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Correctional Service  
Canada

Service correctionnel  
Canada

## CSC DIRECTION



... communicating the scope, spirit and thrust of CSC activities over the next five years."

1984-1989

*Canadian Corrections Service*

Policy, Planning and Administration Branch  
The Correctional Service of Canada

February 1984

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CSC DIRECTION

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Policy, Planning and Administration Branch  
The Correctional Service of Canada

February 1984

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## PREFACE

Although it is the intent of the Correctional Service of Canada Planning System that the development of changes within the Service should be an on-going process throughout any given year, a formal exercise is conducted annually in the fall to bring together external environment considerations and internal evaluations and reports which may affect the future of the Service.

The resulting CSC Direction is the primary planning and management tool which communicates the scope, spirit and thrust of CSC activities over the next five years.

Since its inception in 1981, the CSC Direction has undergone both cosmetic and content change in its attempt to convey those factors influencing CSC operations in addition to indicating its future direction. This year is no exception.

CSC Direction 1984, will be used for a variety of purposes:

- (i) It will influence the direction of 1984/85 operations.
- (ii) Projects will be developed to address specific initiatives outlined in the document. Many of these will begin in 1984/85 but will carry over into future years.
- (iii) It will be used to develop Anticipated Results for the Main Estimates Year 1985/86. These Results will be incorporated into Work Plans for that year.
- (iv) It will generate the development of 5-Year Operation Plans. These plans will detail the milestones and costs required to bring about changes to existing operations. The initiatives will then be documented in the Multi-Year Operational Plan (Spring Review) to request the necessary resources for fiscal year 1986/87 through to 1988/89.
- (v) It will communicate the initiatives of CSC to both staff and external personnel.

The CSC Direction has four constituent elements; program setting, environmental considerations, future directions, and, targets and indicators.

The program setting outlines the operating milieu in which the Service is situated.

The environmental considerations indicate the factors influencing the current operations in addition to scanning the potential implications for CSC in future years. A knowledge of these considerations is vital to the organization which wishes to map its future direction while maintaining a degree of harmony with the environment.

The future directions are those areas which are new endeavours or crucial priorities to the operations of CSC.

The targets and indicators reflect a sample of factors upon which the overall performance of the Service is judged.

Following this, an appendix containing a status report on those initiatives identified in the 1983 CSC Direction is provided.

PROGRAM SETTING

### PROGRAM SETTING

The Correctional Service of Canada (CSC) is part of the Criminal Justice System. This System's operation depends upon its closely inter-related components, which includes law enforcement agencies, the judiciary, and correctional services. Jurisdiction over these components is shared and divided among all levels of government - federal, provincial and municipal. At the federal level, the Correctional Service is part of the Ministry of the Solicitor General, which also includes the Secretariat, Royal Canadian Mounted Police and the National Parole Board. The judiciary is the responsibility of the Department of Justice.

Under the provisions of the Criminal Code of Canada, persons sentenced to two years or more are imprisoned in a federal penitentiary. Anyone sentenced to less than two years, however, is imprisoned in a provincial reformatory or jail. The only exceptions occur when the province and the federal government contract to exchange offenders for specific purposes (eg. moving an offender close to home).

The objective of CSC is to "administer sentences imposed by the courts and to prepare the offenders for their return as useful citizens to the community".

CSC has identified eight activities which best reflect what the Service is doing to meet its stated overall objective. (These are detailed in the component "Future Directions".) Each activity, where appropriate, is divided into sub-activities. All of the activities of the Service contribute to meeting both aspects of the program objective.

The accountability of managers and the activities for which they are responsible are defined through the activity structure, and the organization is designed to reinforce this accountability.

Each of the activities is represented by an organizational unit at the national headquarters and regional headquarters, and at each institution/district office.

The national headquarters component located in Ottawa, Ontario, is responsible for policy development, national planning and monitoring, evaluation and audit of policy and program implementation.

There are five regional headquarters located as follows:

- Pacific - Abbotsford, British Columbia
- Prairies - Saskatoon, Saskatchewan
- Ontario - Kingston, Ontario
- Quebec - Laval, Quebec
- Atlantic - Moncton, New Brunswick



These regional components are primarily concerned with the coordination of program implementation and the effective utilization of resources within the operating units under their jurisdiction.

At the operational level, the CSC Program is delivered through 41 institutions, 20 community correctional centres and 61 parole offices.

The Commissioner of Corrections is the senior executive held accountable by the Solicitor General for the management of the Correctional Service. The principal vehicle by which he establishes his policy decisions and monitors the progress of the Service in relation to the objectives established, is a Senior Management Committee.

This Committee is composed of the Commissioner, five regional Deputy Commissioners and the Branch Heads in National Headquarters.

The regional Deputy Commissioners have delegated authority in most operational areas including utilization of resources for their specific region. They are assisted in their decision making by similar regional management committees which include Institutional Wardens and Parole District Directors.

The National Headquarters senior management are functionally responsible for the various programs. Further to this CSC is gradually dividing its operations into two main groups. The community-oriented side of the Service and the institutions at security levels 1, 2, 3 and 4 are tending to concentrate on intensive programs aimed at ultimately reintegrating inmates into society. Institutions at levels 5, 6 and 7 are tending to place more emphasis on aspects related to inmate control and general institutional and inmate security.

ENVIRONMENTAL CONSIDERATIONS

## ENVIRONMENTAL CONSIDERATIONS

### Ministry Overview

There are a number of pressures and concerns which the Criminal Justice System is currently facing, and indeed will continue to face over the next several years. While extremely varied in nature, the most significant trends affecting the Ministry of the Solicitor General are outlined below.

#### . Shifts and Growth of Criminality

There is an increasing sophistication and international nature of organized crime.

The downstream impact of crime trends is shaped by conviction, sentencing and release patterns, thereby determining the size of the inmate population. As well, the character of that population is changing. There are now more long-term offenders and also more inmates serving short sentences. Natives continue to be greatly over-represented in relation to their numbers in the total Canadian population.

#### . Social Conditions

Population shifts have a major impact on the nature and distribution of criminal justice services provided by the Ministry. The continuing trend to urbanization, particularly of native Canadians, coupled with population shifts to areas of economic opportunity will bring increased pressure for strengthened services in those areas.

There is general concern of the public with the exercise of discretion by officials. It is increasingly felt that the Criminal Justice System must be accountable for its decisions and the effects of those decisions (eg. conditional release).

The entrenchment of the Charter of Rights and Freedoms in the Canadian Constitution is resulting in a fundamental reappraisal of many aspects of the Criminal Justice System. A related concern is with the management of information on individuals now held within the Criminal Justice System and the related national security system.

Amongst the most worrisome of social conditions is the growing public concern with crime. Although crime rates are increasing, they are doing so very slowly. Nonetheless, surveys show that the public tends to vastly overestimate both the instance and growth of crime, particularly violent crime. This in part explains the increasing demands for more aggressive law enforcement, harsher sentences and tighter control on conditional release of inmates.

#### . Economic Conditions

Although there remain questions about the causal relationship between difficult economic conditions and criminality, the forecasts of

continuing high levels of unemployment do have clear implications for the Criminal Justice System and the Ministry.

Fiscal restraint will be an important factor in all aspects of social policy making in the next few years.

This provides increased impetus to Ministry initiatives to seek innovative alternatives to traditional, high cost criminal justice services.

#### . Legislation

The Criminal Law Review is a long-term initiative being undertaken jointly with the Department of Justice. The Review will cover substantive and procedural aspects of Canadian Criminal Law through approximately fifty individual projects. Ultimate responsibility for the reform of the Criminal Code rests with the Minister of Justice who in the larger context of criminal justice collaborates closely with the Solicitor General.

The projects which impact on CSC directly are: The Correctional Law Review, Sentencing, Mental Disorder and, to a lesser extent, Impaired Driving and Clemency.

#### Correctional Law Review

This project examines five pieces of legislation: the Penitentiary Act, the Parole Act, the Prisons and Reformatories Act, the Solicitor General Act, and the Transfer of Offenders Act. As well, certain parts of the Criminal Code which touch on correctional matters will be reviewed.

#### Sentencing

There are three basic concerns around which this project focuses: the lack of clear consensus or guidelines of sentencing; the effectiveness of sentencing; and the apparent inequity in sentencing.

#### Mental Disorder

This project picks up from two reports by the Law Reform Commission: Criminal Process and Mental Disorder (1975) and Report to Parliament, Mental Disorder in the Criminal Process (1976).

Partially as a result of provincial efforts to have their psychiatric hospitals become short-term treatment institutions and the phasing out of long-term facilities, there has been a shift of mentally disordered individuals from the provincial mental health system to the federal correctional system. As a result of the increased numbers of mentally disordered offenders entering the correctional system, CSC's Regional Psychiatric Centres are operating at capacity. Increasingly, the institutions themselves are having to deal with the mentally disordered offender. Because these individuals are perceived as bothersome by other general population inmates, they are frequently placed in protective custody at one of the maximum security institutions.

Although the concept of making psychiatric treatment a condition of probation is an existing practice, some difficulties have been encountered in finding available facilities and services to provide psychiatric treatment. Expanding the existing practice would further burden an already overburdened system. The provinces would have to take a greater responsibility for developing treatment within their psychiatric hospitals and/or institutions for this sub-group of clients.

Expanding and modifying the existing practice of recommending psychiatric treatment at a penal institution during imprisonment presents no difficulties in principle. However, two concerns arise. First there is a danger that judges, not fully aware of what treatment is available within the federal system and under the misconception that federal institutions have adequate amounts of well developed and established treatment facilities, may sentence their clients to federal time, largely on the premise that in federal institutions the mentally disordered offender will receive treatment. Second, resource issues present a basic problem.

Chapter 8 of the Mental Disorder Project's discussion paper lays out the issues, discussion and alternatives for handling these inmates.

#### Impaired Driving

Amendments sought to the Criminal Code include: enabling authorities to obtain blood samples where breath samples cannot be obtained; raising the mandatory minimum fine for first-time basic drug offences; creation of two new offences relating to impaired driving which have either caused death or bodily harm with maximum terms of imprisonment of fourteen and ten years; a re-enactment of the power to prohibit from driving; and an amendment to the Parole Act which would permit the National Parole Board to vacate a driving prohibition order which exceeds five years after five years had expired.

#### Clemency

This project was directed to conduct a comprehensive review of the federal government's clemency powers as well as to assess alternatives and their possible impact.

### Strategic Planning Committee

An advisory group established in May of 1979, the Strategic Planning Committee's mandate is to assist the Federal/Provincial Heads of Corrections in proactive planning by estimating the probability of future events and conditions in criminal justice and related fields and analysing their potential impact on federal and provincial corrections on various time horizons up to 20 years.

The Committee is not attempting to predict the future. Rather, it is developing alternative futures for CSC which will provide the Service with some awareness of probable changes in society and the implications for CSC. This information must become a critical component in the CSC planning environment by facilitating the development of a prison system that is flexible enough to adjust to a range of alternative futures. In this respect, today's decisions can be made with a greater awareness of long-term consequences.

The Committee's Second and Third Annual Reports identify a number of "warning signals" for the Service. The following extracts are from a paper prepared by the Committee.

. Native inmates will continue to represent a significant portion of the inmate population. Given the anticipated numbers, their diversity and their politicization, a concerted, imaginative and multifacet approach to the Native inmate's situation is necessary.

. There will be a greater concentration of dangerous and/or long-term inmates in federal institutions and we present the possibility of "human warehouses" as a warning signal to correctional planners.

. Judicial scrutiny of CSC and other prison systems is here to stay. Prison systems are not "closed". They are open - at least through current and potential litigation - to judicial supervision under the law.

. There has been an increasing specialization of institutions and increasing numbers in existing "special categories" of inmates. We expect the federal system of the future to be even more specialized than it is today.

. The "opportunities" approach will continue to be a dominant thrust of CSC, particularly for inmates in the S-4 and lower security levels who are seen as having the potential to benefit in an immediate way from educational and other opportunities.

However, we see two sharply-opposed alternative scenarios for inmates in the higher levels of security:

- since such inmates are considered "beyond help" or "treatment", within existing resources, high security facilities may become punishment centres or "warehouses".

- with the increasing emphasis on rights and the growing influence of interest groups, and since high security inmates manifest the most personal problems, pressure to do something for them will mount and the higher levels of security may become "treatment" centres.

### Government Agencies

CSC must respond to and liaise with a variety of Government agencies. Some of these include the Correctional Investigator, Auditor General, Comptroller General, Treasury Board and Public Service Commission. Additional workloads are often imposed upon the Service as a result of these agencies' requirements or recommendations. Furthermore, decisions made by these agencies will affect CSC operations to various degrees. One of the most recent decisions made by the Treasury Board concerns the requirement for all departments to document their operational structure.

The "structure" is being called the Operational Plan Framework. It establishes the relationship between the Estimates which are presented to Parliament and the particular department's management structure. It facilitates the assessment of departmental performance and establishes the basis for managerial accountability as well as management control.

Additionally, as part of the Government Policy and Expenditure Management System, each Department must set out the key operational goals or targets which are to be realized in the year for which the Main Estimates are being prepared. In CSC, Responsibility Centre Managers state for the Main Estimates Year, how they will spend the resources allocated to them in response to specific concerns of the Commissioner, Branch Heads and Deputy Commissioners (Region). This process is called Work Planning.

As in the past, CSC will continue to work closely with all such agencies and respond to their requirements.



### CSC Offender Population Forecasts

Conditional predictions of the populations and flows of offenders within and between the penitentiaries, parole, mandatory supervision components of the federal corrections system are particularly essential within the Correctional Service planning system. An important step in choosing among various policy and program alternatives will likely affect the future populations and flows of offenders in the correctional programs.

Future offender populations depend on the complex interaction of a great number of factors both within and outside the Criminal Justice System. An assessment of the changes or stability in these factors most likely to influence the future federal corrections environment is made by systematically collecting the informed judgement of criminal justice practitioners.

Among the factors highlighted in the 1983 Forecasting Project we find:

- More conservative and punitive public attitudes will cause an increase in new offender admissions and a decrease in parole release rates and changes in the sentence length distribution for offenders admitted to federal penitentiary.
- Continued poor economic conditions will result in increased number in new offender admissions and total return rates.
- New release initiatives by CSC such as the Case Management System, classification matrix, release recommendation criteria and accelerated release preparation will tend to raise parole release rates and increase revocation rates.
- Anticipated changes to mandatory supervision regulations (such as gating and one-short MS) and their influence on attitudes will alter recent trends in revocation rates and return rates for offenders in the community after leaving CSC authority.

The influence of these and many other factors combined with empirical measures of past offender dynamics form the assumption set of future values for key rates and time delays which controls the Federal Corrections Simulation Model. The resulting simulated penitentiary and supervision population forecasts are as follows:

- The average annual growth for male on-register inmates is expected to be approximately 3% per year for the next ten fiscal years.
- The provincial and federal full parolees under federal jurisdiction will have increased by 1077 offenders by the end of 1987/88 as compared to March 31, 1983 actual.
- The number of mandatory supervision cases will have increased by 892 offenders by the end of 1987/88 as compared to the March 31, 1983 actual.
- the number of male Native inmates will be 363 higher in 1992/93 than the March 31, 1983 actual.

Inspector General's Annual Report

The Inspector General reports directly to the Commissioner and provides internal management review, financial audit, Personnel Branch audits and special inquiries for the Service. These audits are conducted at the local level on a cyclical basis every 2-3 years. The results of the audits are summarized in the Inspector General's Annual Report.

The third Annual Report covers the period of the 1982/83 fiscal year. For detail, the Report itself should be consulted, however the following areas in need of improvement were highlighted:

- Inmate Work
- Industrial Shop Placement
- Industrial Quality Control
- Corcan Billing
- Marketing of Industrial Products
- Evaluation and Shortcomings in Socialization Programs
- Simulated Exercises of Contingency Plans
- Portable Personal Alarms
- Tool Control
- Outside Contractors
- Security Clearances
- Role of the Institutional Preventive Security Officer
- Fire Prevention and Safety
- Energy Conservation
- Preventive Maintenance
- Administrative File Management
- Inmate Effects
- Federal Identity Program
- Official Languages
- Financial Controls over Industrial Operations
- Processing of Transactions on the FINFO-Inmate Accounting System

- Reconciliations between Inmate Accounting System and Financial System
- expenditures are being incurred before the certification under section 25 of the F.A. Act (funds available)
- current institutional procedures for the preparation of pay input documents and distribution of pay cheques are not in compliance with departmental procedures and treasury board guidelines.
- the inmate employment time reporting system must be re-evaluated.
- an adequate monitoring system is needed to ensure that all financial reports required from the Service's responsibility centres by NHQ are submitted on a timely basis.
- additional clarifications are needed to our directive on the provision and reimbursement of advances to inmates.
- there is a need to develop a policy procedure for the control, standardization and authorization of CSC organizational charts.

The Inspector General's Branch maintains a follow-up process at the national level to ensure all audit observations are addressed.

### Program Evaluation

The Program Evaluation function is contained within the Evaluation and Special Projects Division.

Total programs are evaluated every five years by officials independent of an activity to determine the adequacy of its objectives, its design and its results, both intended and unintended. CSC prepares and submits an Evaluation Plan as part of the Government's Program Expenditure Management system. Program evaluations are normally conducted in two phases. The first phase or evaluation assessment examines both the broad and general issues of relevance and the adequacy of objectives and organization and prepares for the more detailed second phase: the evaluation study.

A number of assessments have been completed and we now have definite examples of what the evaluation process can bring to light.

- The evaluation assessment of Psychiatric Services raised issues that led to the delay of a \$40 million capital construction program. Subsequent evaluation recommendations stressing a broader less specialized approach to 'mental health' treatment and a more diffuse delivery structure could, if finally accepted, dramatically change both the level of service and the way it is delivered.

- Evaluation work of Inmate Employment has led Senior Management to seriously question the types of work opportunity provided, the prerequisites for particular jobs, the job structuring CSC has used and the employee placement process followed.

- For the first time, because of evaluation work, CSC's oldest and most "myth shrouded" program, Security, has developed a comprehensive statement of underlying philosophy and operating assumptions. The "testable hypotheses" that have resulted mean that Senior Management can question and measure basic operating assumptions and hence program success.

The following is the schedule for Evaluation:

Component	83-84	84-85	85-86	86-87	87-88	Remarks
<b>Custody of Inmates</b> Security & Intelligence	Eval.					Under review
<b>Offender Case Mgt</b> Inmate Affairs			Assess.	Eval.		Analysing Assess.
Chaplaincy		Assess. Eval.		Eval.		
Psychological Services		Assess.		Eval.		
Inst. Case Mgt.						
Comm. Services & Supv. Social & Rec. Programs	Assess. FW	Eval.	Eval.			
Family Visits				Assess.		
<b>Education, Training &amp; Employment</b> Employment						Studies under review
Education and Training	FW		Eval.			
Industries & ADP	Assess.		Eval.	Eval.		
Agribusiness		Assess.	Eval.			
<b>Health Care</b> Psychiatric	Data Base					
Medical		Eval.				
<b>Technical Services</b> Eng. & Maintenance (non-cap.)	Eval.			Assess.		Program improvement currently underway re standards & MIS
Procurement & Stores	Eval.			Assess.		
Institutional Stores	Eval.			Assess.		
Food Services	Assess.		Eval.			
Capital Projects	Assess.		Eval.			
Planning and Implementation	Assess.		Eval.			
Telecommunications & Elect.	Assess.		Eval.			
<b>Planning, Management &amp; Administration</b> Communications			Eval.			
Manpower Planning & Development	FW		Eval.			
Management Services			Assess.			

### Program Analysis

The Program Analysis function is contained within the Finance Branch. Its role is to advise the Commissioner on the development, implementation and maintenance of control mechanisms and to regularly monitor operations and plans in order to identify the actions required.

Initial performance indicators have been developed for each main activity and are reported on a monthly basis to the Senior Management Committee.

Currently, the major recurring problems highlighted in these operational and financial reviews are:

- short range population squeeze in most regions
- complexity of causes of overtime and the continuing need for management to recognize the impact on overtime of all operational decisions.

### Accommodation Plan

The Ten-Year Accommodation Plan has, of course, certain long-term planning implications. CSC must ensure that adequate accommodation is available to meet inmate population needs. The Long Range Accommodation Plan is updated and submitted to Treasury Board annually.

The unprecedented growth in the inmate population has resulted in the need to significantly revise both the long range and short-term accommodation plan.

In addition to responding to the need for increased capacity, the revised LRAP will address the impact of inmate reclassification on the future security level distribution of facilities. Similarly, special inmate populations such as special handling and protective custody, and the changing nature of minimum security will be recognized.

A number of planning options have been developed by Technical Services and a NHQ Accommodation Planning Committee has been established to develop, review and assess the impact of such options.

The increased inmate population resulted in the initiation of temporary (contingency) measures. Initially, due to time constraints, a large percentage of these measures consisted of double-bunking. However, in order to respect inmate privacy, CSC has moved towards utilizing more trailer units and has accelerated its plans to renovate existing space.

The realization of the Accommodation Plan affects all Regional and NHQ functional Branches. Aside from the site planning and actual construction, staffing implications, programs to be offered, services to be established within and outside the institution and inmate population flow are only a few of the considerations which must be taken into account when phasing an institution in or out, or merely modifying the size of an existing facility. Regional and NHQ staff must work closely together to ensure all the necessary action is planned and monitored.

### The Work Force

The trend toward earlier retirement will reverse in the population as a whole, as pension costs and contribution rates increase. The aging population cannot be sustained at present levels of benefits and contributions. This may result in a greater use of part-time employment, possibly in combination with retirement benefits, especially if the latter are reduced.

Changing social values regarding the work ethic may make it possible to consider demotion as an occupational phase out, particularly if combined with changes in pension plans that now encourage "hanging on" past the point of optimum effectiveness.

Diminished promotional prospects, already evident in the public service, are expected to continue. Employees will need to find other forms of motivation on the job, and more satisfactions away from it. All of this means more personal and career counselling of people faced with difficult decisions - working for a living will become a more complex process of personal life style management. This will require greater emphasis on adapting to and managing change, both for the organization and the individual - a broader concept of "organizational behaviour".



**FUTURE DIRECTIONS**

### FUTURE DIRECTIONS

The environmental considerations indicate that CSC will continue to be faced with an offender population which in addition to increasing is also becoming more complex. Human rights will continue to prevail which reflect on the type of service delivery and program opportunities we must provide.

There are also a number of societal trends in the area of "the job and the work force" which have potential implications for CSC.

In addition to both client and personnel implications, CSC will continue to be affected by fiscal restraint and must therefore continue its efforts to find innovative, cost-efficient methods of operations.

The following sections, outline by Main Activity, the objectives, and a brief description of the elements contained in each Main Activity.

Where appropriate the future thrust of the various activities is indicated. In many cases this will be in general terms and rather nebulous. However, the fact that the Service is aware of these external/internal forces to which it may have to respond over the next several years is a pro-active step towards operational readiness.

A listing of "Major Initiatives" follows each Branch narrative.

ACTIVITY: Planning & Management

Objective:

To manage the Service/institutions in such a manner so as to protect the public; meet the conditions of sentences imposed by the courts; allow the offender the opportunity for personal reformation; create an aware and supportive public; contribute to the further development of a just, effective and humane Criminal Justice System; and minimize the costs necessary to achieve the above.

This main activity consists of a variety of management related components.

Office of the Commissioner

The Commissioner is responsible for managing all aspects of the Service.

Senior Management

This function includes the offices of Senior Deputy Commissioner, five Regional Deputy Commissioners and the Wardens of the institutions.

Inspector General

The role of the Branch is to provide effective, informative audits and reviews of operations in order to provide management with better tools to do their job. The most important factor in this process is the credibility of the Branch not only with staff, other government agencies, unions, outside bodies but indeed with inmates themselves. It is essential that this credibility which has been achieved through the pursuit of independent, objective reporting by highly qualified individuals be maintained.

The Branch independently inspects facilities for compliance with standards and policies, investigates irregularities and audits the management, financial and personnel functions of the Service.

In assessing the various functions, the IG staff review the existence of "rules", question their validity, ascertain the adherence to these rules and make observations should it appear that there is a lack of adequate rules.

In the area of internal auditing, the systems-based/multi-level approach is yet in the developmental stage and is not expected to be fully operational before 1985/86. The approach will call for input from all three levels within the Service - NHQ, RHQ and institutional.

The IG's Branch is currently assessing its abilities to cope with increased workload as a result of more institutions coming on stream in addition to the increased demand of Special Inquiries within CSC. The impact of Management Review capabilities resulting from the completion of construction at Saskatchewan Penitentiary (SHU), Drummondville,

Donnacona and Renous, as well as the requirement to audit NHQ Offender Programs Branch and the Security Branch every three years may well mean a substantial increase in staff complement in order to achieve its mandate.

The Accreditation program has also been reinstated in a modified form as the Service continues to pursue standardized operations. The thrust of this initiative will now focus on National Headquarters in order to develop well-defined policies and procedures which could be provided to the local level with minimum impact on operations. It is expected that by complying with the Commission on Accreditation (American), Canadian standards, once developed, will have been met.

The Inmate Affairs Division has recently been relocated to the Inspector General Branch. The Division ensures that inmates are treated fairly and humanely and are accorded rights in terms of the Canadian Charter of Rights and Freedoms, international covenants and the United Nations Standard Minimum Rules for the Treatment of Prisoners. This is carried out through a system of inmate grievance and appeals. The Division has adopted a pro-active approach to its program delivery. All new CDs and DIs are reviewed for inmate implications. In the upcoming year, strategies will be developed and implemented to inform inmates immediately of any new policies or procedures affecting them. Presently a system is in place to monitor and follow up all decisions regarding grievances. A short-term initiative to link this reporting with the IG Annual Report is being considered. This report would then be the mechanism to advise senior staff of recurring significant problems.

#### **Inspector General - Major Initiatives**

1. To develop and implement a credible, multi-level, systems-based audit system to identify and test all levels of management policies and procedures with adequate provision for reporting on compliance/non-compliance.
2. To ensure that IG staff maintain competency for auditing areas with new technological advancements.
3. To develop a procedure and process that enables the IG Branch to input into all national systems development to ensure an audit capability is built into the system.
4. To continue the implementation, co-ordination and monitoring of the accreditation program.
5. To develop and implement an on-line system for the processing and reporting of inmate grievances.

### Policy, Planning and Systems

This Branch is responsible for policy development, planning, systems development, on-going evaluation of the CSC program and special projects.

It is anticipated that some internal reorganization will occur with respect to the reporting relationship among divisions. Future initiatives anticipated within the planning function include the development and implementation of a system to capture and display past expenditures and future resource requirements. The trend to automation will impact heavily on the various planning components.

The Correctional Service of Canada has not had a central systems development group. Each branch has been responsible for developing its own systems. This has allowed each branch to identify its requirements and understand how improved systems can help in their operations. The Senior Management Committee believes it is time to create a central systems group in order to ensure control over EDP systems so that there will be co-ordinated systems development and implementation.

A Long Range Systems Plan has been developed which outlines the proposed future thrust of CSC with respect to automation. This plan is expected to be implemented over a five-year period. Automated information will provide both operational and Senior Management with the necessary tools to manage their particular function effectively. This includes all aspects of program delivery, inventory control, maintenance and communications.

#### **Policy, Planning & Systems - Major Initiatives**

1. To ensure the Operational Plan Framework is fully implemented at all levels of CSC.
2. To develop and implement a system which will link and display past expenditures with resource implications into three planning years.
3. To implement the Long Range Systems Plan.
4. To fine-tune the resourcing methodologies within CSC (including the issue of overtime).
5. To develop a system to ensure human resource planning is fully linked with the planning system.
6. To develop and implement a training package on the planning system (PEMS/CSC) which can be adapted for all levels of staff.

### Communications Branch

The role of this Branch is to ensure that staff are informed and knowledgeable of policies and programs and to create an aware public, supportive of the role and responsibilities of CSC.

In the past, emphasis has been placed on developing communications with the general public and the media. While still considered an essential role for the Branch, greater emphasis will be placed on communications with staff. Recognizing that our strength is staff, the CSC is developing and implementing strategies to foster an informed, knowledgeable, professional staff capable of building public confidence as a result of their contacts and communication.

The decision to enlist the contribution of CSC staff to foster and enhance the image of the Service, is seen as a significant indicator that every staff member has a responsibility for communication. The benefits of such a development accrue to all involved in corrections, staff, citizens and offenders.

Recent studies have shown that staff see the increased provision of accurate information as the most important requirement in the effective performance of their jobs. Staff also see first-line supervisors as the key factor in the communication equation.

By ensuring that efficient and effective communication networks are developed and implemented, staff will be better informed, better able to participate and contribute toward improving the work place, and better able to contribute to enhancing the public image of CSC. All of this will be reflected in the public perception and support of the role of CSC.

### **Communications - Major Initiatives**

1. To develop strategies to enlist the strengths and abilities of staff with special skills, knowledge, and/or experience to promote understanding of the role and responsibilities of CSC.
2. To devise means to better involve CSC employees in voluntary groups to study various program options and issues and enhance communication in the development of policies and programs within the CSC.
3. To develop activities to promote participation, contribution and pride in specific groups of employees.

ACTIVITY: Custody of Inmates

Objective:

To ensure secure custody and control of inmates, while meeting recognized international standards of humane treatment, in order to minimize the risk of harm being inflicted by inmates on the public, the staff, other inmates and themselves.

This Branch objective addresses the main thrust of the overall goal of CSC, with the focus on individual self-worth, dignity and human rights. The security function is much more than merely a custodial activity.

There are several sub activities within the Branch.

Operational Security is concerned with institutional security operations, cost effective utilization of resources and manpower, crisis management, security design criteria, and training criteria for security officers as well as emergency response teams.

Preventive Security is responsible for gathering, analyzing and disseminating security-related information, ensuring the reliability of staff, and the screening of institutional visitors.

The role of Inmate Population Management is to plan, control and effect transfers of inmates between the various institutions across Canada. As such, it is responsible for optimizing the use of cells. It recommends adjustments to the status of facilities, administers the Special Handling Unit programs and monitors segregation statistics.

Security must adapt to a variety of factors outside the control of CSC. Society in general is responsible for the manner in which offenders are treated whether it be sentencing practices, rights/privileges while incarcerated or tolerance of release practices. The factors expected to affect security operations of the future include increase in population in general in addition to growth in violent long-term offenders, specialized populations and the use of high technology. It follows that the personnel responsible for the security program, at all levels, must be prepared and capable to meet these challenges.

In order to achieve the level of staff professionalism desired by CSC management, a number of initiatives will be undertaken in the upcoming years which will affect both new recruits coming into the Service and personnel already on strength. The long-term objective of these initiatives will be to instill in all security personnel, a feeling of self-worth and job satisfaction which in turn will be reflected in the quality of service provided.

In keeping with its main priority of optimum security, while maintaining cost-effectiveness, the method of program delivery is undergoing significant change through the application of modern techniques.

The Perimeter Intrusion Detection System is being installed in institutions in a phased approach. This system provides all-weather, night and day, electronic surveillance of the perimeter with a centralized control and response capability, while utilizing a lower degree of manpower. The development of other area detection systems within the institutional compound is also being pursued.

The possibilities are being examined of enhancing existing and planned manually operated controls with the use of electronic technology, without compromise of security, control or supervision. Also the design and operation of control posts is being examined.

National policy has been developed and approved governing the installation and operation of Closed Circuit Television (CCTV) in institutions. Institutional needs will be assessed against these criteria on a case-by-case basis.

Dynamic security measures are being developed to enhance inmate movement control, inmate searches, and tool control within institutions to complement technological controls and increase contraband detection.

There is to be an increased functional responsibility of the Security Branch at NHQ and at the regional level in respect of the role, structure and functioning of the higher security level institutions (S5 to S7 inclusive) including the allocation and utilization of dollar and PY resources. This includes the determination of the required structure of institutional levels, the security standards applicable to each, and the most appropriate allocation of security levels to institutions, over the next 5 year period.

The development and operation of purpose-built facilities for dangerous inmates providing appropriate security and activities, and the re-examination of the processes for the selection, control and release of these inmates is being undertaken. For example, the purpose of the S-7 system is to protect staff and inmates from those inmates who are considered to be threats to their safety; and to provide a humane and meaningful environment in S-7 institutions in which the dangerous inmate has the opportunity of progressing to full association with other inmates and staff. Further, the CSC is committed to protect these inmates against themselves, and ensure to the fullest extent practical, they do not commit any violent act when they are integrated in normal association institutions.

Another initiative is the development and implementation of a Management Information System which will provide managers at all three levels with accurate and timely data in order to improve the quality of their decisions and facilitate their operational accountability. Another use of the computer will be in assisting managers to roster their personnel cost effectively.



The Branch is developing ways to improve the present collection, collation, analysis and dissemination of intelligence information to ensure maximum benefit to operational units. This process is the basis of CSC's preventive security program and the prompt availability of this information is crucial in order to anticipate dangerous prison situations and to take appropriate action to prevent them. The present manual reporting system is largely one of reaction to events that have occurred whereas an automated system which is currently being considered, will permit a greater degree of intervention before the damage has been done. In order to ensure the information gathered from the Inmate Profile system is utilized proactively, computer terminals are being utilized for on-line reporting.

Visitors to prisoners in institutions are often the link by which drugs, weapons, contraband and information are passed to inmates. Visitors themselves may have criminal records and it is essential for the security and the good order of the prison and for the protection of the public that prison authorities know who is being permitted entrance inside the walls. This information is required at the national and regional levels also as strong links exist between organized criminals and the inmates of different institutions and regions. A national automated system will identify those whose entry would pose a threat, and permit the sharing of this information by all institutions, in addition to providing the overall picture of concerted and organized attempts to enter penitentiaries.

In the area of inmate movement, Technical Services are examining the cost effectiveness of CSC purchasing its own aircraft for the transfer of inmates. The Canadian Transport Commission has conceded that CSC and the airline carrier can establish appropriate inmate/escort ratios on chartered aircraft and a review is being conducted to determine the optimum ratio and composition of such escorts.

Technology is also having an effect on staff training delivery, and to bridge the distance and costs required for information sharing the Branch is planning to develop and implement a system of briefing and training by the use of Videotape Recording (VTR) in respect of new security policies and techniques, for use in institutions and regions.

#### **Custody of Inmates - Major Initiatives**

1. To develop an "esprit de corps" within the security function throughout all levels of CSC.
2. To develop and implement standards for security personnel which will be utilized for recruitment purposes in addition to being maintained throughout the entire tenure of security staff.
3. To study the feasibility and implications of psychological testing as a recruitment tool.

4. To develop and implement pilot studies in conjunction with DGSTD to ascertain the relationship between quality of work life/staff attitudes/relationship with inmates/institutional harmony.
5. To ensure appropriate human relations components are incorporated into all security training modules (recruit and refresher).
6. To develop a system of job rotation for senior security staff which can be implemented inter-institutionally and inter-regionally.
7. To examine the "coaching" concept for new security personnel ensuring that appropriate mechanisms are in place to recognize "coaches" and to identify all subject areas to be addressed.
8. To devise the means whereby staff are aware of the job requirements related to more senior positions and informed of the opportunities available to them.
9. To improve communication with institutional staff through the use of videotape recordings (VTR) of training techniques and security policies.
10. To develop a means to more rapidly collate and analyze intelligence of a complex nature with a view to achieving improved security at institutions.
11. To develop and implement the concept of strategic intelligence in order to improve inmate management and minimize tension in institutions.
12. To develop and audit the operation of purpose-built facilities for dangerous inmates and the processes for their selection, control and release.
13. To establish the relationships between institutional population profiles and the security levels and sub-levels of the institutions, and to pursue resultant security implications.
14. To determine the required structure of institutional levels, the appropriate security standards and the allocation of resources for each.
15. To develop more cost-efficient methods of inmate population movement, both inter- and intra-regionally.

ACTIVITY: Education, Training & Employment

Objective:

To prepare inmates for their return to the work environment by providing to all inmates the opportunities for employment, and for academic and vocational training leading to recognized certificates of achievement or skills and to ensure, while recognizing this objective, that inmates maximize their contribution to defraying the overall cost of incarceration.

This objective is linked to the overall program objective in that it attempts to "prepare offenders for their return as useful citizens to the community".

The Education, Training and Employment Branch is responsible for a variety of activities.

The Education and Training Division provides access to accredited instruction ranging from basic literacy to university, including trades apprenticeship. The Division is also responsible for the provision of library services both academic and leisure.

Agribusiness includes farms, greenhouses, forestry camps and a fishery.

Inmate Resource Management is involved with job placement, pay and employment counselling.

Automated Data Processing is an information processing service which includes word-processing, micro-filming, and telidon page creation.

Industries activities range from printshops and mailbag repair shops to large assembly-line production of modular office furniture.

The goal of these activities is to maximize work, training and education opportunities for inmates in federal institutions. The value of work programs for inmates has been recognized for at least 200 years in practically all prison jurisdictions. An integrated educational program can help provide the new skills and attitude modification necessary for productive work and social programs.

The future holds some major changes in program delivery for the Education and Training Division. In recognizing that the length of the traditional academic day does not lend itself to maximum productivity by the client population, a system of shifts will likely emerge whereby inmates will go to school part-days and work part-days. Traditional methods of learning will continue to be supplemented by correspondence and by distance learning opportunities. Computer-Assisted Learning (CAL) systems which can be bought off the shelf will be utilized in all institutions where appropriate.

The concept of trans-institutional learning will be studied with a view to offering coordinated course delivery throughout the incarceration of an inmate. This is required particularly at security Level 4 and downwards where turn-over is of high proportions.

University courses will be reinstated and inmates will have to make a small contribution to subsidize the costs. (\$20. per half course).

College-type programs offering one-year certificates and two-year diplomas will become more predominant. CSC will endeavour to eradicate illiteracy, except in exceptional instances, throughout the inmate population. To do this, the incentive system must be modified.

Special programs for Natives will be developed and implemented.

Life skills are to become an integral part of the education and training program to give proper emphasis to development of personal and social skills and more pre-employment training and counselling will be offered.

Industries is considering many factors in its planning - the age of the inmate population, the trend to service rather than manufacturing industries, (e.g. in the area of food processing and the need to emphasize production of CSC consumed goods).

In the upcoming years, Industries will concentrate on cost-effectiveness and productivity with the goal of developing private sector standards for institutional operations. This will result in more positive social habits similar to the outside. In order to achieve this, product standardization must occur. The development of product centres is seen as a major change in industrial operations and will be introduced in the near future. Compensatory and non-monetary systems must be developed for the inmate work force. The Service will move towards hourly pay for inmate workers and relatively better compensation for inmates employed in profitable programs. Better use of existing facilities is planned by the implementation of double shifts in some industrial operations. Equipment must be assessed to ensure it is efficient and meets industrial standards. Both staff and inmate work attitudes must be improved. Work days will be increased and ways and means will be instituted to optimize work productivity. National strategies for work programs will be developed and implemented. Market strategies will focus on sales to CSC; the Post Office, Supply and Services Canada and possibly the Department of National Defense. The Department of Supply and Services has agreed in principle to set aside approximately 1/2 of 1% of its purchases for CSC, however, all the implications of the implementation of such an agreement have yet to be worked out. Quality and price control improvements will be required in order to maintain accounts, once established. Another initiative for Industries will be the development of key indicators for all industrial areas. Management information systems must also be developed. A major reorganization of the Industries organization will also be undertaken in order to support the new operations.

ADP has recognized that in future (4-5) years, the need for data capture through present methods will diminish substantially. This will be the direct result of computer on-line capability. For this reason, a review of potential ADP applications for CSC will be initiated before any more major expansion for the Division occurs. It is expected that micro-filming will continue to be required; however, Telidon applications may be phased out.

Agribusiness is currently running at 60-90% efficiency on its farms. In the upcoming years, CSC will concentrate on improving its present operations before considering any diversification. There will be a better integration of product supply with demand requirements and an assessment of transport needs. There will be expansion in the food production facilities which will provide not only CSC with a higher level of self-sufficiency but will provide more jobs for inmates. Many of the work programs will be accredited by agricultural colleges, thus providing certification to those participating in the programs.

#### **Education, Training & Employment of Inmates - Major Initiatives**

1. To develop and implement a system whereby an inmate could commence and complete a certified course regardless of location and mobility throughout incarceration.
2. To establish program delivery sites for specific subjects/trades.
3. To ascertain and develop those trades which can be accredited Canada-wide (ensuring that they correspond to market analysis).
4. To forecast job market opportunities and develop programs accordingly.
5. To ensure that CAL is offered at all institutions as appropriate.
6. To develop the appropriate incentive systems so that all illiterate inmates will undertake literacy programs (excluding physically and mentally handicapped).
7. To develop and implement lifeskill programs in institutions and in the community.
8. To develop and implement a system whereby library services will be available 12 hours per day, 7 days per week.
9. To establish a system whereby academic and work programs are operated on a part-day basis.
10. To develop educational programs specifically for Natives in all regions.

11. To implement a method of measuring academic and vocational program performance.
12. To establish inmate pay scales and incentive systems for all education and work programs.
13. To establish production standards similar to those accepted in the community.
14. To develop ways and means to perform inmate counts without compromising work productivity.
15. To focus sales marketing strategies on CSC, the P.O., SSC and DND.
16. To finalize negotiations with SSC for achieving 1/2 of 1% of their purchases.
17. To improve quality and price control for Industries ensuring that a mechanisms for the former are in place in all institutions.
18. To develop key indicators for industrial areas.
19. To develop and implement a training plan for staff on industrial quality control and productivity.
20. To implement a landscape plan for all institutions and a system for monitoring the plan.
21. To supply as much of CSC's food requirements as possible.
22. To implement a pilot bulk food processing program.
23. To achieve a better integration with CSC kitchens regarding the quality, quantity and delivery of food stuffs (esp. vegetables and meat).
24. To develop roles and responsibilities, procedures and standards for Agribusiness and Food Services concerning all aspects of food stuffs.
25. To mechanize the inmate pay system including an automated budgetary system which links pay to performance.
26. To develop employment strategies which are implemented at the institutional level through workboards.
27. To improve the attitude of staff and inmates with respect to the work ethic.
28. To establish pilot studies utilizing specific aspects of an MIS which will determine overall objectives and targets for future years.

29. To develop post release strategies utilizing CEIC funding where appropriate which will result in employment opportunities for all offenders upon release.
30. To expand the ADP operations.
31. To identify the training and development requirements of Inmate Employment staff and ensure appropriate educational programs and systems are developed to satisfy these staff needs.

ACTIVITY: Offender Case Management

Objective:

To prepare offenders for their return to the community as useful citizens, through the provision of counselling services and opportunities for social, emotional, physical and spiritual development, and through community supervision of offenders on conditional releases. To ensure the fair and humane treatment of offenders including the recognition and protection of their rights while under the authority of The Correctional Service of Canada.

The objective of this Branch is linked to the overall CSC goal in that it has the mandate to "prepare offenders for return to the community as useful citizens.

There are a variety of divisions within the Branch which seek to assist in achieving this end.

The Chaplaincy activity is well established within CSC. Inmates are encouraged to develop the spiritual dimension of their lives through church services, discussion groups, religious education and pastoral visits and consultations with inmates and their families.

In the upcoming years the chaplaincy division will concentrate on the enhancement of its contract model as it strives to become a more integral part of other programs. Standardized content, quality control and accountability will be woven into the program. The team model approach for program delivery will be pursued.

The Psychology activity is concerned with the state and positive development of an inmate's mental health. Counselling and therapeutic services/opportunities are offered to inmates during their incarceration and, where warranted, while on parole. Inmate assessment and case consultation services are provided to case management, staff, living unit staff and institutional administrators. Consultation services on a wide range of behavioural science issues are also provided to CSC managers and administrators.

In recognizing that the staff-inmate interface is crucial to the comfort level within an institution the delivery of psychological services is changing its orientation. The priority will be to counsel and instruct staff who will in turn be better equipped to reduce tension levels among the inmate population.

Programs will be developed to assist and teach inmates in stress management. The physical and mental symptoms that arise as a result of incarceration will be undermined by release mechanisms such as relaxation and exercise. Group counselling will be more prevalent than one-to-one sessions. Psychological testing (MMPI) will be instituted nationally to build up a research data base on the psychological profiles of inmates.



The Social and Community Affairs component ensures that offenders are provided with the opportunity for social, emotional, physical and personal development through recreation and physical fitness programs, hobby, art and craft programs, citizen participation programs, assistance programs for social and family relations and special programs to meet the needs of female, Native and other groups. Another important function is to promote effective working relationships and to administer policy on utilization of private sector agencies, such as the John Howard and Elizabeth Fry Societies for services such as parole supervision and residential services.

Private sector standards for Community Residential Centres (CRC's) with resourcing dependent on compliance with standards will be developed. Supervision/surveillance techniques will be studied with a view to achieving economy without compromising public safety.

The activities of Case Management and Living Unit provide coordinated management and administration of the offender's entire sentence. The most important aspect of the Case Management function is Individual Program Planning, which begins soon after an inmate enters an institution. It continues throughout both the institutional and conditional release phases. When an offender is assigned to a cell or living unit, he is assigned to Case Management Team which reviews all information on the offender and develops a program plan for him. Short- and long-term plans consider the inmate's needs and objectives, the services and activities in which the offender will participate and plans for eventual transfer or conditional release. The offender's participation and progress are monitored and he is informed of his assessment on a regular basis. The Case Management Team makes recommendations to the National Parole Board for conditional release through full and day parole.

One of the initiatives being undertaken by the Branch is the automation of the Pen Placement process, which will allow offenders to be properly placed initially. Automation of the Case Management Process will ensure that inmates are incarcerated at the appropriate security level throughout their incarceration. This will reduce the overall security level of the Service in addition to substantially reducing the population.

The objective of the Living Unit program is being studied with a re-definement of the role and responsibilities of the Living Unit staff expected. It is envisaged that the LU's will become pro-active educators for inmates and not merely custodians. The involvement and relationship among all staff involved in inmate management must be improved. Special emphasis will be placed on COF-LUF liaison.

A number of initiatives are already underway with respect to release programs. A standardized set of decision-making criteria are being developed with a view to achieving a standardized parole decision-making process. Risk prediction tools are being analysed for the correlation between release recommendations and reality and the resource implications of implementing such a process.

At the National Headquarter's level, there have been several recent organizational changes in order to provide a more coordinated approach to program delivery at the local level.

The Community Release Programs Division will deal with policy, procedures, operations and quality control and all matters relating to the community arm of the Service. The Institutional Programs Division, on the other hand will deal with all aspects impacting on the operations of Offender Programs at the institutional level.

One other change in the NHQ operations is the establishment of an Institutional Operations Division which will oversee and coordinate operations at the S4 level and below as well as the Prison for Women and multi-level protective custody institutions.

#### **Offender Case Management - Major Initiatives**

1. To develop and implement a standardized content for chaplaincy and to develop a monitoring and reporting system regarding program delivery.
2. To automate the case management process.
3. To convert the Case Management Manual to CDs and DIs where appropriate.
4. To automate tombstone data with a view to easy on-line retrieval for forms related to offender management.
5. To implement induction and refresher training for all staff involved in offender care.
6. To develop and implement a cohesive Case Management Team ensuring interaction between all staff charged primarily with offender care.
7. To establish standardized B.F. systems to ensure offender reports are timely and accurate.
8. To implement decision-making criteria for release programs.
9. To research and introduce risk prediction instruments into release practices.
10. To develop early release initiatives (fast track, low risk).

11. To develop more community-based programming in minimum security institutions.
12. To introduce psychological support services in S1 and S2 institutions.
13. To develop a research data base on the psychological profile of inmates.
14. To develop an orientation program and appropriate on-going initiatives to assist inmates in coping with stress.
15. To review and re-define objectives of CSC related to the management of offenders requiring protective custody.
16. To research and pilot treatment interventions in terms of
  - Nutrition
  - Psychoneurology
17. To pursue initiatives in contemporary programming for offenders in the following areas:
  - Sexual Deviancy
  - Alcohol and Drug Abuse
  - Handicapped.

and to develop monitoring mechanisms to ensure program content and delivery.
18. To develop new intervention techniques for dealing with the violent offender.
19. To introduce a comprehensive plan to deal with long-term offenders.
20. To continue to develop specific programs for Natives and female offenders.
21. To develop standards for CRCs and resourcing methodologies linked to compliance with standards.
22. To study the feasibility and implications of various supervision/surveillance techniques.

ACTIVITY: Health Care

Objective:

To provide a pro-active preventive and therapeutic health care delivery system which encompasses medical, psychiatric, dental and nutrition therapy which in turn will foster better life styles for offenders. To provide such a delivery system at a quality consistent with currently accepted Canadian practices and standards and to ensure the milieu in which the offender is confined meets generally accepted hygiene standards.

This objective is related to both parts of the overall CSC objective in that health care is essential to assist an inmate cope while within the walls as well as playing a major role when the offender is returning to the community.

Medical Services are provided by Health Care Centres located in S7 - S3 security level institutions. Services to lower security level institutions are provided either by an adjacent institution or by arrangement with community medical practitioners, clinics and hospitals. Health Care Centres are staffed and organized to provide primarily ambulatory and outpatient services, although a limited number of inpatient beds are available for short-term bed care including post-operative care where hospital facilities are not required. The HCC staff co-ordinate access to the full range of community medical services when more sophisticated diagnostic or treatment methods are required.

Psychiatric services are provided on an inpatient and outpatient basis for all institutions. Short-term or minor problems may be handled in the institution by consultant psychiatrists and HCC staff, or professional staff from Regional Psychiatric centres providing an outpatient service. The method of providing ambulatory services is under review. Patients who require hospitalization or who may benefit from longer-term care are transferred either to provincial facilities or to one of three Regional Psychiatric Centres located in the Pacific, Prairie and Ontario regions. Quebec region's psychiatric services are provided exclusively by l'Institut Philippe Pinel on a contractual basis.

As an outcome of the evaluation of psychiatric services, a data base of inmates requiring mental health services was planned. This has been broadened to include physical health care needs of inmates. Once completed the inventory will in fact become a needs analysis and provide the direction for program development and/or enhancement.

The feasibility of implementing a variety of mental health care concepts is being studied. One such direction is to provide sheltered ranges for those inmates who are chronically mentally ill or developmentally

handicapped and have difficulty coping in the general population. Feedback from S6 and S7 security level institutions indicates that the number of inmates in this category is increasing. This is due to the fact that the number of provincial mental hospital beds is decreasing and many former patients and potential patients are diverted into the Criminal Justice System. Once the data base has been acquired, decisions will have to be made as to whether the need should be met by expanding the Regional Psychiatric Centres, the use of sheltered ranges in institutions or a combination of both.

Additionally, the concept of a mental health team will be piloted in a facility to ascertain its feasibility and effectiveness within the correctional environment. The responsibility for decision-making for mental health program delivery is dependent to a considerable extent on the housing facility. For RPCs it rests with Health Care professionals. In an institutional setting where a psychiatrist is providing advice on the management of an inmate with a character disorder, the Case Management Team is the decision-making body. Where a patient is under active psychiatric treatment, the psychiatrist must assume complete responsibility.

As part of the Criminal Law Review, the Mental Disorder Project is analysing the issues and alternatives for handling inmates who are suffering from a mental disorder. The major issue in this regard is should CSC's Regional Psychiatric Centres be expanded to treat all federal inmates with such problems or should these inmates be transferred to the provincial mental health systems. The latter option does not seem feasible at the present time due to the provincial policy of closing long-term psychiatric hospital beds.

The Medical Advisory Committee to the Commissioner of Corrections has focussed for the past two years on the provision of mental health services to inmates. It is expected that the focus in the immediate future will be the provision of general health care to inmates.

#### **Health Care - Major Initiatives**

1. To develop a treatment program for violent and aggressive inmates which can be offered at the institutional level.
2. To address the psycho/geriatric health care needs of inmates and the resulting implications for CSC.
3. To assure controls in the management of pharmaceuticals in order to reduce inventory, wastage, preparation and dispensing time with a view to reducing the demand by inmates.
4. To develop strategies for program delivery for the chronically mentally ill and developmentally handicapped.

5. To establish a data base which will identify both medical and psychiatric health care needs to serve as a logical basis for the planning for the provision of services.
6. To implement the Mental Health team concept in one or more institutions.
7. To participate in the reorganization of the Ontario Regional Treatment Centre and to develop contingency plans which could be implemented should the focus of program delivery at Kingston Penitentiary alter significantly.
8. To study the relationship between diet and behaviour.
9. To study the viability and implications of consolidating Health Care Centres by geographical location.
10. To integrate and coordinate approved institutional programs for sexual offenders.
11. To implement a coordinated program for sexual offenders at the RPCs.
12. To develop strategies for the accreditation by the CCHA of RPCs and HCCs which include the development of positive linkages with the local, provincial and national professional communities.
13. To enhance the image of the CSC particularly with respect to Health Care delivery by fostering training opportunities for both external health care professionals and internal health care personnel.
14. To develop policies and procedures with respect to an offender's rights to refuse treatment.

ACTIVITY: Technical Services

Objective:

To provide on a timely basis and at acceptable quality and cost, food and clothing for inmates and staff in institutions, and all other material requirements, together with supporting services including institutional maintenance and cleaning, transport, telecommunications and fire protection as well as distribution and disposal for all classes of stores and equipment; to design, construct and maintain Service-wide buildings and facilities according to the needs and priorities of the Service.

Today, Technical Services has several innovative systems at various stages of development in many institutions. Such systems will make a profound difference to the operations of Technical Services. The Perimeter Intrusion Detection System, the Maintenance Management System, the Ration Control System, the centralized warehousing of clothing initiative, the energy conservation program and the increasing use of bulk purchasing represent some of the more recent developments in the five operating divisions. Additionally, with the rapid increase in our forecasted inmate population, an enormous capital construction program has had to be developed for CSC. The overall scale of change within the Branch adjusting to and managing such change will be a major challenge in the future.

The Materiel and Services Management Division is responsible for specifying, cataloguing, acquisition, controlling inventory, storage, distribution and disposal of goods used within CSC. The Division also provides a range of services such as laundry processing, clothing exchange and the development of equipment standards for use in procurement.

Automation will impact heavily on the future of the Materiel and Services Function. Information on-line regarding all inventory, including equipment, all procurement and all disposal will be required. Distribution and procurement systems will be rationalized with a view to efficiency. A trend to decentralized materiel distribution at the institutional level is expected; however, a centralized procurement system not restricted by regional boundaries may emerge.

In addition to providing meals for inmates in all federal correctional institutions, the Food Services Division provides duty meals for penitentiary staff.

Costs of food services within CSC are kept low in part through contributions from the Education, Training and Employment Branch's Agribusiness operations.

At present, individual institutions are taking steps towards the achievement of greater self-sufficiency in food processing. As a consequence, costs have been lowered, while inmates are being instructed in skilled trades including baking, meatcutting and other types of food preparation. An inmate educational program is being developed in conjunction with the Canadian Restaurant and Food Services Association, the Chefs de Cuisine Association and community colleges to teach marketable kitchen skills to selected inmates. Certain skills will be certified.

Looking toward the future, various food preparation systems and new managerial tools are being developed to increase efficiency and control within Food Services. Centralized consolidated food processing and meat packing plants are under study. The thrust of this initiative is to emerge as a cost-effective food service industry which could also provide service outside the walls (old age homes, provincial gov't). A comprehensive computerized management information system is currently under development. When operational, it will assist managers in menu planning, as well as inventory, ration and cost control. Appropriate training opportunities will be offered to staff in order to manage these changes in program delivery.

Development of a standardized national quality assurance program will ensure proper sanitation procedures and quality food products. Food Services has also determined that there will be greater inmate employment opportunities within the Division.

The Engineering and Maintenance Division of the Branch focuses on the maintenance of existing CSC buildings, works and engineering activities, grounds, equipment, physical plants, vehicle fleet management, energy conservation and fire safety.

The Division is continuing with the process of introducing the Maintenance Management System (MMS) to all institutions. It is anticipated that the information generated by the MMS will result in significant productivity gains over the next several years.

Engineering and Maintenance has set several goals for the future. The Division has changed its direction from the construction of facilities to a concentration on long-term maintenance programs. The Division will continue to institute energy conservation measures in order to combat increasing costs. This Division is also intent on upgrading information systems in order to allow management to readily identify deficiencies and thereby increase the overall effectiveness of its operations.

The Telecommunications and Electronics Division is responsible for installing, testing and maintaining electronic and telecommunications equipment. As well the Division conducts research and development into electronic devices and systems which are designed to improve CSC operations while reducing costs. Staff are engaged in R&D ventures, preventive maintenance, upgrading equipment and the installation as well as the replacement of telephone and other telecommunications systems.



Work in the Research and Standards area has included evaluation of a new perimeter intrusion sensor called Sentrax, review of requirements for X-ray inspection systems, radio signal propagation surveys at selected institutions and improvements to motion detection coverage.

The Perimeter Intrusion Detection System (PIDS) Program represents the most significant breakthrough of the Division over the past two years. This system is designed to replace existing, manned perimeter guard towers with a sophisticated electronic security system. It has proven to be highly reliable even under the most extreme weather conditions.

Future thrusts for this Division also include the feasibility of inmate and staff zone access control.

In the last ten years, there has been continuing emphasis on constructing additions and renovating at almost every institution in the Service. The trend towards increasing requirements for accommodation and for new or expanded programs has been a challenge to the Branch as a whole and to the Accommodation Requirements and Construction Division in particular.

Unprecedented growth in the federal inmate population has resulted in significant revisions to the CSC Long Range Accommodation Plan (LRAP). The 1981 LRAP, essentially a replacement program, would result in a shortfall of over 2,000 cells by 1991-92. Consequently, a National Headquarters Accommodation Planning Committee has been established to develop, review and assess the impact of alternative planning options for meeting expansion needs. The size of the present inmate population also demands that short-term or contingency measures be initiated. In cooperation with regional and national headquarters planners, CSC has begun to implement interim measures such as the use of non-normal cells, trailer units, and double-bunking. These will be required until new permanent facilities are completed.

The Division introduced a new system to prioritize construction projects in order to aid in making funding determinations among competing projects. To meet increased projected demands, an accelerated construction program has been initiated. This will require capital funding in excess of \$100 million in each of fiscal years 1984-85, 1985-86 and 1986-87.

#### **Technical Services - Major Initiatives**

1. To implement a Service-wide preventive maintenance system to reduce down-time and current costs.
2. Develop and implement a food services management system to ensure that the food provided meets appropriate standards of dining and nutrition in as efficient a manner as possible.
3. To develop appropriate off and on-line computer systems for Food Services (menu planning, ration scales, procurement) and to link this with the FINCON system for OBCR reporting.

4. To develop standardized, cost and operationally effective designs for new institutions as well as for renovations or additions to existing facilities.
5. To consolidate and centralize the issue of clothing (inmate and staff) and develop an improved system of procurement based on forecast needs.
6. To optimize warehouse capability for materiel.
7. To develop and implement a computerized preventive and corrective maintenance system.
8. To optimize the utilization of CSC vehicles by pursuing various initiatives including:
  - . development of a manual on fleet management
  - . exploring the feasibility of automating specific facets of fleet management
  - . development of user requirements and scales of issue
  - . development of procurement policies
  - . development of flexible use vehicles
  - . improved management of fuel dispensing
9. To establish a system to present to Senior Management energy usage by institution.
10. To establish energy metering systems for all major industrial facilities and other important sections of institutions.
11. To integrate fire safety into the appropriate staff training programs.
12. To establish equipment maintenance standards in 5 institutions.
13. To eliminate through electronics those staff positions requiring routine functions in order to free up staff for more interaction with inmates.
14. To continue to implement the PIDS action plan.
15. To study and implement where feasible electronic systems for drug control, and inmate location control within institutions.
16. To retrofit institutions with appropriate telecommunications switches as per the approved action plan.

17. To develop economies in integrating voice and data networks.
18. To continue to identify and evaluate potential CSC applications of normal telecommunication and electronic systems.
19. To improve the method of developing long-range plans for the CSC network of institutions.
20. To develop contingency plans for accommodating inmates under emergency conditions.
21. To study the feasibility of selected privately operated incarceration facilities.
22. To improve construction project management including a system of ranking projects, costing, project status reporting and cost control.
23. To develop a commissioning system which will integrate program and operational requirements for all accommodation-related projects.
24. To implement approved resourcing standards for all operations.
25. To develop a standardized operations and maintenance budgeting system.
26. To develop in conjunction with Finance, an information system that provides control over all CSC equipment acquisition including the management of its life cycle.
27. To identify the training and development requirements of Technical Services staff and ensure the appropriate educational programs and systems are developed to meet these needs.

ACTIVITY: Administration

Objective:

To ensure effective use is made of CSC resources by providing management information and control systems, program and operational analysis and advice to management and by implementing systems of financial administration that will satisfy managerial and parliamentary requirements for financial visibility, accountability and control.

To ensure effective use is made of CSC human resources by providing advice to management on fulfilling their personnel management responsibilities and by providing services in respect of recruitment, job evaluation and staff relations.

To provide efficient and effective administrative services.

The above is comprised of three major components: Administration, Personnel and Finance.

Administration

The Administration activity can be broken down into two main categories of tasks: those tasks over which Administration has exclusive functional control at all levels of the Service and those which are performed at the institutional or parole office level by Administration staff but which are controlled functionally from Branches other than Administration.

In the former category are found the staples of Administration: Sentence Administration, Admissions & Discharge, Records Management, Forms Management, Privacy & Access to Information, Directives Management, Telephone Administration and general Administrative Services.

The latter category includes the following: Communications, inmate complaints and grievances, claims against the Crown, follow-ups to Management Review Reports, personnel and staff training (in specified institutions), and accreditation. There are myriad tasks of lesser significance which have been assigned to Administration staff as well.

Current activities underway include a restatement of the mandate assigned to the Administration activity followed by a review of the functional control exercised over Administration staff as a result of this mandate. The relationship between the Administration activity and the parole offices will be clarified as part of this mandate statement. The development of workload standards and performance levels for the key tasks performed in Administration will provide the tools essential for the preparation of accurate and defensible resourcing levels.

The Administration activity is presently driven by a collection of manual systems. Automation of systems in the medium term has the potential to offer efficiencies and savings. Before the feasibility of automation can be considered. However, a great deal of work will have to be done to ensure that the present manual systems are clean and operative.

To this end the Administration activity will continue efforts to make necessary adjustments to the following manual system:

- records management
- forms management
- directives management
- privacy and access to information
- admissions & discharge

There is a growing need for the identification of a planning coordinator at the institutional level. This is being brought about as a result of the significant changes to the CSC planning process which have occurred during the past several years. Additionally, the important progress being made in the development of management information systems with their considerable impact upon institutions and parole offices evidences the requirement for an institutional systems development coordinator. Assignment of these two new responsibilities to the Assistant Warden Administration or equivalent will ensure a clear and consistent functional link throughout all levels of the Services.

#### **Administration - Major Initiatives**

1. To develop a capacity at the institutional level for expertise and coordination of automated systems related to information and planning (e.g. Projects, Anticipated Results, surveys, audits, reports).
2. To develop and implement a uniform and disciplined records management system.
3. To study the feasibility of automation in the area of Directives.
4. To study the feasibility of an automated Forms Management System.
5. To study the feasibility of automated records systems including an assessment of those areas to be converted.
6. To standardize and implement a system for registering, monitoring and controlling results arising from inmate complaints and grievances.
7. To develop and implement a national standardized admission and discharge process which includes procedures governing inmate effects.
8. To establish formal functional relationships and reporting mechanisms between Administration personnel and parole offices.

9. To develop and implement standardized procedures and role definitions for parole offices.
10. To identify inmate-related components within the various functions for all levels of CSC.

### Personnel

A component of the Administration activity, this Branch is responsible for administering the personnel system of CSC which is made up of pay and benefits, classification and compensation, staffing, staff relations, official languages and the coordination of equal opportunities. The personnel function continues to alter with time as it strives to offer optimum service at minimum administrative cost.

#### . Office Automation

As more and more functions, routine and complex, move from manual to automated systems the very nature of jobs, as we know them in CSC, will change drastically. Two implications will result from this evolution. We will be faced with a workforce which will be, for the most part, untrained in the performance of the tasks which will make up the emerging jobs in CSC. We must therefore look ahead to retraining programs which will make available the opportunity for our employees to acquire the skills necessary to contribute to the future goals of CSC. It will also be less uncommon for employees to completely change their careers two or three times during their working years.

The type of new employee we will be seeking will have to possess skills different from today. This will further require changes to recruitment strategies. We will start now to develop acceptable and defensible standards for recruitment and yet allow for change as it occurs.

#### . Human Rights Legislation and Commission Decisions

Although we are unable to predict changes to legislation or the results of challenges it is forecast that this will have a profound effect on the Service and the style in which we manage. We will, therefore, be keeping a close eye on the activities in this area in order to react, as quickly as possible, to implications of their activities. Towards this end, the Branch has established a liaison coordinator with the Human Rights Commission in our Equal Opportunities Division and will continue to keep fully abreast of what they are doing.

#### . Calibre of Recruits

The calibre of recruits has increased significantly over the last few years, and will continue to increase through our University recruitment program. High calibre recruits may perceive that their career expectations are not being met (for whatever reason, eg. cut-backs, bad lower level management attitudes towards university graduates) and inevitably will result in a disgruntled, intelligent, more militant,

workforce especially at the entry levels. This will not likely increase our turn-over rate as the lack of job enrichment or career opportunities will be softened by our very attractive salaries compared with the private sector. The need for the development and implementation of the concept of a "Career Service" becomes more and more crucial to the Service if it is to avoid or temper the above-noted implications.

. Female Recruitment

The dominant occupational groups (such as WP, CX) of the Service will continue to increase their representation of females to the point where females could occupy 30% to 50% of the positions in those groups. It will have to be determined if this will impact on the way in which we manage at the institutional level and, if so, what strategies need to be implemented to resolve the identified issues. Our existing strategic plan is to have a female representation of 20% + by 1987.

Accommodation planning may also want to look into the provision of services which would not only make it more attractive to be employed in the Service but would also benefit the Service. An example might be the construction of day-care facilities for our employees. Although child care is not the exclusive problem of females they could certainly be the force behind our review of alternative solutions.

With a successful program of female recruitment our focus and possibly special measures will have to, in the next 3-5 years, move away from recruitment to career advancement from entry levels. This will be necessary to avoid creating a female ghetto at the entry level.

. Receptive Bilingualism

The receptive bilingualism program, which is embryonic at this time, will have a significant effect on bilingual programs in the future. Francophone employees will be primarily working in French, Anglophone employees will be primarily working in English. The difference will be that each group will understand the other. Once proven in pilot projects this program will be expanded to appropriate bilingual locations.

. Labour relations

The long-term trend toward curtailment of the right to strike will cause public service unions to put less emphasis on traditional forms of bargaining and seek to compensate in other ways, e.g. quality of work life, new forms of participative management, less of an adversary relationship.

This may mean less reliance on grievance processes, and more on counselling of both manager and employee in "problem cases". Employee Assistance programs may become much broader.

In the area of total personnel management, CSC is continuing its efforts to obtain special dispensations in terms of selection, early retirement and other personnel matters particular to CSC.

#### **Personnel - Major Initiatives**

1. To implement strategies and monitoring systems to ensure that the number of female CXs employed in institutions is increased to the degree that they become a recognized and viable group.
2. To monitor decisions made regarding the application of Human Rights legislation in order to forecast problem areas and propose policies on possible or potential areas of concern.
3. To develop strategies for managing early retirement candidates.
4. To automate those personnel activities which will allow decisions to be made by the lowest possible level.
5. To develop strategies which will foster the hiring of internal staff for various functions within CSC (e.g. COF to LUF, LUF to WP).
6. To increase the quality of recruits.
7. To develop a monitoring system to record LUF/COF utilization.
8. To develop a means whereby criteria for promotion are made known to staff with appropriate learning opportunities made available to staff to obtain the prerequisite skills and knowledge.
9. To study the implications of establishing day care facilities at the institutional level.
10. To explore the costs and benefits of purchasing homes in the Quebec Region for purposes of second-language acquisition.

#### Finance

The Financial Function includes: Budgeting; Program Analysis; Financial and Management Systems; and Financial Operations for Revenues, Expenditures, and Inmate Trust Funds. Automated financial information systems such as FINFO have been successfully developed and implemented. Current emphasis now turns to the provision of Controllershship advice to managers throughout the Service.



. Electronic Environment

The Financial Control Systems will begin to operate in an environment where cheques to suppliers and to employees are replaced by electronic transfers of funds. Contracts and invoice information will be exchanged with large scale enterprises by magnetic tape and/or communication links. Written certifications demanded by the heavily documented style of financial administration will be replaced by paperless certifications entered onto computer files. Automated interfaces between CSC financial and other CSC data bases will become common. Financial officers and their technical support staff will be developed to operate in this challenging new financial control environment. Financial systems will be modified to take advantage of new developments in automation when they become cost-beneficial. Computer-assisted verifications and transaction sampling will become part of daily financial control operations. As in the past, the Branch will continue to participate in the Control Framework initiatives of the Office of the Comptroller General by membership in working groups and special projects so that CSC can continue to contribute as an innovator and also can maintain an awareness of new policy and control techniques.

. Controllership Analysis and Advice

Managers will place greater reliance on timely comparative information yielded by access to various financial and operational information sources.. This mass of information available to a manager will begin to threaten an information overload. Financial officers and analyst staff will support "management by exception" through analysis of information and selective interpretation and advice to managers. Data modelling, formal and informal statistical and quantitative analysis, problem-solving skills and graphics will be used by Finance to integrate operational and financial information to advise managers at all levels of CSC. Managers will need to receive guidance and exposure to these new techniques so that they can function well in this management environment.

**Finance - Major Initiatives**

1. To continue development of the FINFO system to incorporate automated interfaces with other systems and to introduce new electronic control techniques. (Electronic mail DIV, transaction profiling and sampling for account verification, transaction detail interface with DSS rendering fund.)
2. To incorporate appropriate cost accounting features into the CORCAN Industries Management Information System.
3. To support the development in conjunction with Technical Services, of an information system that provides better control over the acquisition and life cycle management of equipment throughout CSC.

4. To develop and refine financial and operational data analysis techniques through the use of such mechanisms as data modelling, statistical analysis, quantitative analysis and problem-solving processes to produce information of value for managers.
5. To develop financial officers into "Controllers" by specialized training courses and workshops designed around real management situations.
6. To encourage and support the career advancement of Finance Technicians through a variety of experience and training so that they can progress through junior financial levels and become a strong and viable source of future Assistant Wardens Finance.
7. To cooperate with Policy and Planning in the development of a mid-range (11/13 Quarters) budget development and allocation model.
8. To develop and deliver management development modules so that all CSC managers become aware of their financial responsibilities and are positively reinforced in their use of information to achieve more effective and efficient program delivery.
9. To develop a more pro-active controllership role for Finance.
10. To establish a system/process to bring OBCR anomalies to the attention of line and functional managers in order to encourage more effective use of resources.
11. To establish a more equitable budget base for similar operations among institutions and offices.
12. To develop methods by which operational information discussed at SMC also receives similar review and discussion at Regional/Institutional Management Meetings.
13. To automate interfaces between CSC financial and other CSC data bases.
14. To improve the exchange of information in our liaison with the Program Division of the Treasury Board.

Activity: Staff Training and Development

Objective:

To ensure effective use is made of CSC human resources by providing advice to management on fulfilling their personnel management responsibilities and by providing services in respect of manpower planning, training and development.

This Branch manages the manpower planning function within CSC and operates a national Staff Induction Centre and five campuses of the National Correctional Staff College which provide initial and refresher training for correctional officers and various types of training and development courses for other staff.

This Branch must ensure that training is delivered in a timely fashion to all who require it, although the course content is derived from the specialty functions within CSC. With new facilities in the various planning stages, this Branch's program delivery must be carefully synchronized to provide trained staff upon facility completion. Indeed, in some cases, staff are brought on strength prior to the opening of an institution. The area of manpower planning, is also a much more complex issue in today's society. Staff now demand the opportunities for skill enhancement as well as developmental opportunities. With staff numbering over 10,000 in strength, this activity must turn to automation and computer-assisted learning in order to supplement its program delivery. This function must also plan for the upward and sometimes downward mobility of staff as it seeks to provide the Service with competent individuals in all aspects of service delivery.

CSC recognizes that regardless of the gains in program delivery as a result of automation, our business is people-oriented and as such the Staff Training and Development Branch must strive to ensure through its programs that CSC enjoys a high level of quality staff and that the Service retains a stable workforce. Both skill acquisition/development and management theory are seen as essential components of competent, motivated staff.

On the future horizon, CSC must plan for the staffing up of 3 major institutions, an early retirement (25 years) option available to staff and a requirement for a large number of middle-senior managers in all functions. Although the concept of the "Corrections Family" will serve to provide a much larger base from which to draw potential managers, it is obvious that human resource planning and the development of systems to ensure that demand and supply are synchronized are major initiatives for the upcoming years.

### **Staff Training - Major Initiatives**

1. To deliver a training program which ensures that management approved courses, accredited by provincial bodies where possible, are offered to staff by means of a standardized training delivery system.
2. To review the Correctional Officer Recruit Program in order to establish the appropriate method of delivering Human Relations Training.
3. To develop and implement a Leadership Training Program whereby Junior Leadership is offered to all correctional staff while Senior Leadership and Supervisory Training are offered as part of the advanced training available for high potential employees.
4. To integrate the Middle Management Training Program as part of the Advanced Training available for Assistant Wardens and the Middle Managers within CSC.
5. To develop and implement a comprehensive training evaluation system in order to measure both learning and program effectiveness.
6. To establish and integrate a training module on Human Relations for all refresher training courses.
7. To devise a means whereby instructors for the NCSC are identified, selected and rotated through the colleges on a three year assignment period.
8. To ensure that supervisory staff are acclimatized to the benefits of on-line information and word processing technology.
9. To develop and implement strategies to ensure that support staff will be offered the appropriate opportunities to enhance their skills and knowledge in automated systems.

### **Staff Development - Major Initiatives**

1. To develop and implement a system of manpower forecasting integrated with an analytical capability in order to supply the demand requirements for all levels within CSC over the medium term (2-5 years).
2. To establish position profiles encompassing knowledge and skill prerequisites for all levels of management within CSC and to develop the mechanism to match these profiles with appropriate staff.
3. To establish a system whereby senior personnel committees can make informed decisions regarding staff appointments to management positions.
4. To develop and implement a standardized appraisal system and to ensure that a follow-up process is developed regarding the training needs of staff.

TARGETS AND INDICATORS

### TARGETS AND INDICATORS

The following targets and indicators reflect a sample of factors upon which the overall performance of the Service is judged.

As a result of fiscal restraint and offender population increases, the most critical areas to monitor include population forecasts, actual and on-register population, staff/offender ratios and costs per offender.

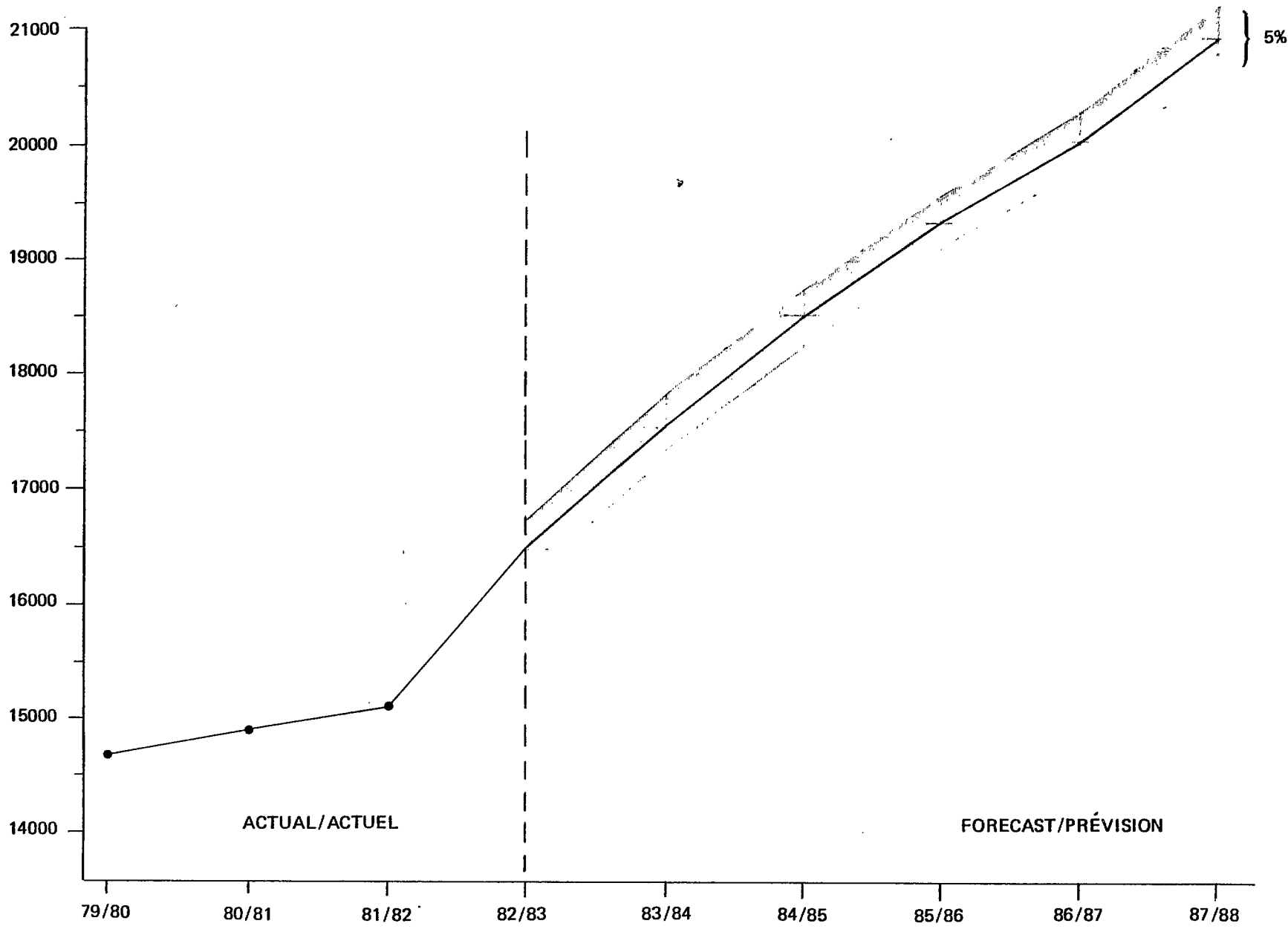
There is a distinction between "Targets" and "Indicators". The targets are considered reasonable and achievable through concrete planning. The Service has less control over the indicators. Concrete action would normally be taken only when actual performance fell outside the agreed upon acceptable range (shaded area) as determined by the Senior Management Committee.

Performance in relation to targets and indicators will continue to be monitored monthly by the Senior Management Committee. In areas where plans to improve are proceeding satisfactorily but performance against targets is not improving, a careful analysis of the plans and the appropriateness of the original targets and/or indicators will be conducted.

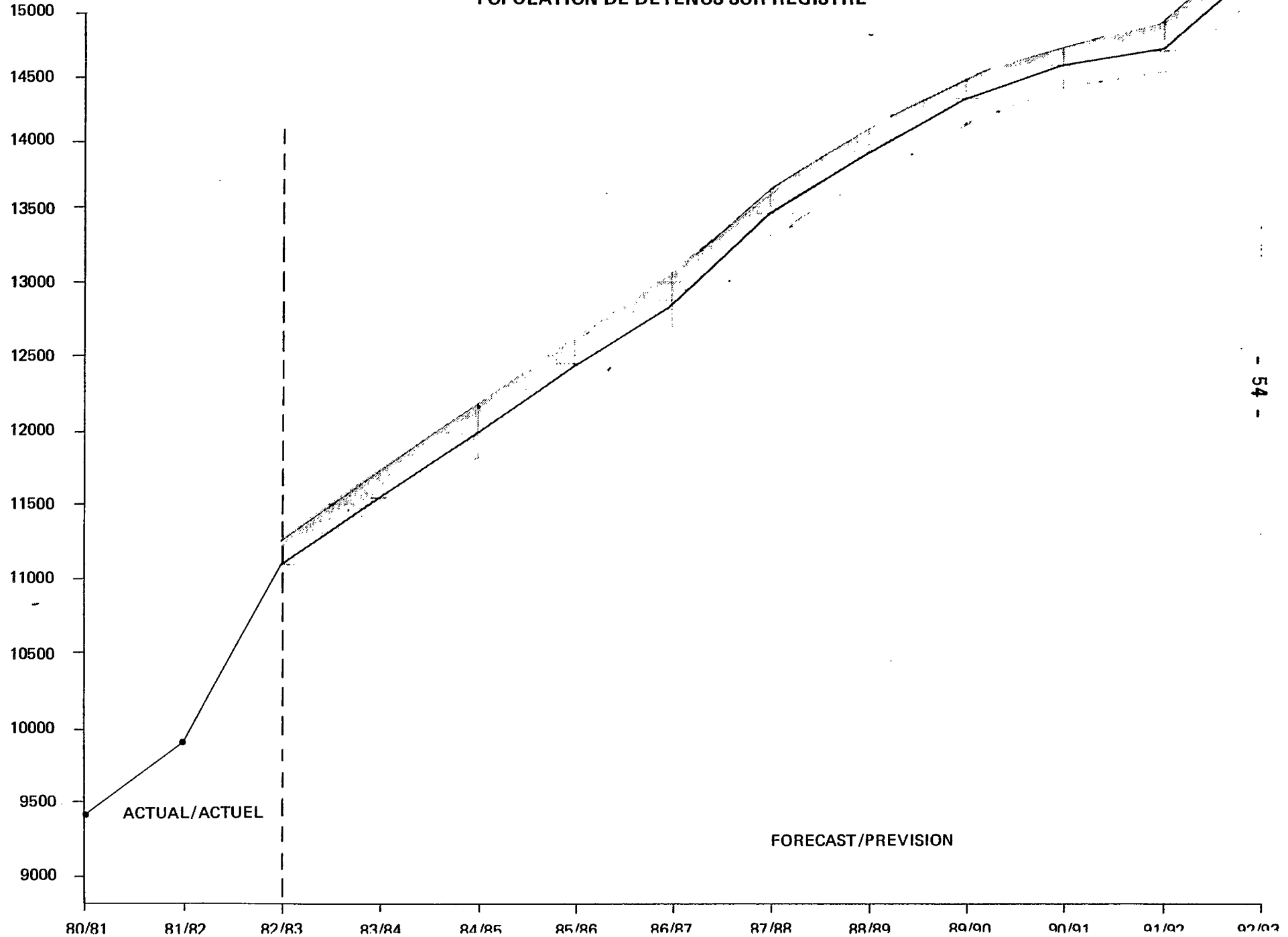
Finally, these are medium-term targets for the entire Service. They will be used as a guide in establishing specific goals for more detailed annual work planning for the Branches, Divisions, Regions, Institutions and Parole Offices across the Service.

Work will continue in the area of Operations Based Cost Reporting to improve the system to the point where it will be a useful tool for developing such targets and indicators.

TOTAL OFFENDERS  
TOTAL DE DÉLINQUANTS

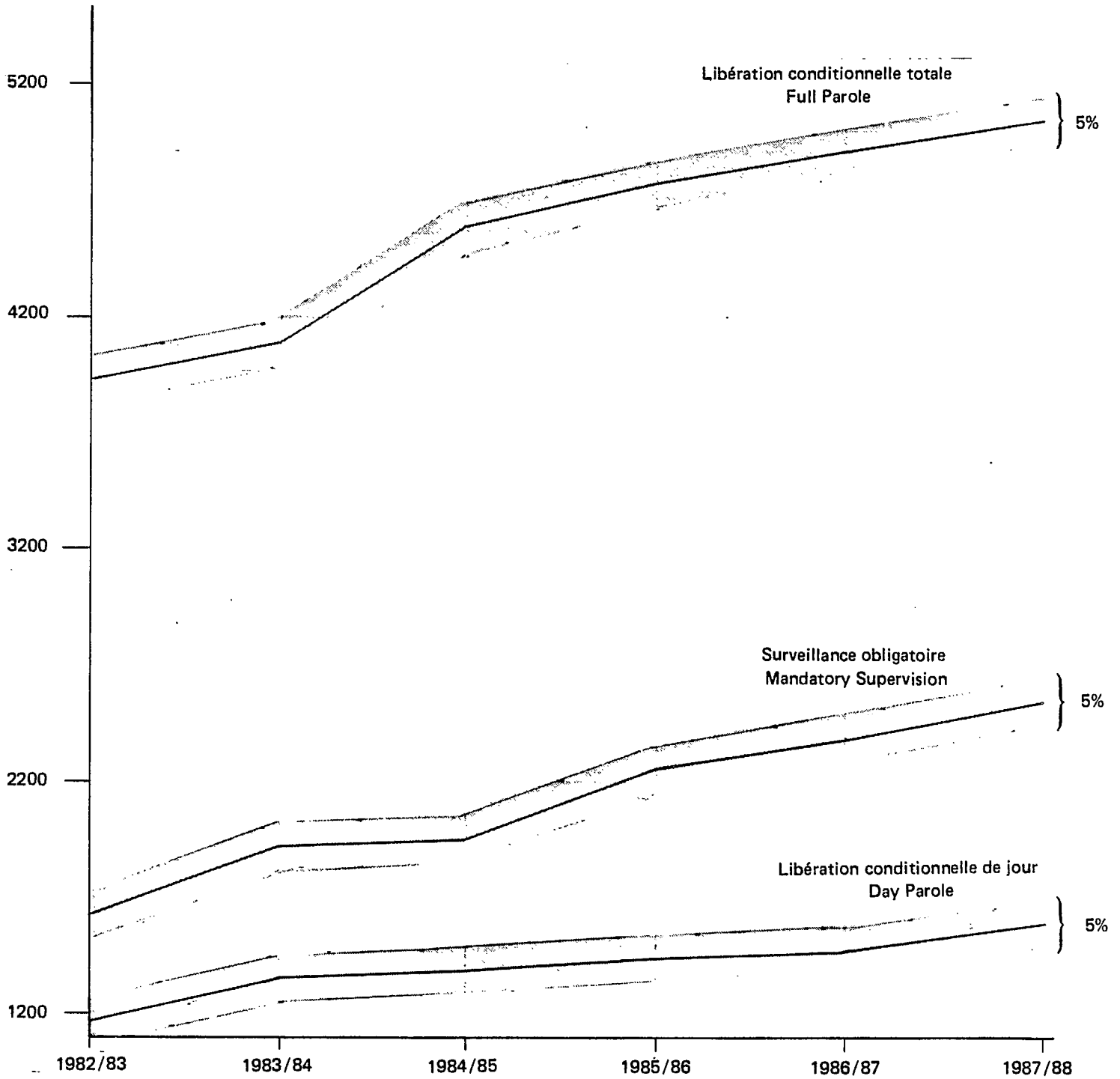


**INMATE ON-REGISTER POPULATION  
POPULATION DE DÉTENUS SUR REGISTRE**

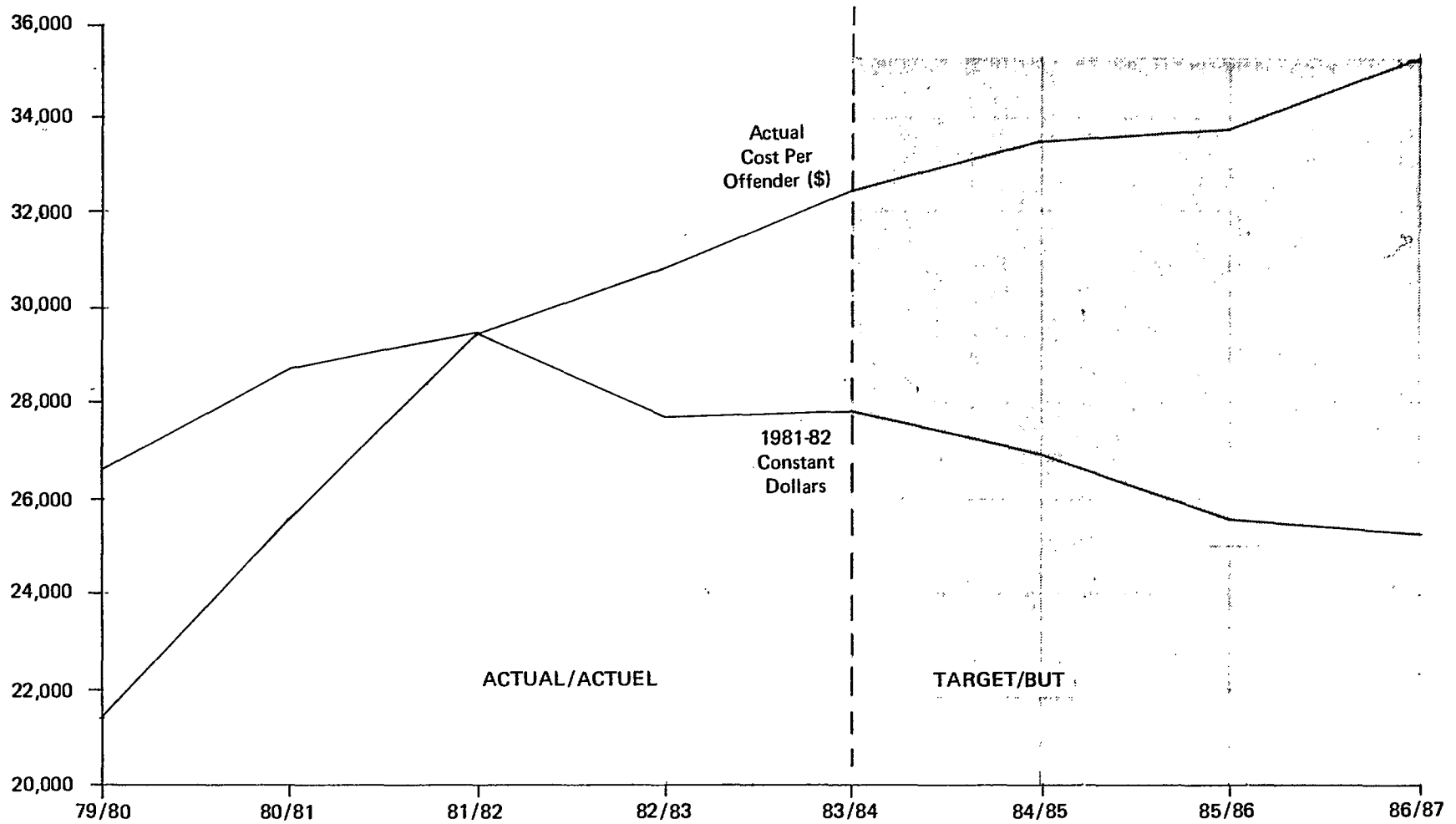




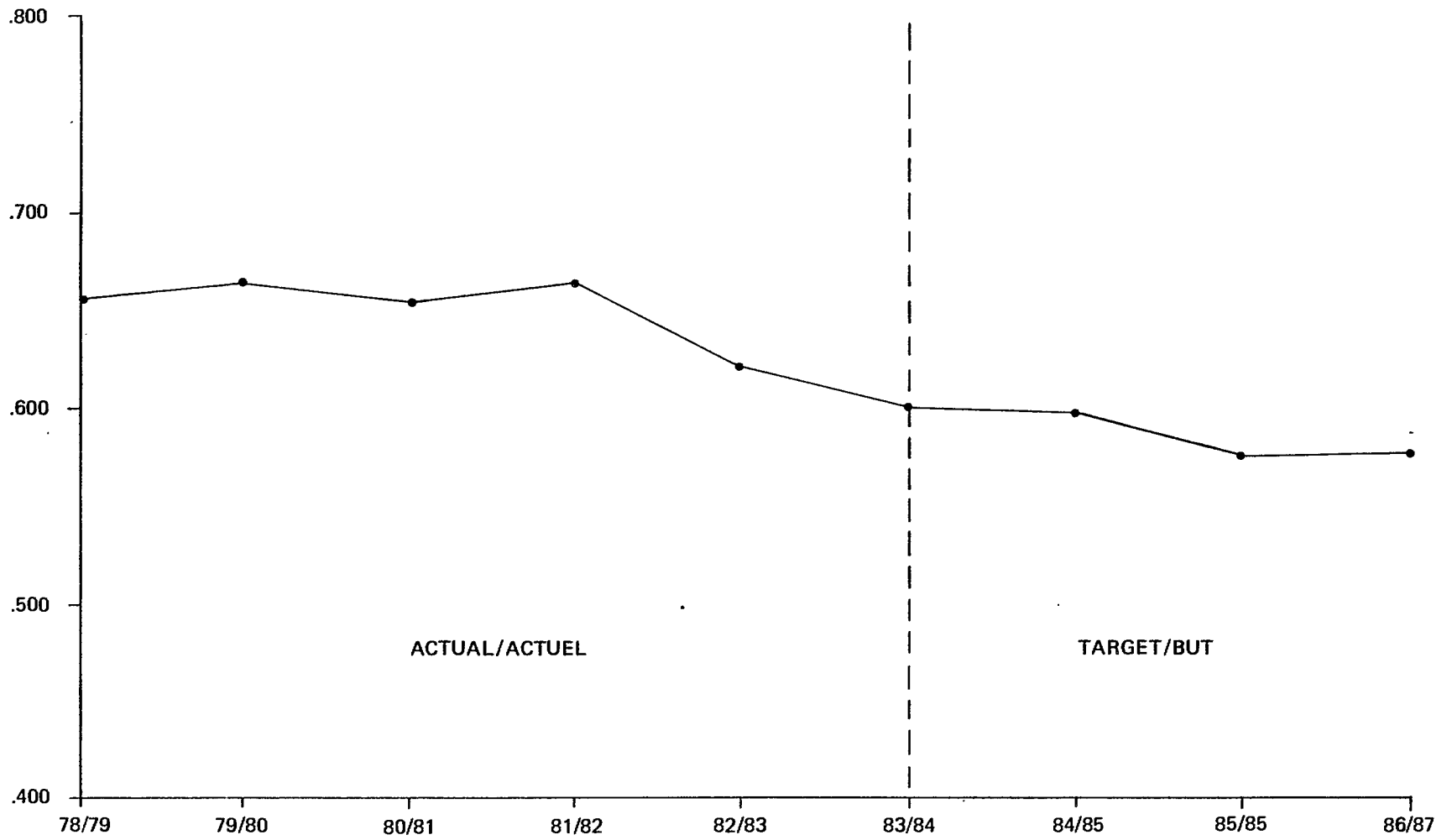
### SUPERVISION FORECASTS PRÉVISIONS DE LA POPULATION SOUS SURVEILLANCE



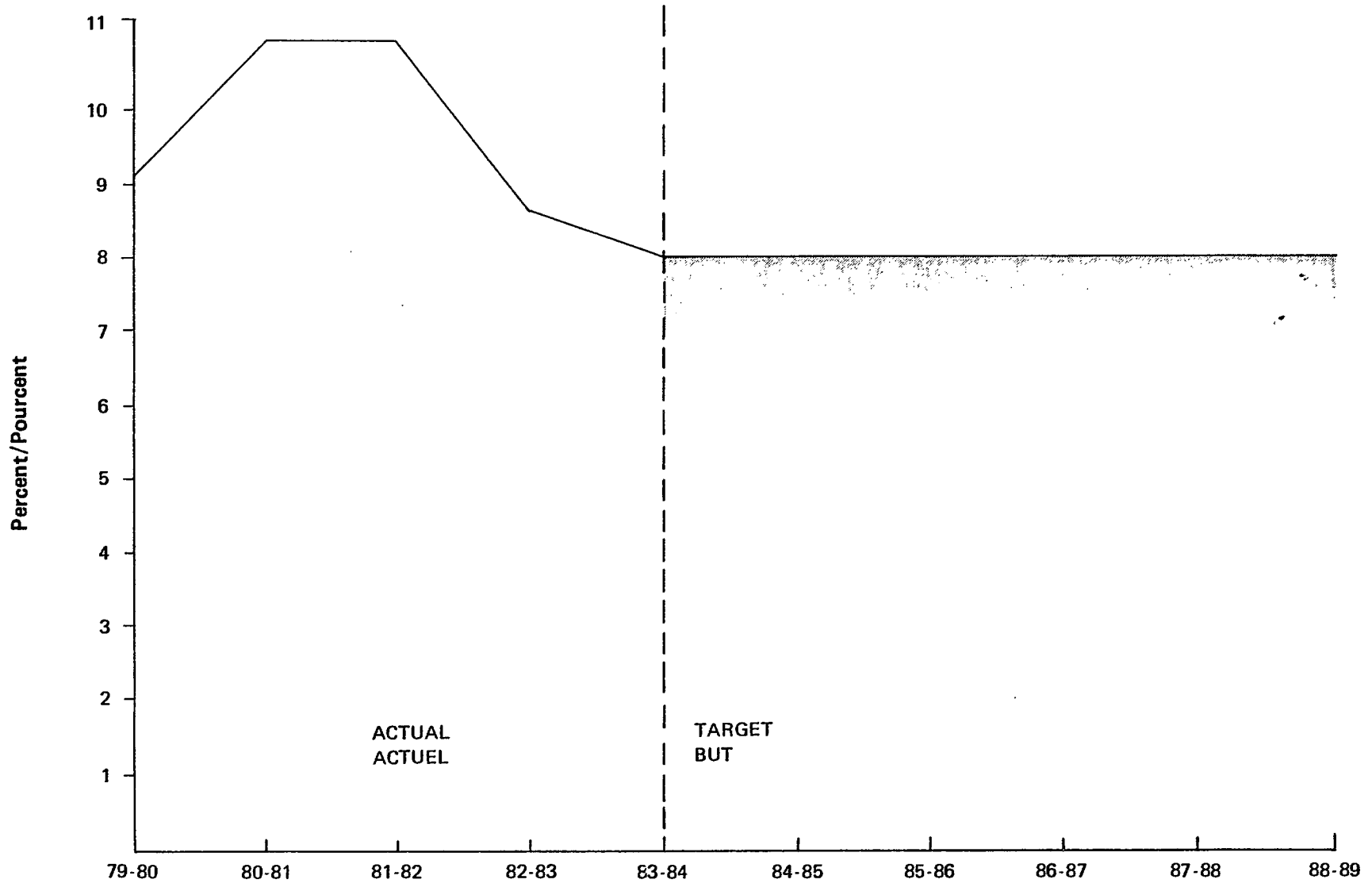
**COST PER OFFENDER/FRAIS PAR DÉLINQUANT**  
**(Excluding Capital/À l'exclusion de capital)**



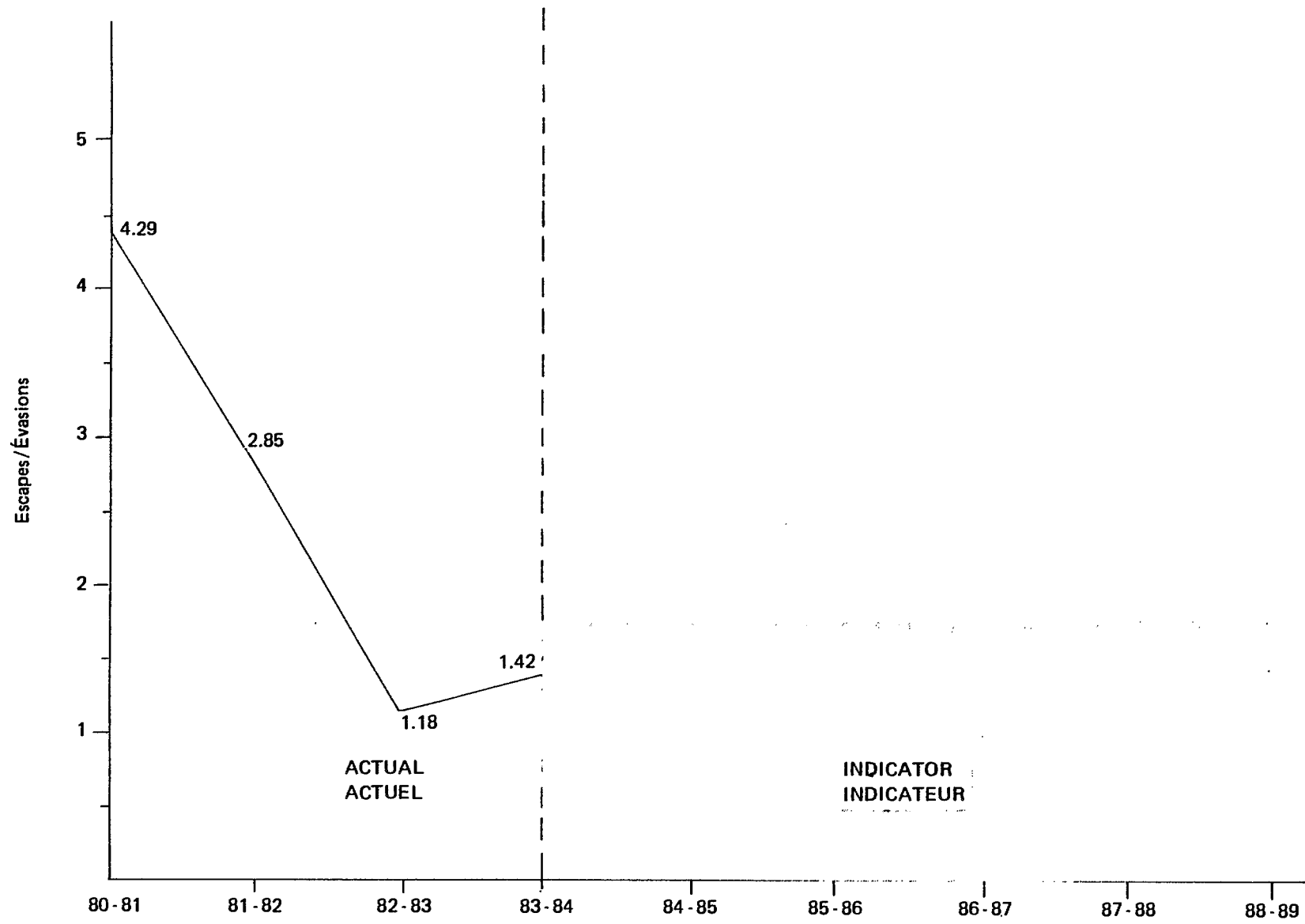
PY PER OFFENDER  
AP PAR DÉLINQUANT



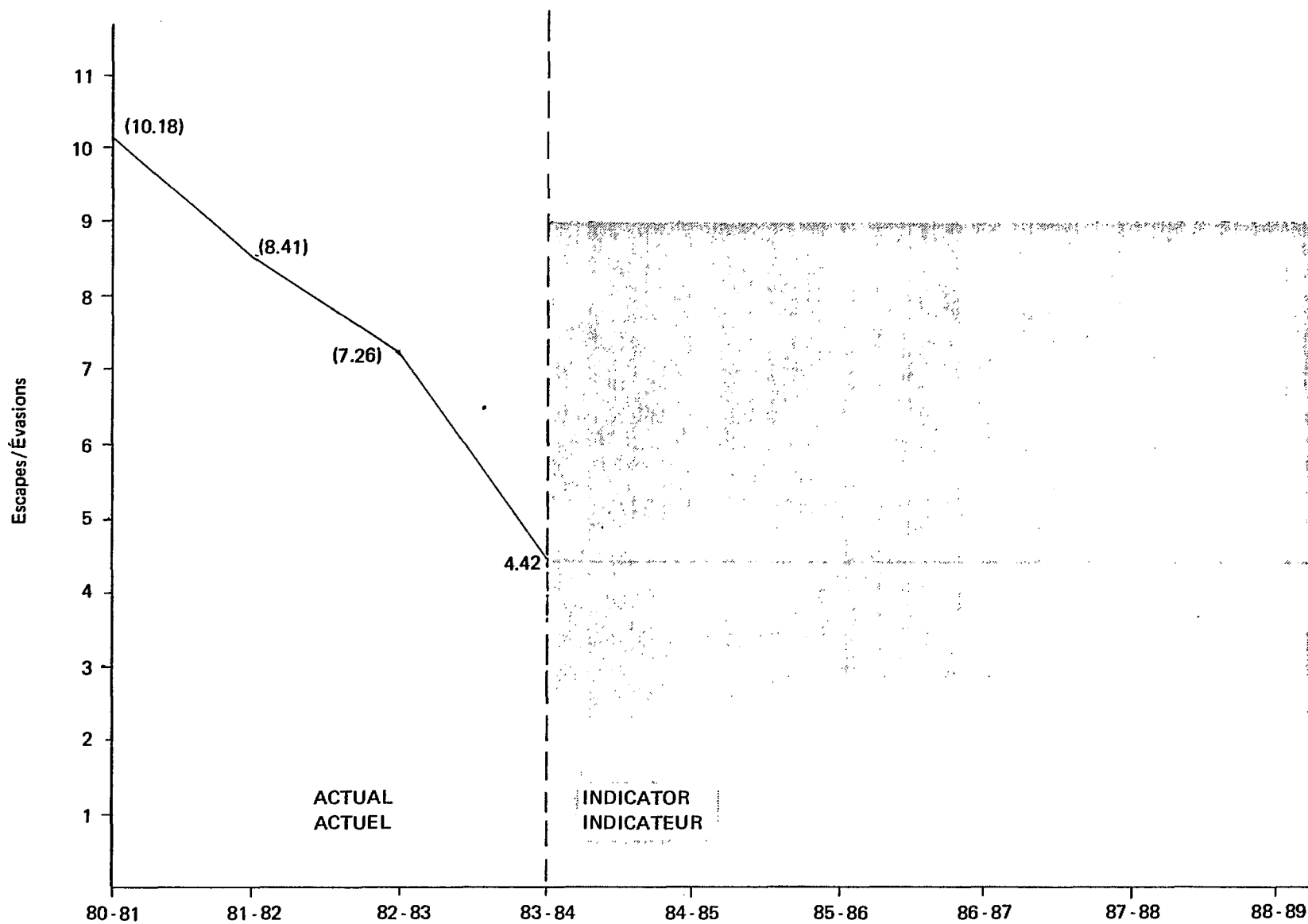
OVERTIME: PERCENT OF REGULAR SALARY DOLLARS  
HEURES SUPPLÉMENTAIRES: POURCENT DES SALAIRES ORDINAIRES



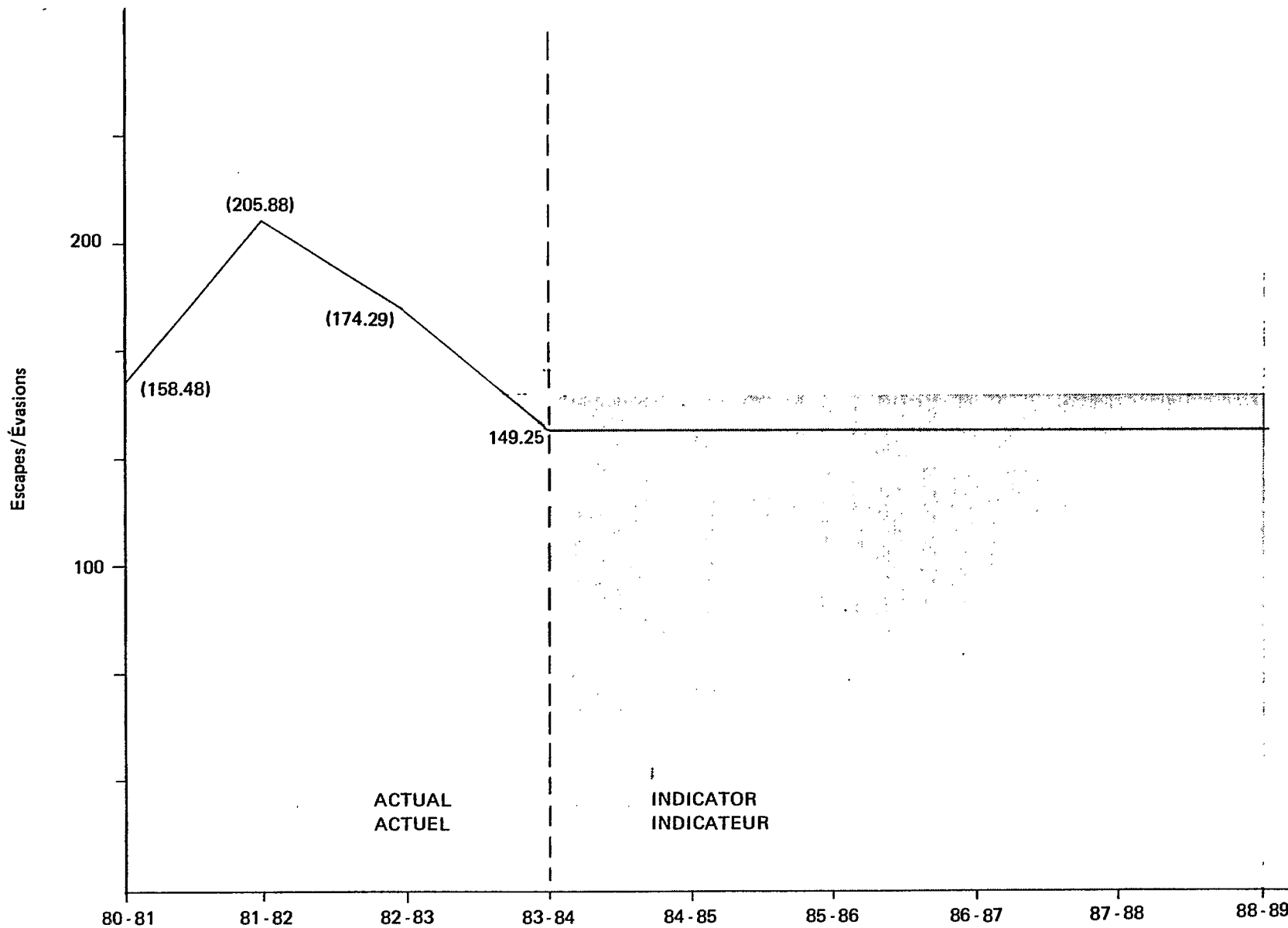
ESCAPES: S-7 AND S-6 SECURITY INSTITUTIONS – RATE PER 1000  
ÉVASIONS: ÉTABLISSEMENTS À SÉCURITÉ S-7 ET S-6 – TAUX PAR 1000



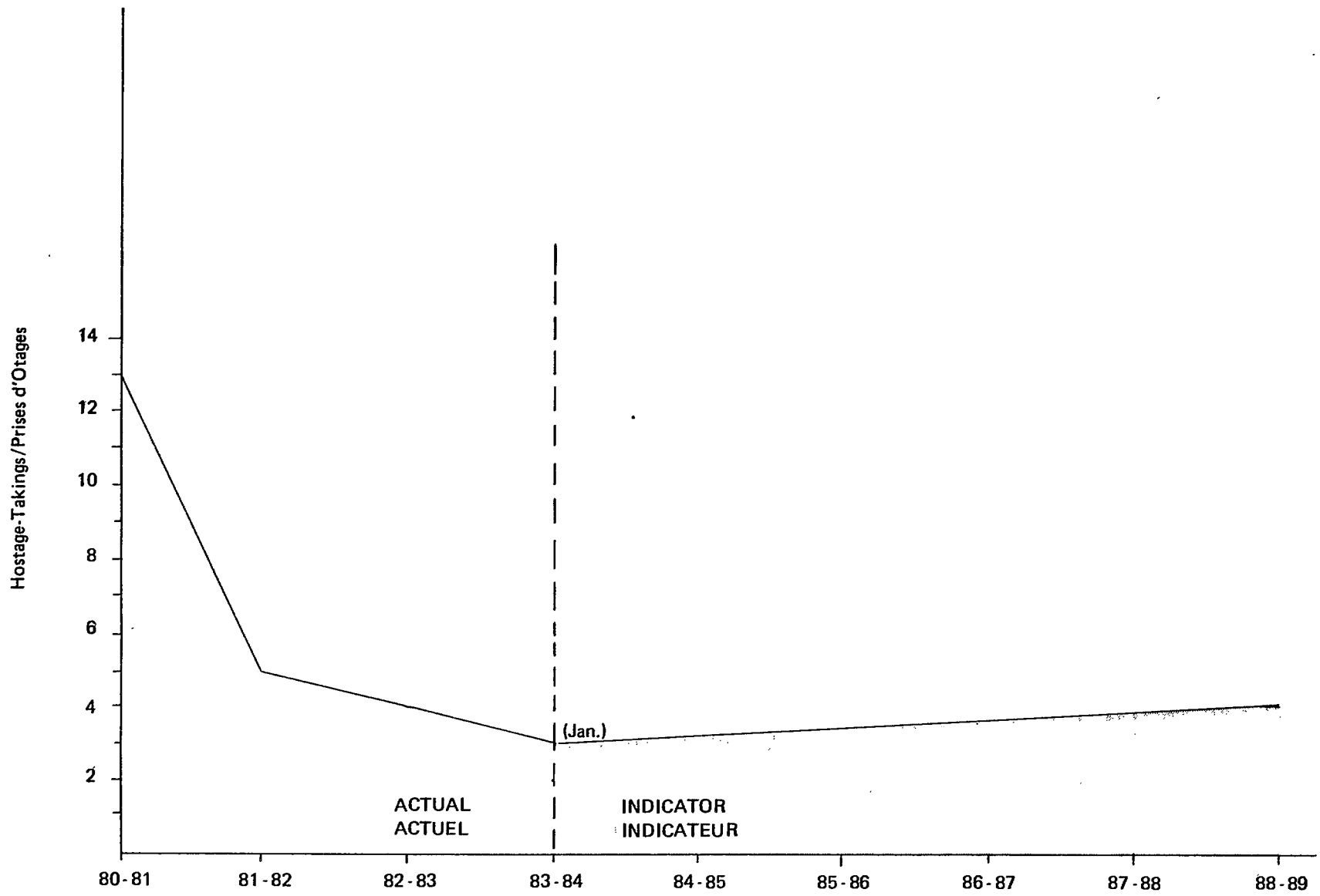
ESCAPES: S-5, S-4, S-3 SECURITY INSTITUTIONS – RATE PER 1000  
ÉVASIONS: ÉTABLISSEMENTS À SÉCURITÉ S-5, S-4, S-3 – TAUX PAR 1000



ESCAPES: S-2 SECURITY INSTITUTIONS – RATE PER 1000  
ÉVASIONS: ÉTABLISSEMENTS À SÉCURITÉ S-2 – TAUX PAR 1000



# HOSTAGE TAKING/PRISE D'OTAGE





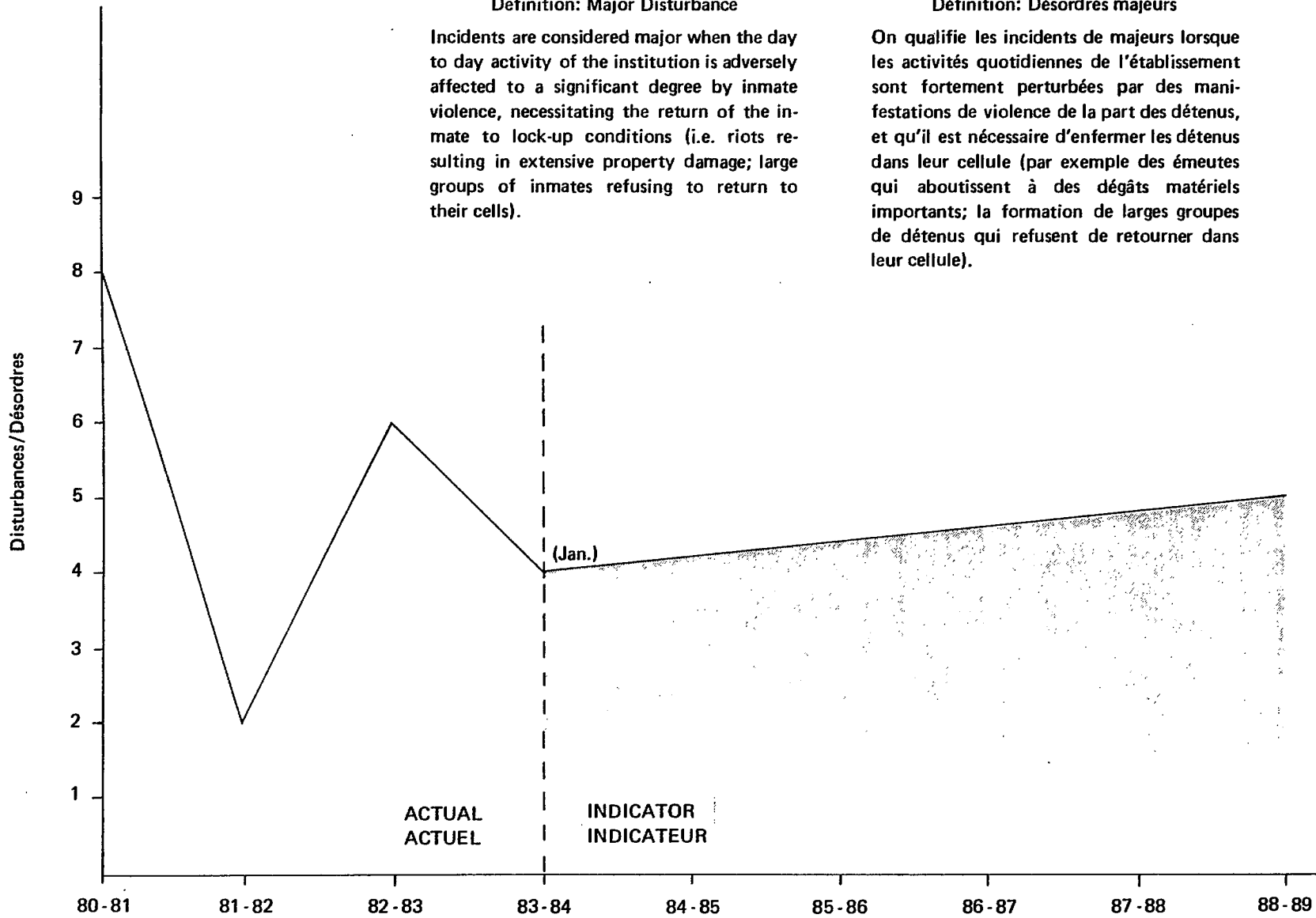
## MAJOR DISTURBANCES/DÉSORDRES MAJEURS

### Definition: Major Disturbance

Incidents are considered major when the day to day activity of the institution is adversely affected to a significant degree by inmate violence, necessitating the return of the inmate to lock-up conditions (i.e. riots resulting in extensive property damage; large groups of inmates refusing to return to their cells).

### Définition: Désordres majeurs

On qualifie les incidents de majeurs lorsque les activités quotidiennes de l'établissement sont fortement perturbées par des manifestations de violence de la part des détenus, et qu'il est nécessaire d'enfermer les détenus dans leur cellule (par exemple des émeutes qui aboutissent à des dégâts matériels importants; la formation de larges groupes de détenus qui refusent de retourner dans leur cellule).



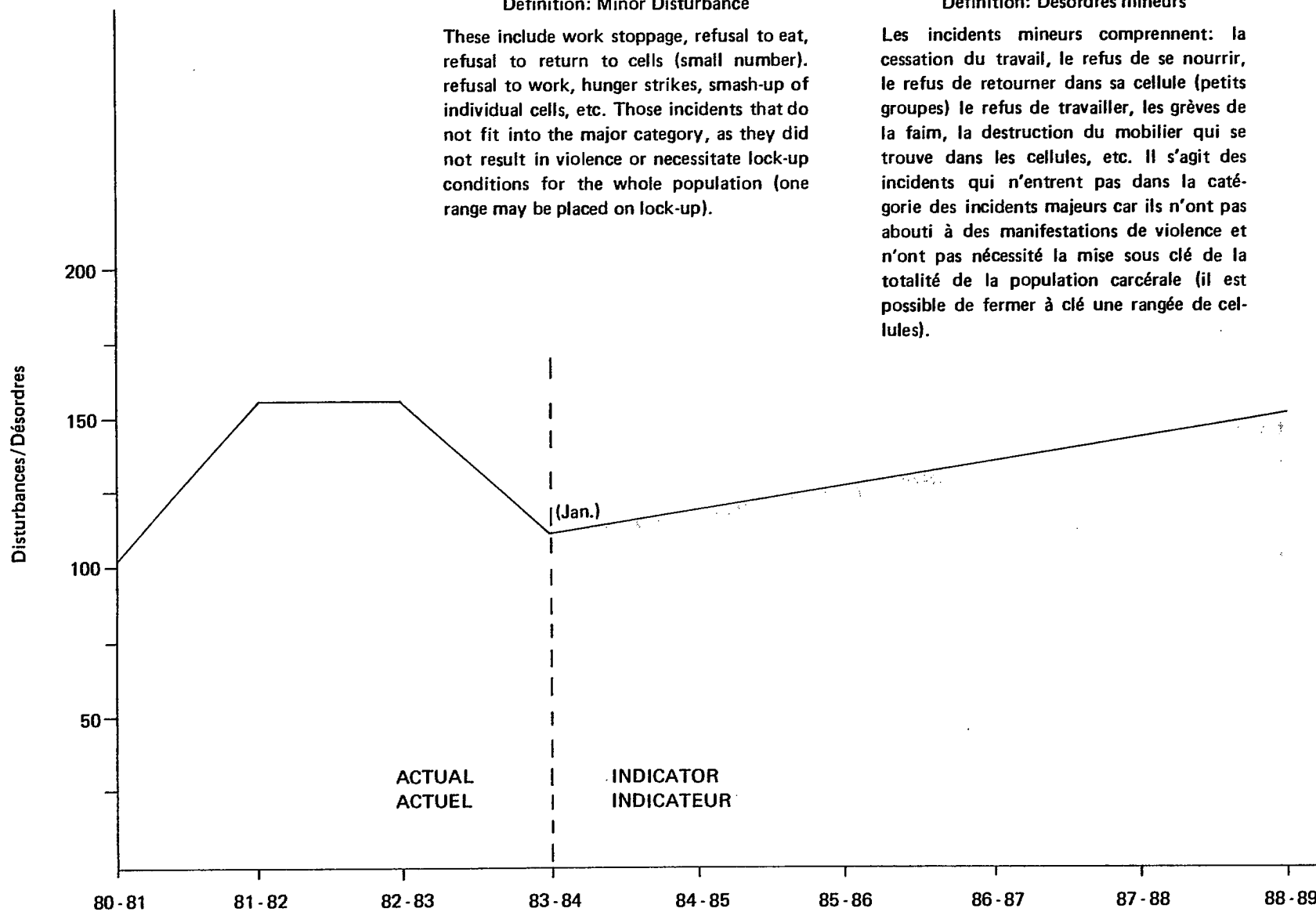
## MINOR DISTURBANCES/DÉSORDRES SECONDAIRES

### Definition: Minor Disturbance

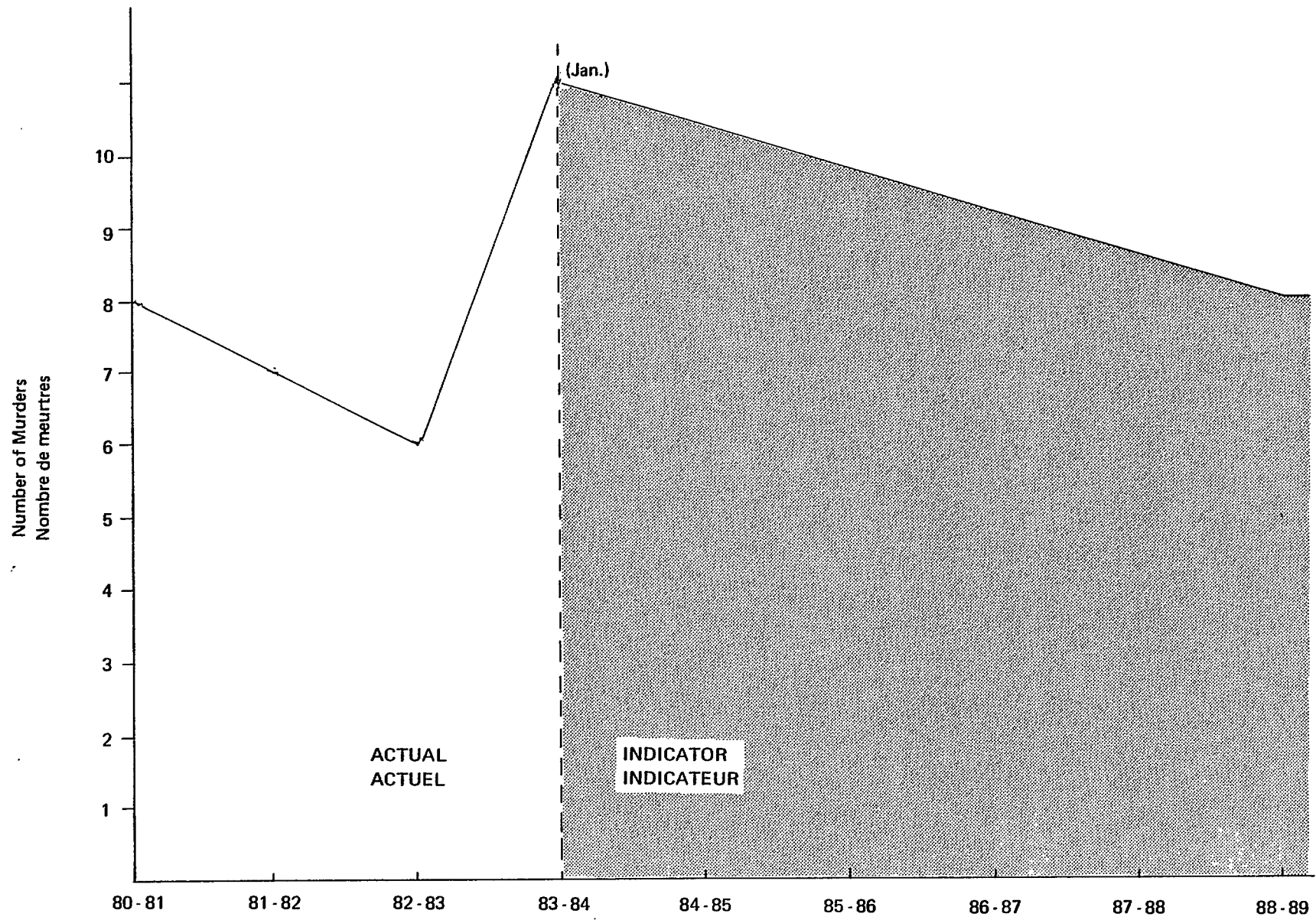
These include work stoppage, refusal to eat, refusal to return to cells (small number), refusal to work, hunger strikes, smash-up of individual cells, etc. Those incidents that do not fit into the major category, as they did not result in violence or necessitate lock-up conditions for the whole population (one range may be placed on lock-up).

### Définition: Désordres mineurs

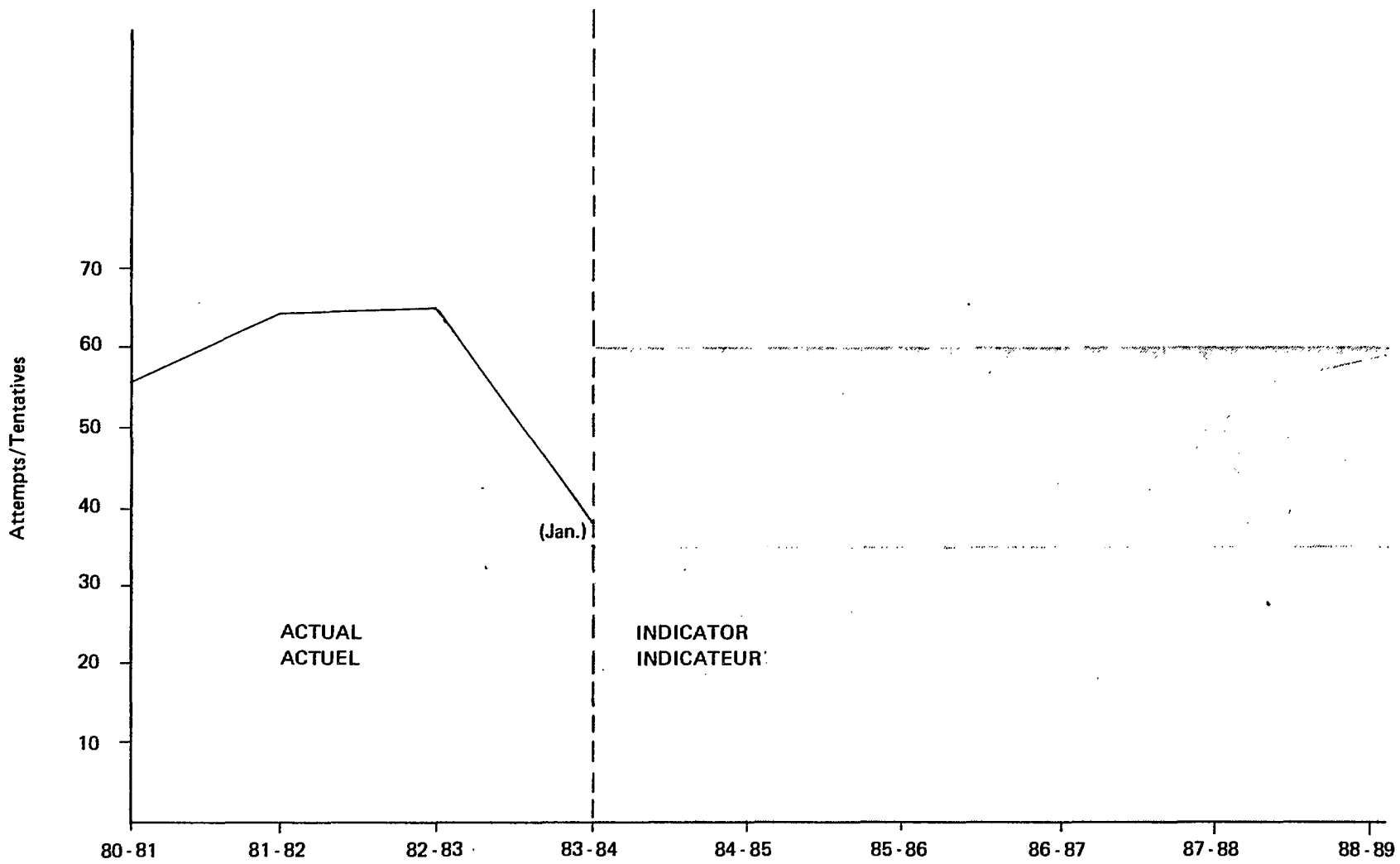
Les incidents mineurs comprennent: la cessation du travail, le refus de se nourrir, le refus de retourner dans sa cellule (petits groupes) le refus de travailler, les grèves de la faim, la destruction du mobilier qui se trouve dans les cellules, etc. Il s'agit des incidents qui n'entrent pas dans la catégorie des incidents majeurs car ils n'ont pas abouti à des manifestations de violence et n'ont pas nécessité la mise sous clé de la totalité de la population carcérale (il est possible de fermer à clé une rangée de cellules).



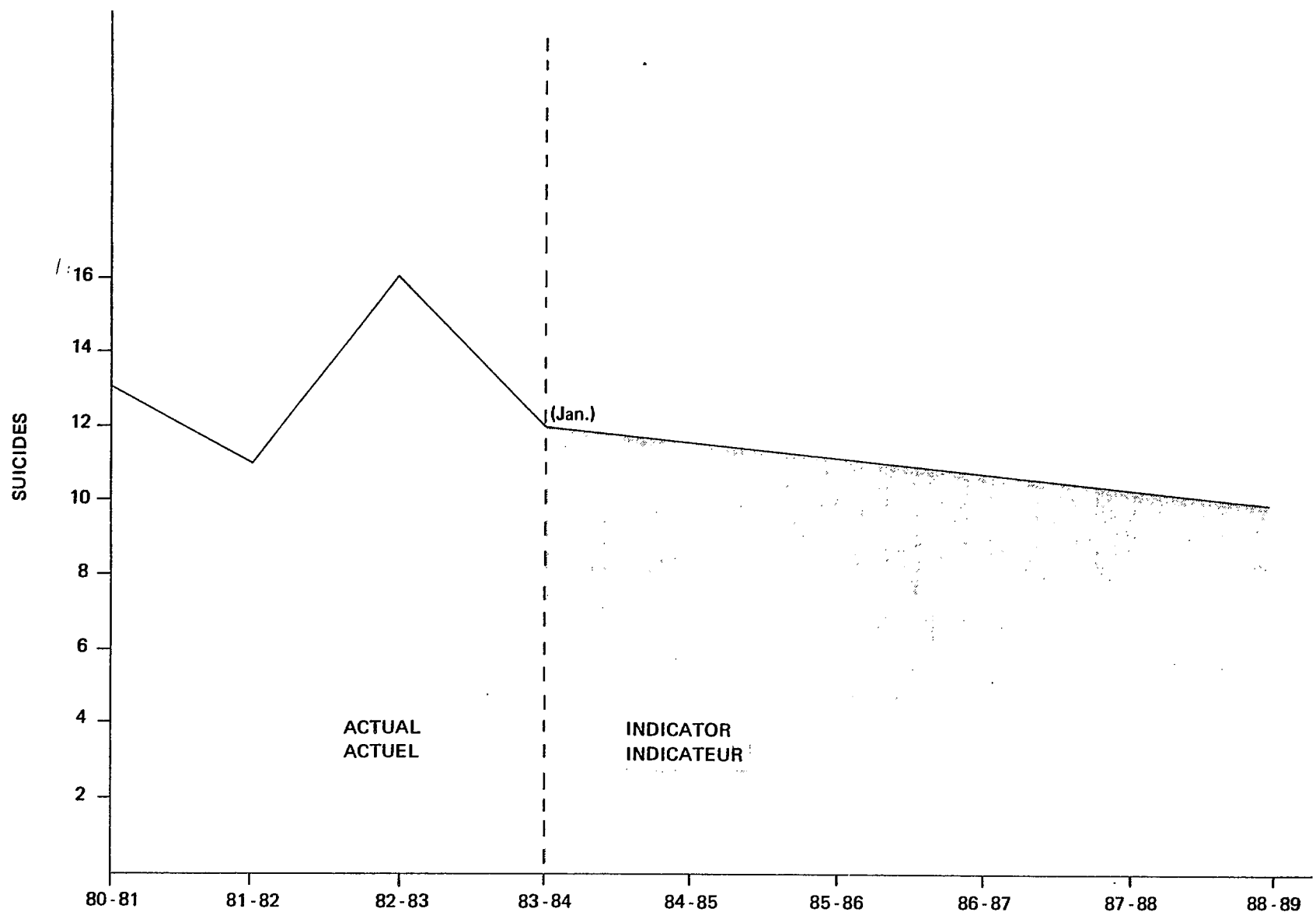
# MURDER / MEURTRES



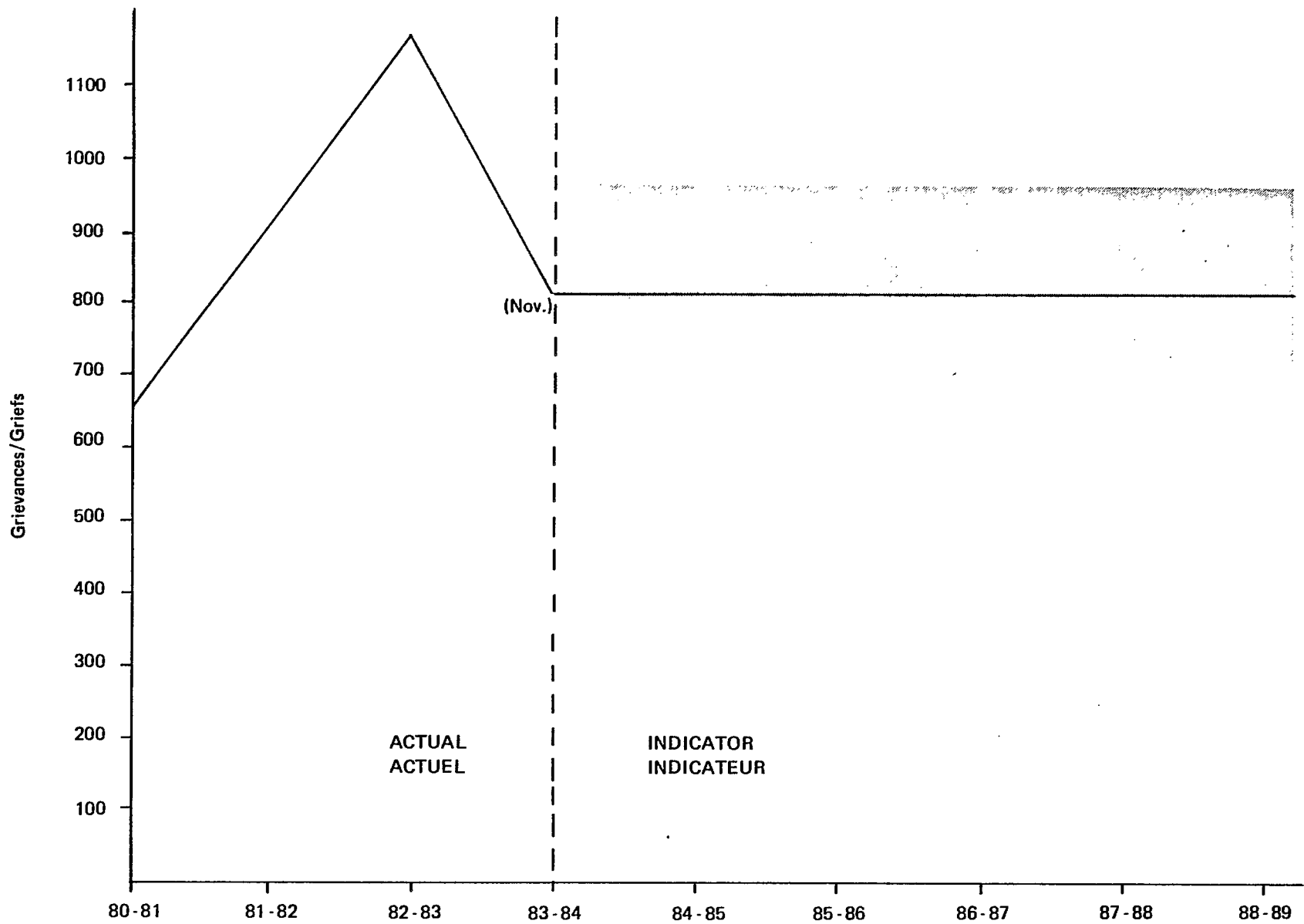
**ATTEMPTED SUICIDES  
TENTATIVES DE SUICIDE**



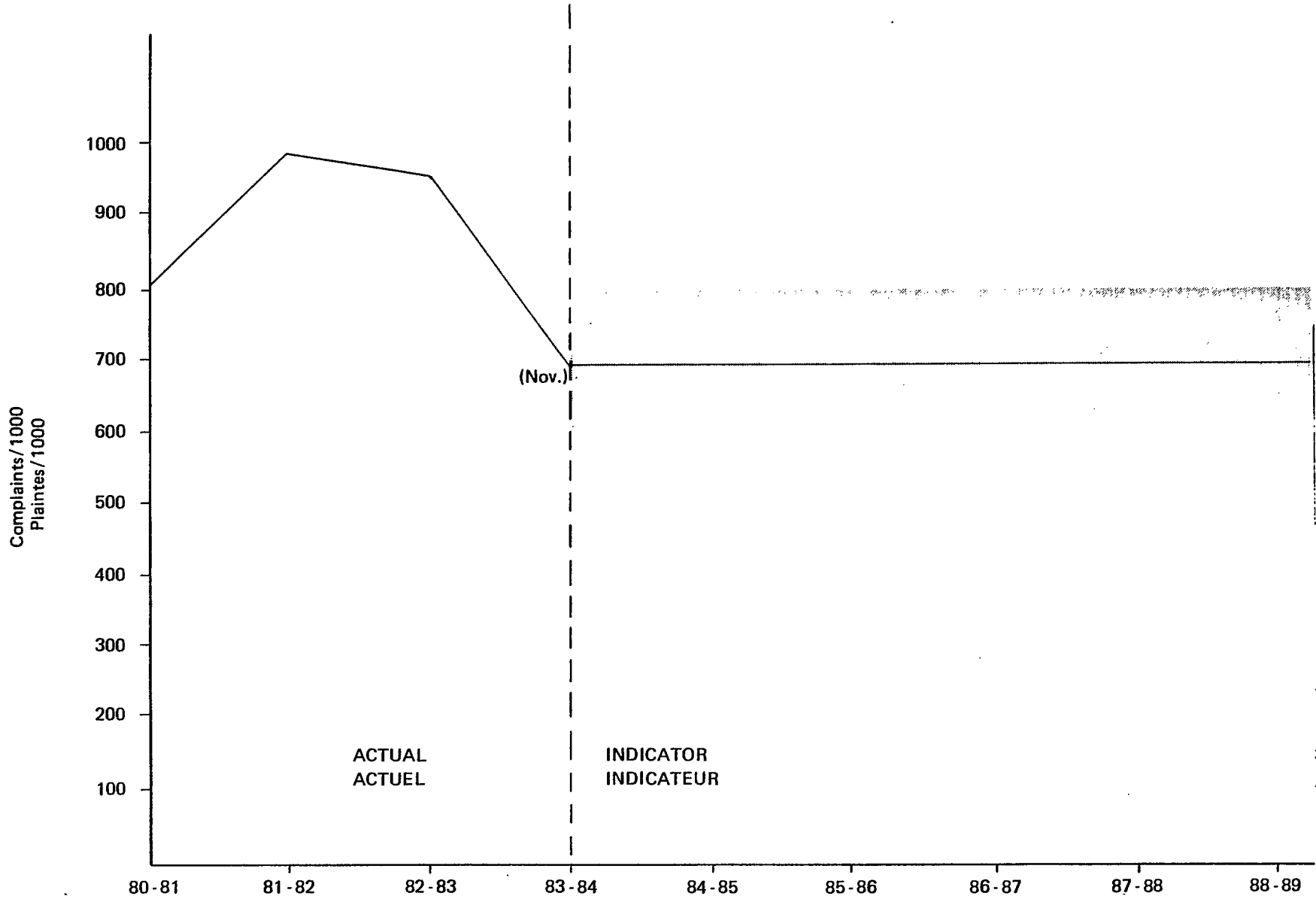
# SUICIDES



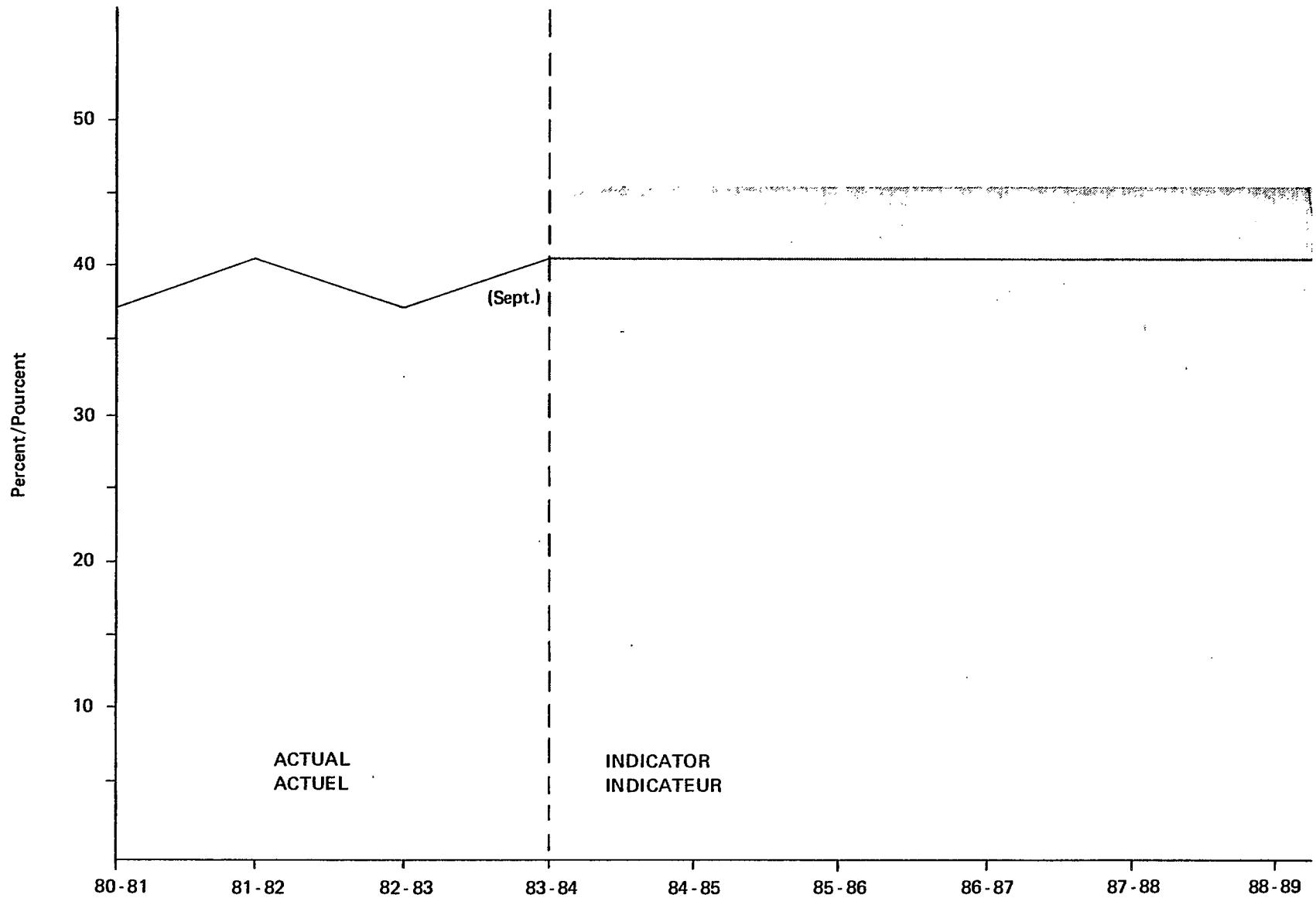
**INMATE GRIEVANCES  
GRIEFS FORMULÉS PAR DES DÉTENUS**



INMATE COMPLAINTS/1000  
PLAINTES DES DÉTENUS/1000

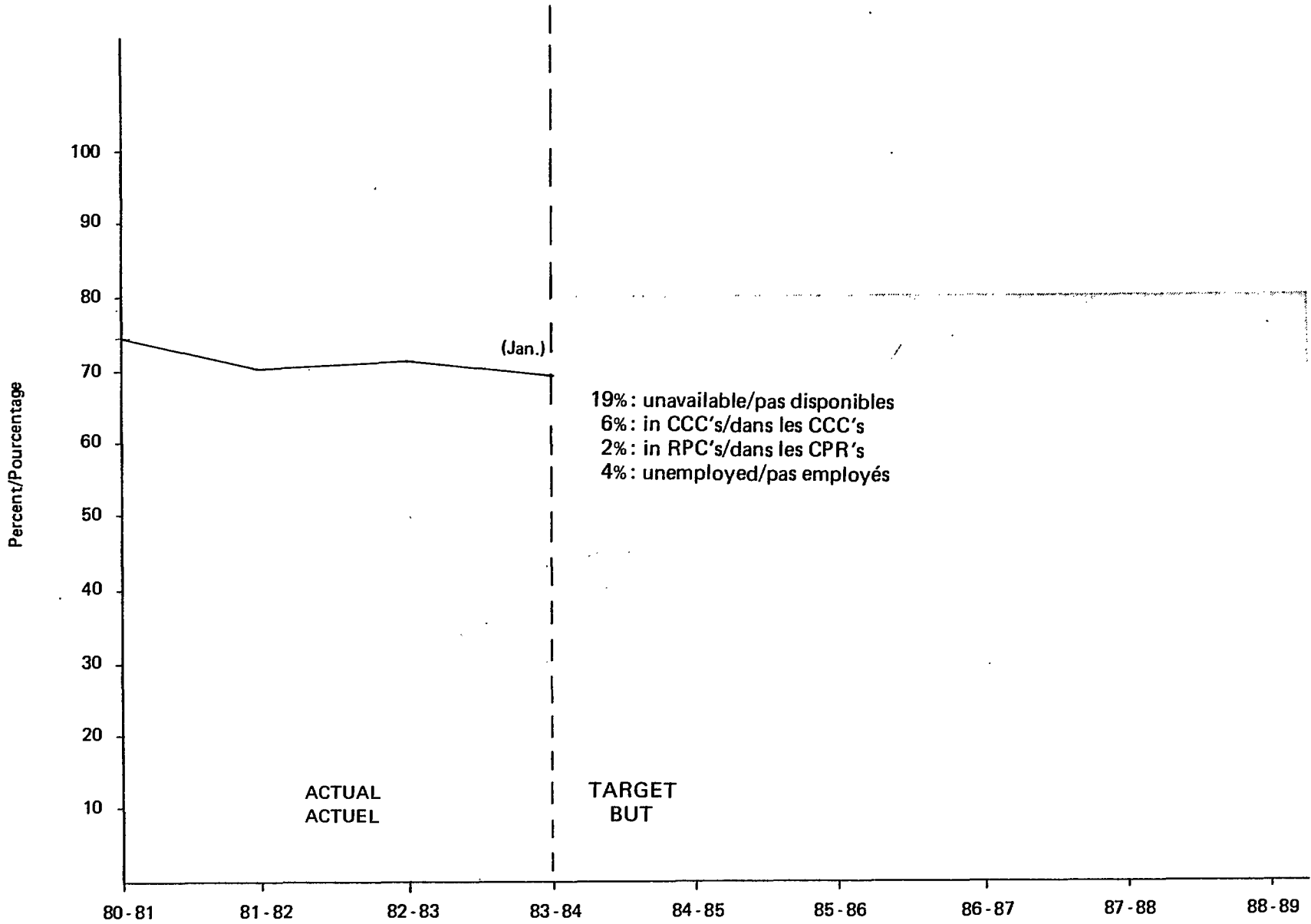


**% FULL PAROLE GRANT RATE**  
**% TAUX D'OCTROI DE LIBERATION CONDITIONNELLE**

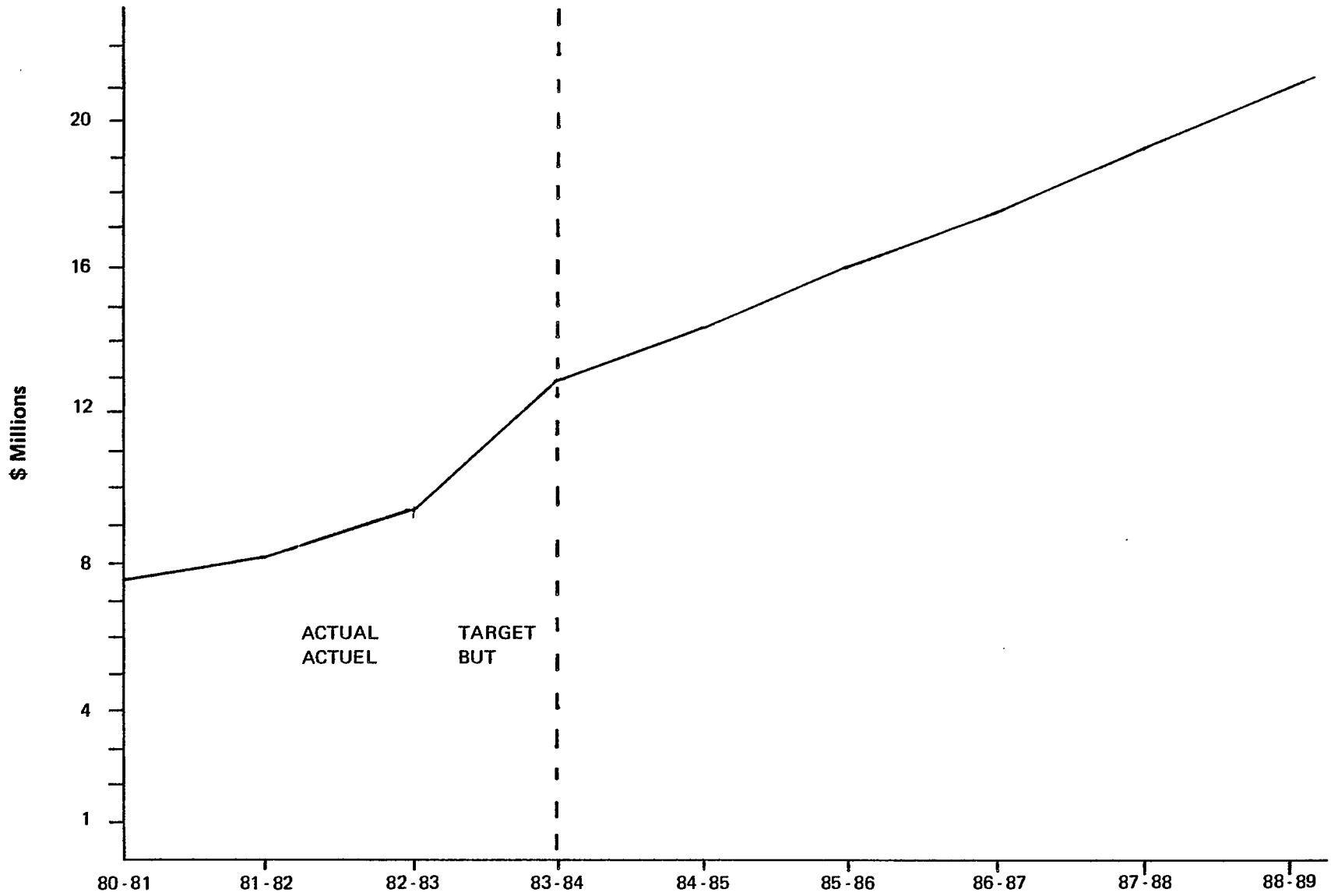




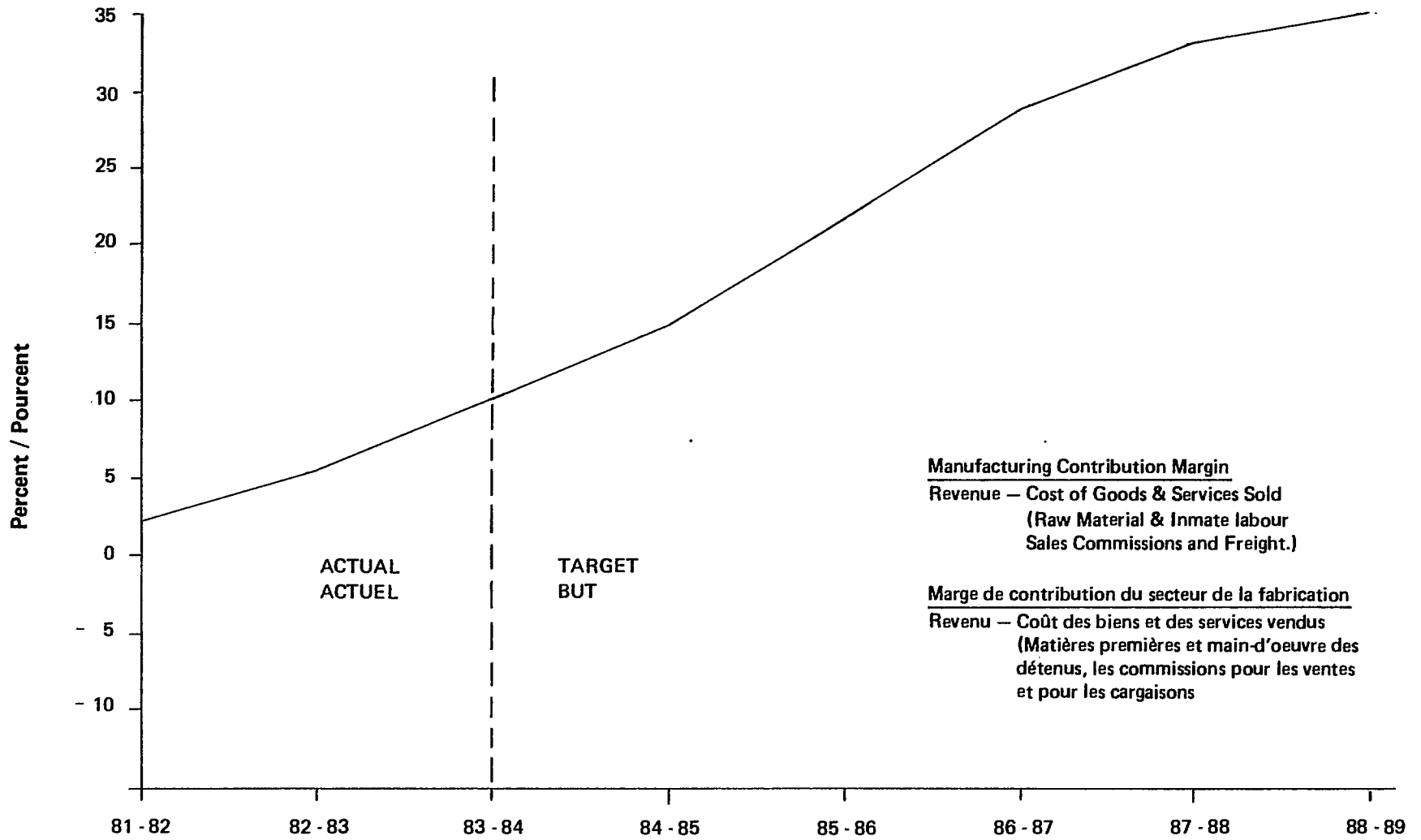
**PERCENT OF INMATES EMPLOYED  
POURCENTAGE DES DÉTENUIS QUI PARTICIPENT AUX PROGRAMMES DE TRAVAIL**



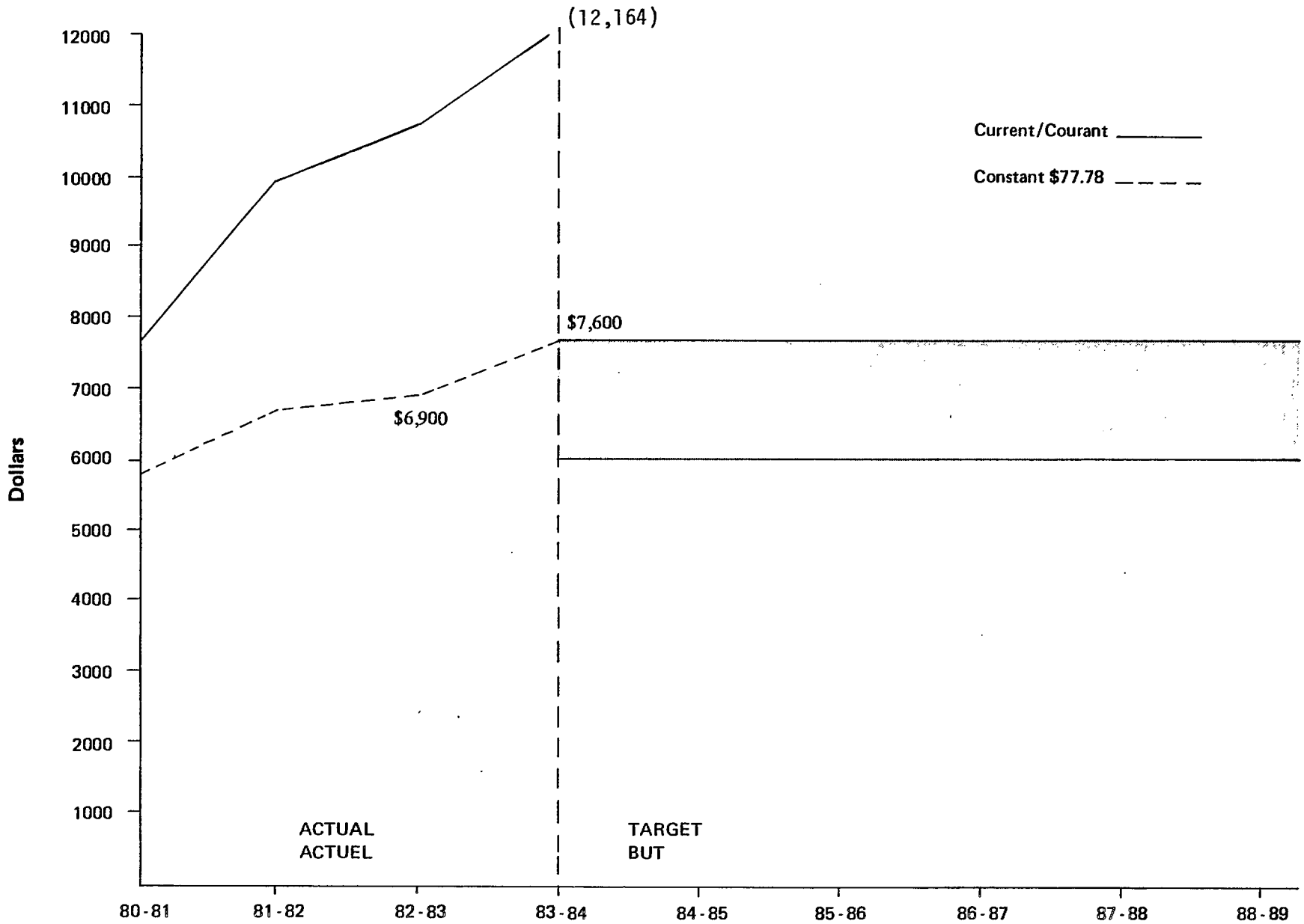
INDUSTRIAL SALES TARGETS  
BUTS DES DONNÉES INDUSTRIELLES



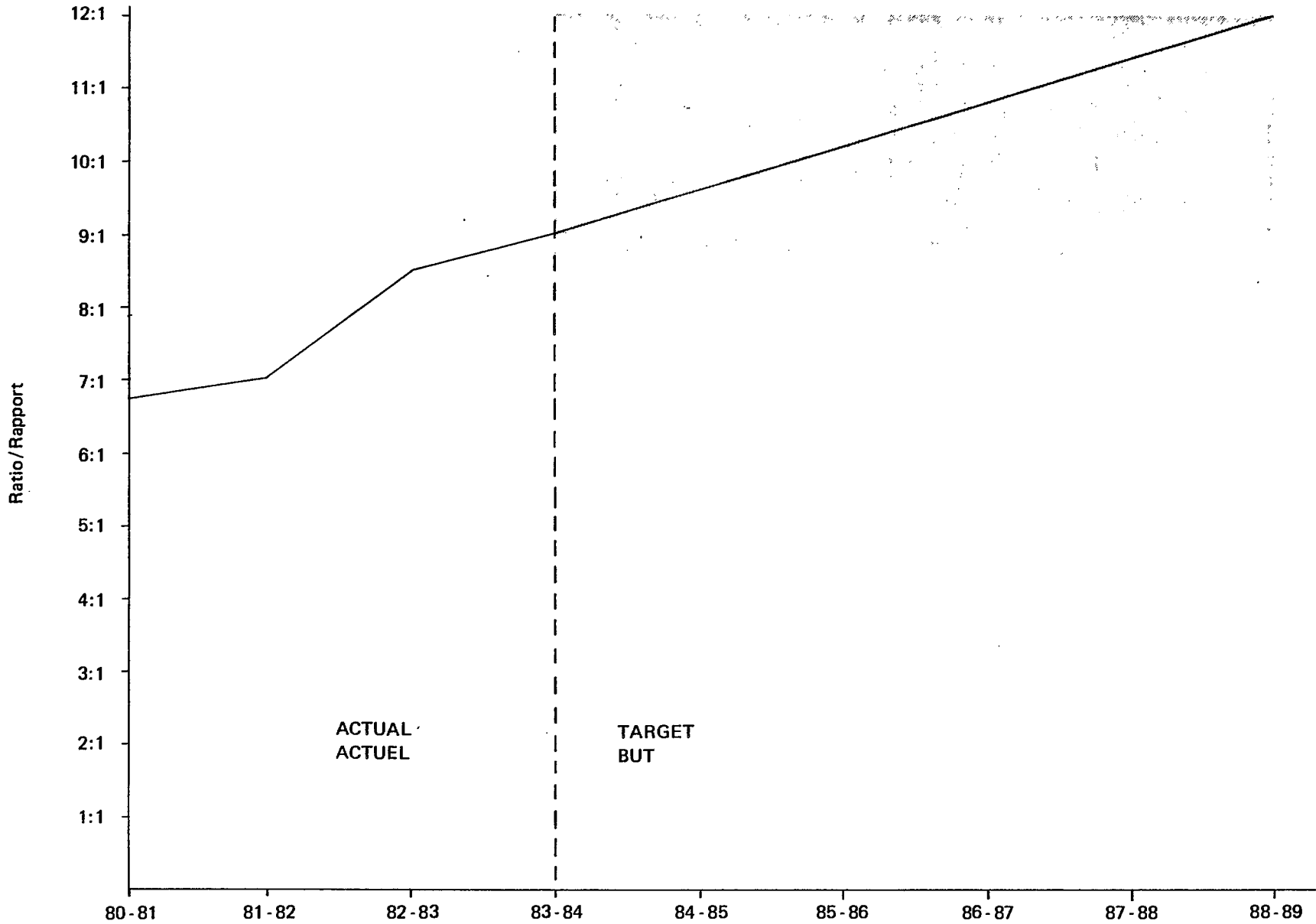
**INDUSTRIES: CONTRIBUTION TARGETS  
INDUSTRIES: BUTS DE CONTRIBUTION**



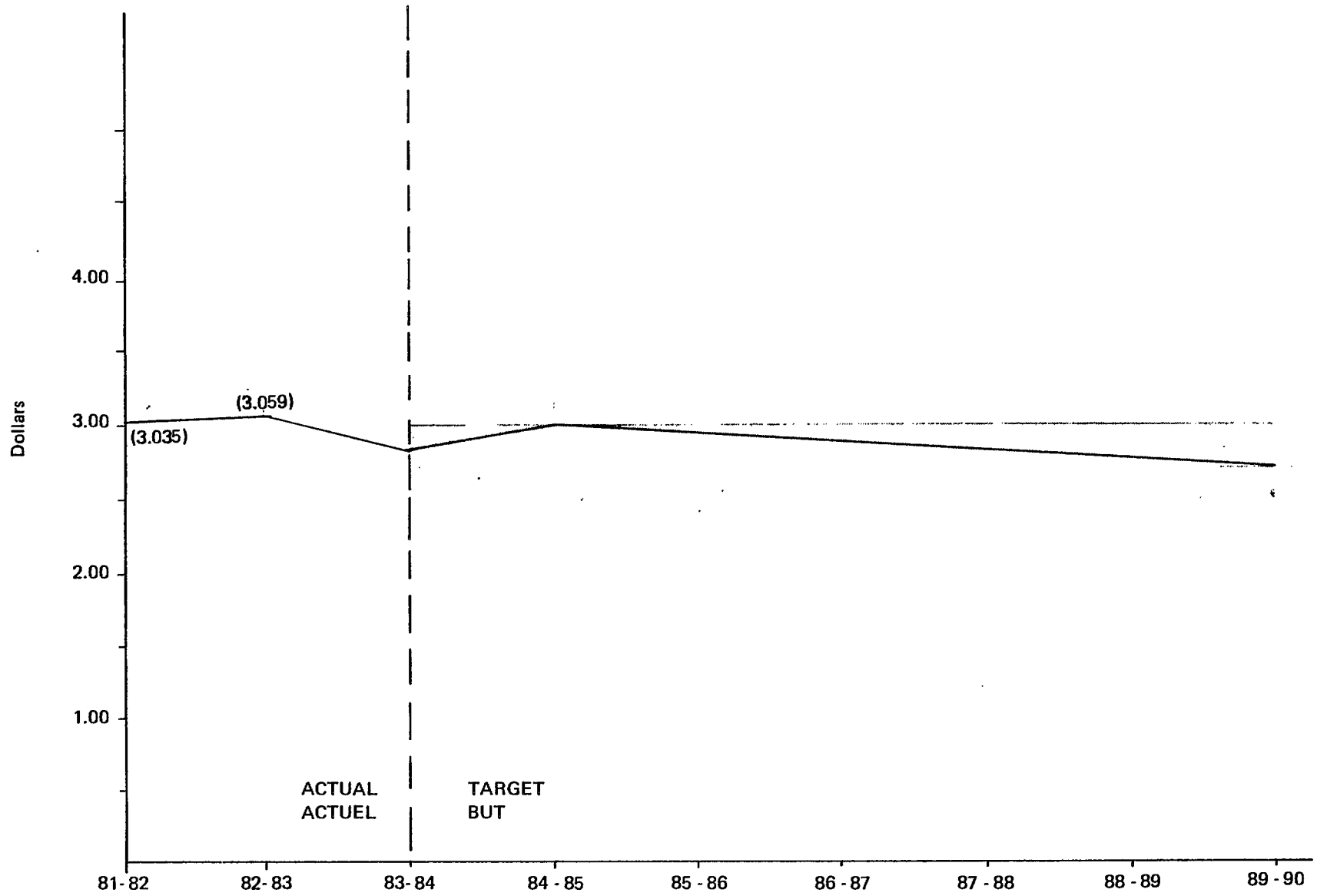
EXPENDITURE PER PUPIL IN EDUCATION PROGRAM  
 FRAIS PAR ÉTUDIANT DANS LE PROGRAMME D'ÉDUCATION



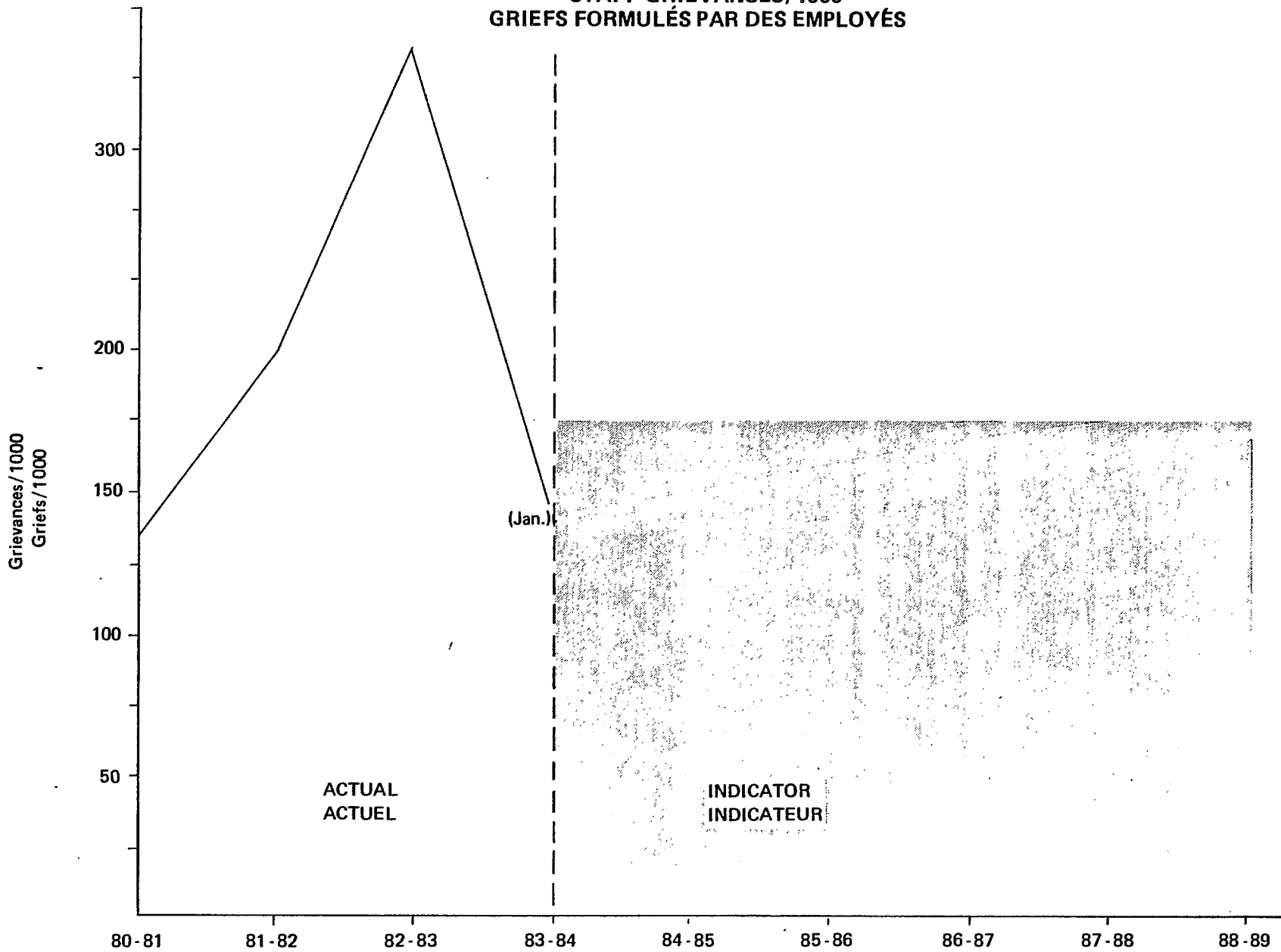
**PUPIL/TEACHER RATIO (ACADEMIC)  
RAPPORT ÉTUDIANT/ENSEIGNANT (ACADÉMIQUE)**



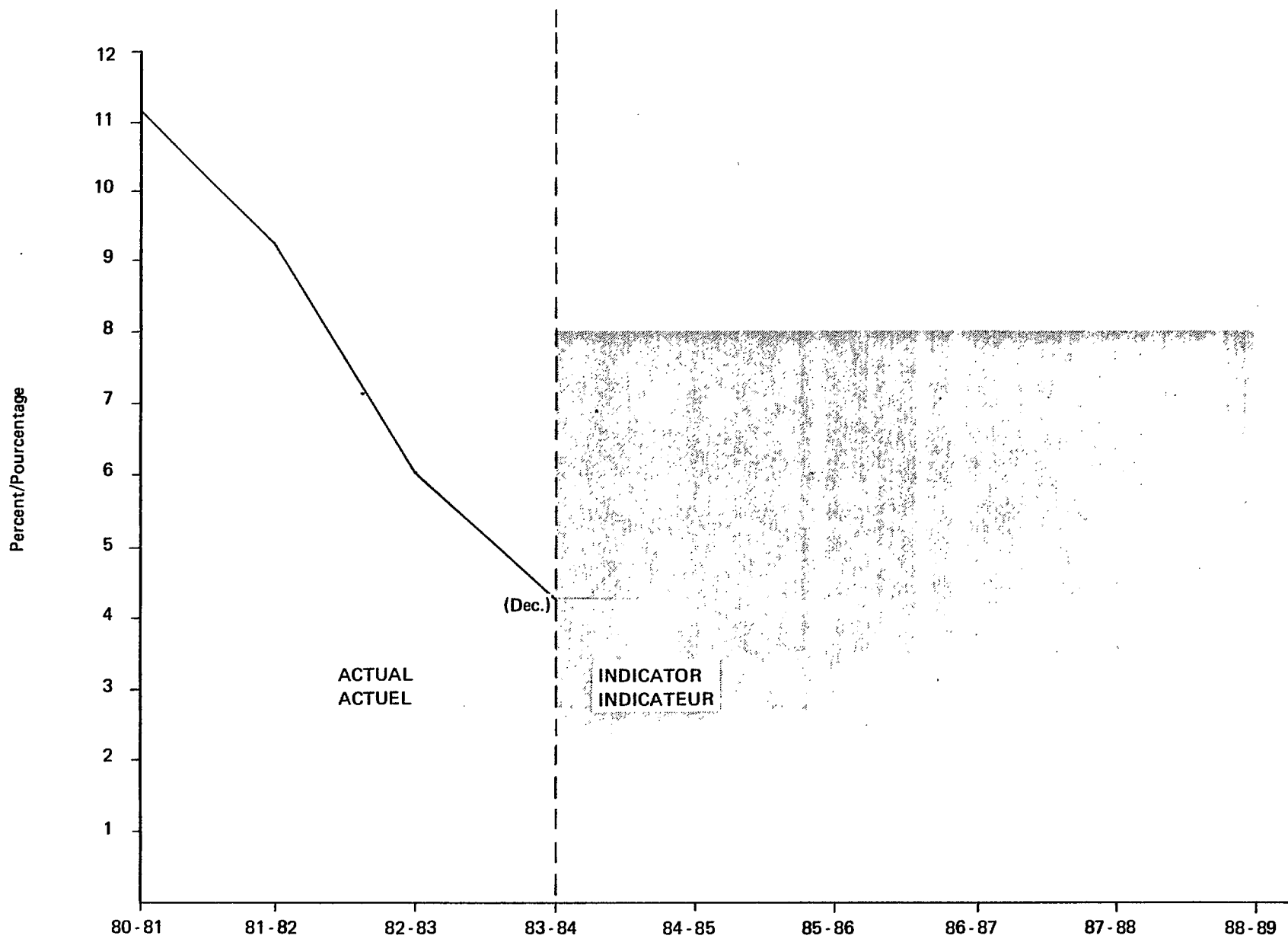
FOOD SERVICES: PER DIEM COST  
SERVICES ALIMENTAIRES: FRAIS PAR JOUR



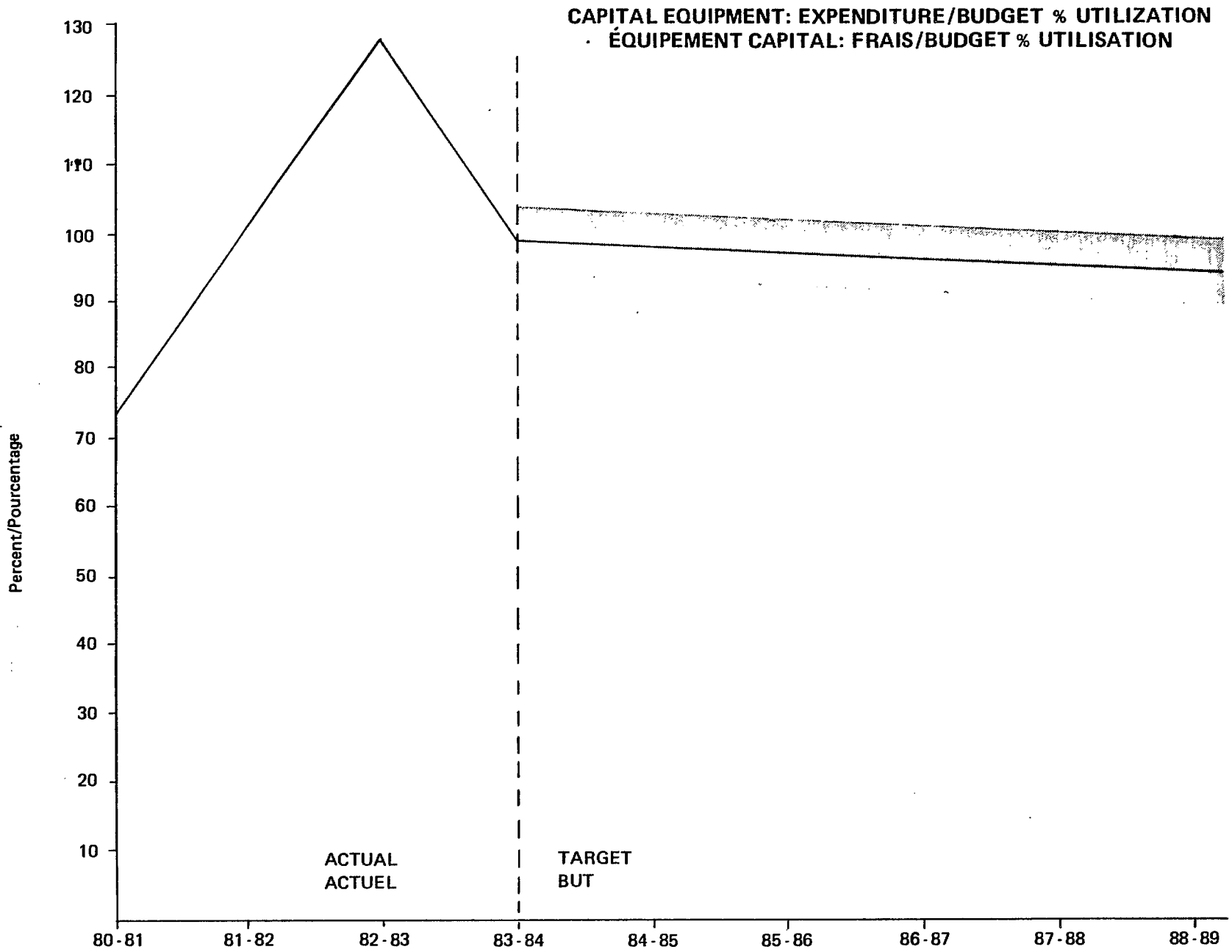
STAFF GRIEVANCES/1000  
GRIEFS FORMULÉS PAR DES EMPLOYÉS



**% OF ACTUAL STRENGTH TURNOVER  
% DE L'EFFECTIF D'EMPLOYÉS QUI ONT QUITTÉ LE SERVICE**







APPENDIX

### Major Priorities

The following is a status report on those initiatives considered major priorities in the April 1983 CSC Direction. Due to a variety of factors, the thrust of certain initiatives has altered. Most, however, still require innovative action plans to bring about their resolution in the upcoming years.

- To develop and implement Management Information Systems which will allow line managers to be knowledgeable and accountable regarding their operations.

This project is an expansion of the Warden's Information System/ Institution Management System and now will include regional and national requirements.

Specific and detailed implementation plans are to be completed by February 1983 with the target date of April 1984 for the piloting of selected modules in certain regions. A key feature of the planning development and implementation phases will be thorough consultation throughout.

- To develop and implement a multi-level systems-based audit procedure which will allow managers to perform self audits.

The systems-based/multi-level approach to auditing is yet in the development stage and a project has been developed to cover its implementation during the period of the next two to two and a half years. The approach will call for input from the three levels within the Service, with co-ordination by the I.G. Branch.

- To develop and implement institutional manning designs and formulae in order to achieve CSC objectives in the most resource efficient manner.

Service-wide security post standards have been developed and implemented at each institution. Furthermore, a person/year (PY) formula for Security and Case Management has been established. All operational Branches will be developing resourcing standards in the upcoming year. Work continues within the Special Projects Division in the area of effective institutional management designs.

- To ensure that Inmate Employment programs are co-ordinated nationally to provide consistent program opportunities for an inmate throughout the length of his/her incarceration and take into account the concept of a full work day and appropriate incentive systems.

The Service's employment principles and practices have been established through the directive entitled "Employment Strategy". Further to this directive, instructions ensuring consistency with the national norm are being developed by each major employer.

The establishment of an Employment and Pay Co-ordinator at the regional level has increased the effectiveness of monitoring and control of inmate employment and pay, which in turn has ensured accountability and adherence to policy.

A national form for the evaluation of an inmate's work performance has been developed that provides for appropriate input applied against consistent evaluation criteria.

The Inmate Employment and Pay Administration Manual is being developed into the Service's bilingual format.

The joint CEIC/CSC Committee has been re-established in order to address the level of service being provided our offenders upon release. The report from the Committee will be available in the new year.

- . To improve CORCAN's revenue picture in order that it could contribute more strongly to defraying the overall cost of corrections.

A number of initiatives are being pursued including shop rationalization, product standardization, improved quality assurance and improved work productivity.

- . To improve Human Resource Planning especially in the areas of person year control and career development planning.

Staff Training and Development continue to develop systems and mechanisms to integrate CSC forecast requirements with actual supply. Career development initiatives are part of the overall process.

- . To develop new or revised programs for special offender groups:

- Natives
- Long-term
- Violent

Projects are underway to address the needs of these groups.

- . To achieve optimum security of institutions through the application of modern techniques while maintaining cost-effectiveness.

This priority has taken three major directions.

The Perimeter Intrusion Detection System (PIDS) has been installed on the perimeter fence of 3 [1) RPC Prairies 2) Matsqui 3) Edmonton] major institutions, and installation at 5 more institutions is planned for FY 84/85. This system provides all-weather, night and day, electronic surveillance of the perimeter with a centralized control and response capability, while utilizing a lower degree of manpower. The system will also be augmented by the introduction of area detection systems within the institutional perimeter.

National policy has been developed and approved governing the installation and operation of Closed Circuit Television (CCTV) in institutions. Institutional needs will be assessed against these criteria on a case-by-case basis.

A formal study of the design and operation of control posts is underway. The possibilities are being examined of enhancing existing and planned manually operated controls with the use of electronic technology, without compromise of security, control or supervision.

## MAIN ACTIVITY CENTER INITIATIVES

The following is a status report of the main activity centre initiatives documented in the 1983 CSC direction. Some have been resolved, some have been altered somewhat in their thrust and others continue to be of concern to the various Branches.

### Planning and Management

- Reduce overtime.

An overtime reporting system is in place. Amendments will take place annually or as required. Individual institutions receive annual overtime budgets based upon common criteria.

- Develop and implement a systems-based approach to auditing.

A systems-based/multi-level approach to auditing is in the development stage. The approach will call for input from all three levels within CSC under the co-ordination of the IG Branch. Implementation of the system will take approximately two and one-half years.

- To improve the relationship between staff and management through communication.

A variety of initiatives have been implemented to foster communication between management and staff (Bulletins, Seminars, Notice Boards, Awards Programs).

A Gallup Survey was initiated and the results have given a clear indication to management on the areas where communication must be emphasized.

This initiative will continue to move a high profile in upcoming years.

- To improve the perception and understanding of the general public with respect to the role and responsibilities of CSC and its staff.

A video production and handbook "Beyond the walls" have been developed to outline the role of CSC. The handbook "Basic Facts" has been widely distributed to the public. There has been more CSC involvement in local community functions and fairs.

- . To develop and implement an information service system to integrate and coordinate all recorded information service operations at all levels of CSC.

A Long Range Systems Plan has been developed for the above-stated purpose.

- . To establish the linking mechanisms between inmates/offenders and costs.

The Anticipated Results/Work Planning exercises for 84/85 will significantly fine-tune this process.

- . To establish the linking mechanisms between resources, anticipated results, activity structure and planning elements.

Anticipated Results for 84/85 will see the development of resource indicators for all activities. The Operational Plan Framework will document the link between elements/activities/results and resources.

- . To fine-tune the planning process to ensure optimum linkage between population forecasts and the accommodation plan.

The Long Range Accommodation Plan addresses this issue.

- . To develop strategies and programs to recognize outstanding achievement of employees, encourage suggestions of staff regarding improvements in the work place and/or conditions of work in order to foster a more positive attitude of staff towards themselves and their work.

The continuation and expansion of the Awards and Honours Program deals with this initiative.

- . To develop and implement a system for the sharing of innovative methods of operations or ideas among institutions.

The Banking Day Concept allows the Branch Heads and DCs (Regions) to bring initiatives forward to Excom for the purpose of funding outside of budgetary limitations.

### Custody

- To optimize resource utilization through such means as improved shift scheduling, implementation of post standards and staff deployment.

The analysis of post standards for Security has been completed, approved by SMC and implemented. PY allotments have been adjusted to be consistent with the standards. New duty rosters have been developed and adopted uniformly throughout CSC.

- To develop ways to improve the present collection, collation, analysis and dissemination of intelligence information to ensure maximum benefit to operational units.

A new Security Intelligence Report format has been developed which streamlines intelligence reporting. A stand-alone computer is being considered to enhance the collation and analysis process.

Intelligence briefs have been developed for specified institutions and are issued periodically to the institutions and regions concerned.

- To develop an increased crisis management capability for the Service, ensuring that guidelines are developed for the functioning of the OPS Centres and implementing a schedule for periodically testing the contingency plans to ensure their efficiency and effectiveness.

The National Crisis Management Training Program has been developed and piloted. Full-fledged testing of contingency plans through simulation exercises will be realized as documented in the 1984-85 Anticipated Results.

Standard Operating Procedures for the Crisis Management Centres (formerly OPS) have been developed.

- To develop a procedure to utilize the information gathered from the Inmate Profile System to ensure pro-active inmate management.

Computer terminals are on-line. A training program has been developed for terminal operators and an operational procedures manual has been drafted.

- To develop more cost efficient methods of inmate population movement, both inter- and intra-regionally.

Technical Services are examining the cost-effectiveness of a CSC-owned aircraft for the transfer of inmates. CTC has conceded that CSC and airline carriers can establish appropriate escort ratios on chartered aircraft and a study is being conducted to determine the optimum ratio and structure of such escorts.



### Education, Training and Employment of Inmates

- To operate an education program using state-of-the-art techniques (e.g. Computer-Assisted Learning) where appropriate, and multiple work shifts where necessary, which focuses on basic literacy training, and secondary school certification to Grade 10.

A long range plan is being implemented to address this initiative.

- To ensure that all Education and Training programs in addition to all other work programs meet provincial accreditation and/or certification requirements.

Apprenticeship programs are in place in industries operations. Reports received by Branch indicate that an increased number of inmates are participating in apprenticeship programs.

- To ensure that the Industries, Agribusiness and ADP programs are operated in a manner to improve timeliness of delivery, quality control and cost-efficiency to maximize the contribution (cost recovery) to government revenues while controlling overhead costs.

#### Industries

To improve timeliness of delivery, industries has computerized all planned production. Actual production is reported to N.H.Q., and compared to scheduled production. Where production is found to be behind schedule, production is transferred to institutions which are capable of handling the backlog. Further, some shops have been modernized.

A bi-weekly report is issued from NHQ detailing any late deliveries.

Quality control has been heavily emphasized this year. Qualitest, a private sector firm, has been hired to establish a quality control program which is required in industries' operations. In-process quality inspections and completed product quality inspections with the client, take place on all CPC products. Three regions now have staff who are responsible for quality control of industries products.

Cost-efficiency to maximize contribution has been addressed by the following:

- closure of the modular housing project at Matsqui Institution
- planning is underway to move toward specialization in many of Institutions offering the industries program in order to have larger plants, more inmates, reduced staff ratios, greater productive capacity and therefore increased efficiency.
- introduction of Ontario Region's computerized bulk buying of raw materials.

- one of the factors which have limited the contribution of industries operations is the 6 & 5 Program. Notwithstanding necessity to raise prices due to contribution requirements all industries prices have been increased by only 5% where possible.

### Agribusiness

Timeliness of delivery continues to be good for Agribusiness products.

In the area of quality control there has been a big increase in awareness of the need for improvement, a better understanding of food standards by our staff and an increased frequency of inspection. As a result there has been a modest improvement in quality over the past year but we acknowledge the need for a good deal more improvement in future.

Cost efficiency remains good for Agribusiness and will continue to receive attention.

### ADP

In order for ADP to meet "Anticipated Results", prison shop hours should be extended. Most ADP hardware is solid state construction whereby with preventive maintenance, long life cycle use is possible. Most private sector operations like ADP operate from 18-24 hour operations 5-7 days a week. The current situation in ADP shops, because of very short work days, does not lend itself to the major initiative statement.

- To exploit every available opportunity for the production of CSC food stuffs.

There was a 25% increase in food production from 1981-82 to 1982-83 and a further 10% from 1982-83 to 1983-84 is expected. CSC also plans to bring its abatoirs up to federal standards in the near future.

- To develop and implement strategies to employ all inmates who are willing to put in a fair day's work at a pace and quality similar to accepted community standards while bearing in mind the economy, changing labour markets and post release opportunities.

Industries has continued to employ approximately 13% of the inmates and 17% of the employable inmates. Equipment is modernized as older equipment wears out. New processes such as computerized cutting patterns, manufacture of nylon mail bags, an acrylic iso-cyanate paint system and shop rationalization in all operations are occurring. All these activities stress the importance of reflecting the processes which occur in private industry. An agreement will be reached with SSC which will increase sales. This will require not only more inmates but state-of-the-art equipment. Also CSC's Technical Services has offered Industries first refusal on all products capable of being produced by Industries.

- . To develop strategies which require inmates to be responsible, on a free-time basis, for the normal upkeep and house-keeping of the institution.

This initiative has not been pursued.

- . To exploit the ADP market to the fullest extent possible.

Major efforts are currently underway concerning marketing efforts for ADP. By using consultants, both in Toronto and Ottawa, and through negotiations with SSC, ADP is doing its best to exploit all market segments.

It is now apparent, however, that ADP must be prepared to commit full time resources to marketing. The Division is involved in five very large market segments in information processing. Because these segments cover such a broad range, it is imperative that consistent marketing be continued. In order to be cost of sales efficient, however, the use of consultants is now becoming a high price to pay to do business.

- . To identify the training and development requirements of Inmate Employment staff and ensure appropriate educational programs and systems are developed to satisfy these staff needs.

Subsequent to the evaluation of the AWI training program further instruction or courses are to address the quality control aspect of industries operations. These courses are to be given in the fiscal year 1984-85.

### Health Care

- To develop and implement a treatment program for violent and aggressive inmates which can be offered at the institutional level.

National plans to address this initiative are still in the developmental stage.

- To address the psycho/geriatric health care implications for CSC as a result of long-term incarceration.

A data base is currently under development which will provide a needs analysis.

- To establish a data base which will identify the psychiatric and mental health care needs of inmates in order to facilitate the development of alternate methods of program delivery for both specialized and general inmate populations.

The development of the data base is being carried out by the Evaluation and Special Projects Division. Methods of program delivery will be studied only after the data base is complete.

- To decrease outside hospitalization security costs by establishing secure Health Care Centres in institutions where feasible.

This initiative is being pursued.

- To assess the feasibility of automation in the Health Care Centres.

Various pilot studies are being implemented. Components being tested for automation include administrative procedures, on-line records, drug inventories, and patient scheduling.

- To become more cost-effective in the management of pharmaceuticals within the institutional Health Care Centres (eg. unit dosage, drug re-order system).

Pilot studies testing unit-dosing are underway. On-line procurement is being piloted in Dorchester with a local pharmacy. It appears that security and time savings will be the benefit rather than decreased cost.

- To assess the need for programs for chronically mentally ill and developmentally handicapped inmates and develop strategies to address them where necessary.

The data base currently under development will form the needs analysis. Strategies will be developed following an evaluation of the results.

- . To establish a secure unit within a local hospital for the treatment of inmates in each of the Ontario, Prairies and Pacific regions.

This initiative is being pursued. In Montreal Cité de la Santé is utilized. Both the Ontario and Pacific Regions are also making arrangements for such units.

- . To identify the training and development requirements of health care staff and ensure appropriate educational programs and systems are developed to satisfy these needs.

A 17-hour video-cassette program on Nursing Diagnosis has been developed for institutional use. A consultant has been charged with developing the appropriate professional and refresher courses required by health care staff.

### Technical Services

- To complete the implementation of the maintenance management system and automate the operation to obtain data for analysis and pro-active management in a more timely manner.

The cost proposed by Epix to computerize the manual program and implement it in institutions was too high. TS decided to develop its own program and a contract has been awarded to Systemhouse for the problem/requirements definition and the conceptual design. Project Review T-73 addresses this initiative.

- To implement a Service-wide preventive maintenance system to reduce down-time and current costs.

The cost proposed by Epix to computerize the manual program and implement it in institutions was too high. TS decided to develop its own program and a contract has been awarded to Systemhouse for the problem/requirements definition and the conceptual design. Project Review T-73 addresses this initiative.

- To develop and implement a food services management system to ensure that the food provided meets appropriate standards of dining and nutrition in as efficient a manner as possible.

Project PR53C has been initiated to address this issue.

- To develop and implement a materiel management system to ensure the provision of materiel in a more efficient manner, (included in this issue is the provision of uniforms).

Projects T-74, T-75 and T-76 have been initiated to deal with this concern.

- To develop and test new labour-saving electronic security techniques.

The principal effort in the electronics area has been the development of a much refined third generation PIDS, the package of which will include installations at Millhaven, Archambault, RPC Pacific, Stony Mountain and Joyceville.

We are in the process now of preparing to investigate the development of an inmate and staff location and interzone pass control system using centralized barrier controls. We continue to monitor developments for vehicle searching, portable alarms, etc.

- To develop and implement an energy budgeting and monitoring system to identify those institutions most in need of energy conservation measures and to develop and implement an energy saving program.

The system we now have in place, SUMAC, is a computer-assisted budgeting and monitoring information system.

- To develop a professional fleet management system, integrated with DSS, in order to be more resource-efficient.

DSS involvement already exists in that it provides the Fleet Management Information and the Canadian Government Credit Card Systems for which we pay on a fixed rate basis. Better efficiency can be achieved by ensuring that our people properly input to the system, and staff at all levels ensure print-out data accuracy and regular use of the system.

We have engaged a professional fleet manager whose emphasis initially has been to review requests for new and replacement vehicles and fleet additions.

- To develop and implement a system for the operational commissioning of inmate accommodation projects.

The Branch has established a Commissioning Plans Co-ordination section at NHQ to assist RHQ and NHQ functional branches in commissioning activities and to monitor and report on progress:

The Branch has created project commissioning cells in each RHQ to co-ordinate non-construction activities such as staffing, training, budgeting, operational planning, inmate movements, etc. These organizations are in place now in Atlantic, Québec and Prairie regions and will shortly be in place in Ontario and Pacific regions. Resources are provided in estimates and charged to the specific projects.

More emphasis is being placed on the tasking of Project Managers to manage commissioning activities, supplemented by the development and implementation of a computerized planning, reporting and monitoring system that integrates all aspects of project development. The conceptual approach to the system has been developed and was presented to SRC on December 12, 1983 when approval to proceed to revise the system and to implement pilot projects in the Québec region was requested. This system is addressed through Project T-82.

- To develop standardized, cost and operationally effective designs for new institutions as well as for renovations or additions to existing facilities.

Refer to project T-35 for progress on this issue.

- To identify the training and development requirements of Technical Services staff and ensure the appropriate educational programs and systems are developed to meet these needs.

BMC has been engaged to examine the management practices and time utilization of AWTSS to recommend more appropriate practices for the future as the inter-structure of Technical Services changes. When this is complete we will be able to prepare an appropriate training program.

Much of the infra-structure training is either well underway or is completed.

The basis for training in Materiel and Services Management will be provided through DIs. These DIs are presently under development,

Food Services Supervisors have been or are being trained on the Food Services Manual with emphasis on food ration and cost control.



### Offender Case Management

- To evaluate release programs for offenders and ensure that national criteria are developed and implemented for a standardized decision-making process which will allow every inmate to be considered for release at the earliest point in his/her sentence.

Release criteria forms will be completed on every case applying for conditional release. The target is 250 cases per region. The cut off date for form completion is January 31, 1984 and the input to NHQ will be completed by February 29, 1984.

- To evaluate current Living Unit programs and alternatives to ensure those being offered are the most efficient and effective.

The costing of Correctional Models is under study by Evaluation and Special Projects Division.

- To fully implement the Case Management process whereby PEn Placement, matrix application, criteria for recommendations, quality control and the evaluation of results are utilized to their fullest to ensure the effective accommodation and placement of offenders in relation to both security measures and program resources.

The thrust of this initiative has altered and should now be stated as "To reduce appreciably the population of high level security institutions through the cascading process, especially by decreasing the population at the S-5 and S-6 levels and correspondingly by increasing the population at the S-2, S-3 and S-4 levels."

Offender Programs intends to ensure that this is achieved by requesting that reclassification matrices be prepared on an annual basis on all inmates except those in SHU and S-2. In all cases where the matrix indicates the possibility of downward placement, a transfer report will be prepared for review by the Regional Classification Board. It will be incumbent on each region to maintain a BF system which will ensure that all these cases of potential downward movement are brought before their respective Inmate Classification Boards.

Also, in the very near future, as a result of the C-11 project, we will have in place an automated BF system which will permit a degree of national monitoring of the situation. In cases where the C-11 indicates the possibility of downward movement, if it does not occur, this automated system will indicate the reason why this has not transpired. It is Offender Programs' intention, with the completion of both the automated transfer module and the C-11 project, to prepare regular quarterly reports analyzing the cascading/transfer process on a national basis. These quarterly reports should commence in the summer of 1984 upon termination of the automated transfer module within the OIS system.

- To develop and implement programs for Native offenders.

This is an on-going activity within the Branch. Projects have been initiated to address issues such as: Native Liaison Program, Native Religion in Institutions, Native Education and Training, CRC's.

- To identify and expand upon long range plans and programs for female offenders.

This is an on-going activity within the Branch. Projects have been initiated to address such issues as: Policy for placement of Female Offenders, Community-based programs for female offenders, Development of policy and mechanisms to review the relevance of programs in meeting inmate needs.

- To develop and implement specific programs for long-term offenders so as to minimize the effects of long sentences.

A literature search has been undertaken on this initiative in addition to a variety of discussions. A submission to Senior Management is expected by early 1984 to outline the alternatives.

- To develop and implement strategies to reduce the number of inmates requiring Protective Custody.

This is an ongoing task of the Branch. Strategies to date have been successful.

- To identify the training and development requirements of Offender Programs staff to ensure appropriate educational programs and systems are developed to satisfy these staff needs.

Courses offered include: Induction training and refresher training, in addition to individualized and special group training identified by managers.

### Administration

- . To standardize the national training program and ensure that management approved courses, accredited by provincial bodies where possible, are offered to staff by means of a standardized training delivery system.

Programs are being rewritten according to curriculum design standards. Once standardized, CSC will be in a position to seek recognition by 'outside' provincial bodies.

- . To provide complete and comprehensive training for all staff and ensure managers are more sensitive to employee training needs.

The following programs were implemented: a comprehensive non-CX orientation program; a crime management program for Wardens and AWS supervisory program; and an institutional emergency response program.

Additional orientation programs have been developed for WPs, in addition to a program for training IPSOs. There has also been the development of a Leadership Program and a middle management course. A CD and DI are being drafted to ensure improvement in identification of training needs.

- . To identify the prerequisite inventory of knowledge and/or skills which must be possessed by an individual in order to be a manager at a specific level or within a particular function of CSC.

This initiative is part of the "High Potential Employees' list and corresponding system.

- . To develop and implement a system utilizing the performance appraisal process and career planning mechanisms to create an effective link between job skills and employee potential thereby ensuring the career development of an individual is consistent with his/her ability and at the rate of achievement most appropriate to his/her needs and those of CSC.

A career development program for all staff at all levels is in place in CSC and its authority is published under DI 130-4-07.

- . To automate the financial function.

This initiative continues; however, a new thrust is emerging with the development of a Control Framework for spending, payments and disbursements.

- . To continue development of the automated Industrial Cost Accounting System.

This initiative continues under a variety of projects by the Finance Branch.

- To develop and implement a uniform and disciplined records management system.

Several projects are in place to address this issue.

- To identify staff requirements for financial training and ensure the appropriate programs and systems are developed to satisfy these needs.

Project F450-1 addresses this initiative.

- To automate the control of costs and progress with respect to major construction projects in order to ensure effective resource management.

The FINFO-FINCON portion of this initiative is virtually complete.

- To ensure that a system is developed and implemented to provide pro-active analysis and advice on financial and operational data to all levels of management.

Policies on OBCR and Cash Forecasting have been developed. EXCOM has delayed the approval of OBCR pending new Senior Management review.

- To implement strategies and monitoring systems to ensure that the number of female CXs employed in institutions is increased to the degree that they become a recognized and viable group.

CSC has a policy and a program to integrate female CXs in male institutions. The long-term goal is to reach a representation of 20% in all institutions nationally. The short-term goal is to obtain a representation of 13% in medium and minimum security institutions by 1987. The integration is presently being done in medium and minimum security institutions. However, in 1983-84 a study will be done to look at the possibility of integrating female CXs in maximum security institutions.

In order to reach our goal the following measures have been taken:

1. Exclusion orders for CX-COF and LUF positions have been requested from the Public Service Commission. The exclusion order allows us to run competitions open to women only.
2. The national recruitment policy states that all open competitions for medium and minimum institutions will be staffed only by women.
3. The transfer policy states that no transfer will be allowed from maximum security institutions to medium or minimum security institutions. In the past, most of the vacancies in medium

security institutions were filled using transfers from maximum security institutions. This policy had to be changed in order to increase the representation of female CXs in medium security institutions. Only transfers based on compassionate grounds are approved when considered valid.

In order to monitor, the Equal Opportunities Division compiles statistical information monthly for the CX category by group, level, region and institutions to analyze the progress made.

- To develop a process whereby those individuals who may be called upon to act as Warden, be management excluded.

Project PERS-34 addresses this.

- To develop and implement a system to ensure the follow-up of appraisals and training needs of staff as recommended by the Appraisal Review Committee.

Manpower Planning has expanded the data capture capabilities of the personnel management computer system to include training recommended as well as training received for individuals in CSC.

- To establish a permanent equipment inventory in FINFO for each institution, regional headquarters and national headquarters that will satisfy both financial requirements and Technical Services needs.

A Steering Committee has been established to develop this initiative. FINFO is but one alternative.