safety, with a specific focus on Integrated Justice initiatives and opportunities. Delegates will hear what the federal and provincial governments are doing to advance Integrated Justice, and discuss how the concept can improve public safety everywhere. Keynote speakers at the conference will include the Honourable Lawrence MacAulay, Solicitor General of Canada, the Honourable Janet Reno, former U.S. Attorney General (1993–2001), and Louis Freeh, former Director of the Federal Bureau of Investigation (1993–2001).

Visit the conference Web site for more information: www.rebootnorthamerica.com

Fall 2002:

COMPUTER SECURITY AND INVESTIGATION PROGRAM OFFERED

Ontario's Sir Sandford Fleming College has announced that it will be adding a new program to its Fall 2002 roster: Computer Security and Investigation. This will be offered as part of the college's Law and Justice programs, which are recognized as among the best in Canada. The college's approach includes support from a wide variety of law and justice agencies, organizations, and associations, as well as from police, fire departments, and correctional services—to name a few.

For more information on this new program, among others, visit Sir Sandford Fleming College online at: www.flemingc.on.ca/Programs/newprogs.asp.

Want to know more?
Visit us online at www.sgc.gc.ca