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MISSION OF THE CORRECTIONAL SERVICE OF CANADA



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Canada

Service correctionnel
Canada

Canada

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MESSAGE FROM THE SOLICITOR GENERAL OF CANADA

It is a privilege for me to endorse the Mission of the Correctional Service of Canada. As Solicitor General of Canada, I am committed to advancing this government's promise to build "safer communities" within the context of a fair and equitable approach to dealing with crime. The Correctional Service of Canada makes a vital contribution in this regard. Public safety is the paramount consideration for everything the Correctional Service of Canada does to ensure the effective and humane care of offenders and assists them in becoming law-abiding citizens.

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This Service's Mission is its commitment to excellence, a commitment that it makes to the Canadian public, and specifically to those individuals directly affected by crime and its consequences. Through its Mission, the Service provides clear and consistent direction to its staff, and to its partners on carrying out their responsibility of ensuring public safety while respecting fundamental human rights.

This document is the yardstick against which the Service measures its performance and against which it is held accountable. I believe that this document accurately conveys the aspirations and values that Canadians want the Correctional Service of Canada to pursue. I am confident that the framework provided by the *Corrections and Conditional Release Act* and the Mission will serve Canadians well as we enter the new century.



THE HONOURABLE LAWRENCE MACAULAY
Solicitor General of Canada

COMMISSIONER'S FOREWORD

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Our Mission outlines the fundamental goals and direction of the Correctional Service of Canada. It provides an enduring vision of the ways in which we, as the agency responsible for federal corrections in Canada, contribute to the maintenance of a just, safe and peaceful society. Particularly, it supports our legislative mandate in the *Corrections and Conditional Release Act*. It reflects our obligations to respect the rule of law in everything we do. It also recognizes that we can be effective only if we work in concert with other parts of the criminal justice system and the larger Canadian community.

Our Mission draws the key elements from all the various pieces of legislation that govern what we do and integrates them as values and principles. A commitment to the values and principles expressed in the Mission shapes our outlook on the work of corrections and the way in which we go about it. We hold ourselves accountable — just as others hold us accountable — for our actions, based on the Mission.

The endorsement of this Mission by the Honourable Lawrence MacAulay, the Solicitor General of Canada, is a formal acknowledgement and reaffirmation of the importance of the Correctional Service's contribution to the protection of society. As we face a new century and the challenges this will bring, it is important that we continue to strive to make our Mission a daily reality. I call upon the Service's staff, and our partners in the criminal justice system, to join me in fulfilling our commitment to one of the most challenging and rewarding fields of public service.



OLE INGSTRUP

*Commissioner
Correctional Service of Canada*

MISSION STATEMENT

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

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CORE VALUE 1

We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.

CORE VALUE 2

We recognize that the offender has the potential to live as a law-abiding citizen.

CORE VALUE 3

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

CORE VALUE 4

We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.

CORE VALUE 5

We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General.

INTRODUCTION

The purpose of the Mission document is to give clear direction to all those who work within the Service in carrying out their responsibilities. It offers practical guidance for today and inspiration for meeting the challenges of tomorrow. It may be described as the Service's constitution, defining our approach both to the management of the organization and to the management of the offenders in our care.

MISSION STATEMENT

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As such, it describes the goals toward which we are collectively striving. It encourages the development of an environment which is conducive to meeting the needs of people within the organization, and which stimulates them to grow and develop professionally.

Together with the laws that govern us, the Mission document is the framework within which our policies and plans are developed and our decisions made. Where situations arise that are not covered by a specific rule or procedure, the principles in the Mission will help guide the action we take. In short, the Mission document provides the basis upon which we want to be held accountable as an organization and as individuals.

Finally, the Mission document assists us in explaining to the public whom we serve, and to others outside the Service, what we are, what we do, and how we do it.

The Mission document is made up of four components: the Mission Statement, Core Values, Guiding Principles and Strategic Objectives.

The Mission Statement specifies the business in which the Correctional Service of Canada is engaged. The Core Values outline the basic and enduring ideals of the Service in carrying out its Mission. The Guiding Principles are the statements of the key assumptions which serve to direct us in our daily actions. The Strategic Objectives are those goals the Service must articulate and strive to achieve because they are deemed to be essential in achieving our Mission over the long term. They will serve as a solid basis for the establishment of annual corporate objectives.

MISSION STATEMENT

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DISCUSSION

Our Mission is based on the principle that society is best protected when offenders are able to re-establish themselves in the community under conditions that minimize their risk of re-offending. It is important to recognize that the vast majority of offenders are serving fixed terms and so must eventually return to the community. Except for the relatively small proportion of offenders serving life or indeterminate sentences, imprisonment by itself provides only a temporary guarantee of public safety. Longer term protection is best achieved through a strategy that promotes and sustains the offender's efforts to re-integrate into society as a law-abiding citizen. Throughout the offender's sentence, during both the incarceration and release phases, we balance efforts of encouragement and assistance with measures of control, always with the understanding that public safety is paramount.

Our Mission is also based on the principle that offenders, as members of society, retain their rights except for those necessarily removed or restricted as a consequence of their sentence. Given that we hold an enormous degree of control over the lives of the offenders in our care, we must be exceptionally vigilant in safeguarding their rights, and in employing the least restrictive measures that are consistent with the protection of the public, ourselves as staff members and the offenders themselves.

These principles reflect our legislative mandate in the *Corrections and Conditional Release Act (CCRA)*. Section 3 of the Act states:

“The purpose of the federal correctional system is to contribute to the maintenance of a just, peaceful and safe society by

- a) carrying out sentences imposed by courts through the safe and humane custody and supervision of offenders; and
- b) assisting the rehabilitation of offenders and their reintegration into the community as law-abiding citizens through the provision of programs in penitentiaries and in the community.”

The *CCRA* and its Regulations are part of a set of laws — including the *Criminal Code*, the *Prisons and Reformatories Act* and others — that have a direct or indirect impact on our activities. Behind these is the larger framework formed by the *Constitution Act*, the *Canadian Charter of Rights and Freedoms*, and our legal traditions.

MISSION STATEMENT

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

Our Mission is consistent with the law and demands that we obey it in all our actions. However, the Mission is different from the law. It tells us not so much what we are required to do, but rather what we should strive to do, as members of an organization responsible for the safety of the public and the care and reintegration of offenders.

The Mission Statement, though very similar to the statement of purpose in the *CCRA*, adds two distinctive ideas. The first is captured in the forceful expression “actively encouraging and assisting offenders to become law-abiding citizens”. This means that we do not simply administer the sentence, but that at every stage, we also work with the offender to change his or her behaviour. Our policies and programs — indeed, all our activities — are directed toward that end.

The second idea is that the Mission Statement expresses the dynamic nature of the relationship between assistance and control. We provide offenders with appropriate assistance, through planned programming and treatment, to help them address their criminal behaviour. This enables them to assume progressively greater degrees of freedom and responsibility. We ensure control by ongoing monitoring of their behaviour and immediate intervention when it poses an unacceptable level of risk. The two elements are inseparable, although achieving the right balance between them is often difficult. Our aim is to assist to the extent possible and to control to the extent necessary.

The Mission gives equal importance to these two elements, but mentions assistance first. In doing so, it says that the main thrust of our energy and creativity is on working with the individual offender to bring about his or her safe reintegration. This is a unique feature of our Mission. Control is not of lesser importance for being mentioned second. However, the degree and nature of the control exercised should work in support of reintegration efforts, not against them.

Corrections is a complex endeavour, with goals which may differ from (although they will never be in conflict with) those of our partners in the criminal justice system. In stating our role as a contributor to the protection of society, we recognize that our primary focus is on the reintegration of offenders, and we affirm that our efforts support the broader purposes of criminal justice.

We prove our commitment to the Mission by showing, through our individual actions, that we behave according to our values and are dedicated to achieving our objectives. The Mission challenges us, in every facet of our work, to strive constantly to be the best that we can be.

CORE VALUE 1

We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.

GUIDING PRINCIPLES

As we respect the rule of law, we will respect the rights of all individuals — offenders, staff, and all those involved in the correctional process.

All of our dealings with individuals will be open, fair and humane.

We believe that respecting the right of all concerned individuals to be informed participants in the correctional process contributes to the quality of the process and of the decisions made.

We will acknowledge good behaviour and deal constructively and promptly with inappropriate behaviour.

We recognize the value of family and community relationships.

We will accommodate, within the boundaries of the law, the cultural and religious needs of individuals and minority groups, provided the rights of others are not impinged upon.

Problems will be resolved at the lowest level possible.

The disciplinary process, when used, will be fair, timely and equitable.

Offenders, as members of society, retain their rights and privileges except those necessarily removed or restricted by the fact of their incarceration.

STRATEGIC OBJECTIVES

- 1.1 To ensure that offenders are informed participants in the correctional process, we will establish and maintain mechanisms for discussion and cooperation.
- 1.2 To ensure that policies and procedures affecting offenders are communicated in such a way that they can be understood by offenders and are readily accessible to them.
- 1.3 When making significant decisions affecting individual offenders, we will ensure that the offender, unless security considerations clearly make it impossible, is provided with all the relevant information in a timely and meaningful manner and is given an opportunity to be heard.
- 1.4 To provide a safe, secure and clean environment that promotes health and well-being and encourages positive interaction between staff and offenders.
- 1.5 To ensure that placement in the general population is the norm and to provide adequate protection, control and programs for offenders who cannot be maintained in the general population.
- 1.6 To provide opportunities for offenders to contribute to the well-being of the community.
- 1.7 To respect the social, cultural and religious differences of individual offenders.
- 1.8 To provide systems whereby serious disciplinary matters and offender grievances are dealt with in a timely manner by decision-makers not directly involved in the matter.
- 1.9 To ensure that involuntary transfers are kept to a minimum.
- 1.10 To ensure that the concerns of victims are taken into account in discharging our responsibilities.

CORE VALUE 1

We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.

GUIDING PRINCIPLES

Offenders are responsible for their actions and must bear the responsibility for giving up their criminal behaviour.

We believe that programs and opportunities to assist offenders in developing social and living skills will enhance their potential to become law-abiding citizens. We must ensure that offenders participate in such programs and we will strive to motivate them to contribute to their development.

We believe that offender employment plays a critical role in developing skills and abilities which will serve offenders on release, contributes to the good order and management of institutions, and reflects our society's belief in the value of work.

We believe that offenders should be productively occupied.

Accepting that offenders can best demonstrate their ability to function as law-abiding citizens in the community, we will provide programs, assistance and supervision to support the gradual release of offenders at the earliest time that such release can be safely effected.

We recognize that the establishment and maintenance of positive community and family relationships will normally assist offenders in their reintegration as law-abiding citizens.

The involvement of community organizations, volunteers and outside professionals in program development and delivery will be actively encouraged.

CORE VALUE 2

We recognize that the offender has the potential to live as a law-abiding citizen.

STRATEGIC OBJECTIVES

- 2.1 To ensure that the needs of individual offenders are identified at admission, and that special attention is given to addressing mental disorders.
- 2.2 To ensure that the special needs of female and native offenders are addressed properly.
- 2.3 To provide programs to assist offenders in meeting their individual needs, in order to enhance their potential for reintegration as law-abiding citizens.
- 2.4 To ensure that offenders are productively occupied and have access to a variety of work and educational opportunities to meet their needs for growth and personal development.
- 2.5 To make available a range of recreation and leisure activities that will encourage offenders to use their free time constructively and develop skills and abilities to assist them on release.
- 2.6 To ensure that program needs are considered when making placement and transfer decisions.
- 2.7 To ensure that the risk presented by the offender is taken into account when making decisions, particularly in matters relating to reduction of security and conditional release.
- 2.8 To ensure the timely preparation of cases for submission to the National Parole Board, consistent with the criteria contained in the decision-making policies of the Board.
- 2.9 To ensure that our dealings with the National Parole Board are open and support achievement of the Board's Mission.
- 2.10 To ensure that the offender, while in the community, is adequately supervised and that any increase in risk is addressed promptly through the use of appropriate means of intervention and assistance.
- 2.11 To ensure that volunteers form an integral part of our program delivery in institutions and the community.
- 2.12 To mobilize community resources to ensure that offenders, upon release, are provided with support and assistance.

CORE VALUE 2

We recognize that the offender has the potential to live as a law-abiding citizen.

CORE VALUE 3

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

GUIDING PRINCIPLES

Because our relationship with offenders is the most critical aspect of our work, we recognize that individuals possessing values consistent with our Mission, effective interpersonal skills, and an understanding of social justice, are essential in accomplishing our Mission.

All staff are correctional staff and are responsible for being active, visible participants in the correctional process and in achieving the objectives of the Service.

We will be sensitive to the staff members' individual needs, interests, capacities, values and aspirations in the workplace.

We believe that staff have a lot to contribute and that they must be able to voice their ideas and concerns, within the Service, without fear.

We lead by example.

We believe that staff involvement and consultation in the development of corporate objectives, policies, plans and priorities is crucial.

We believe that our relationships with unions must be characterized by openness, mutual respect and a desire to resolve problems.

We believe that teamwork is essential to fulfilling our mandate and contributing to the achievement of our Mission.

We believe that all staff training and development activities should be directed to the needs of the individual and the achievement of our Mission.

We respect the need for employment equity achieved through a staff complement that represents a cross-section of Canadian society.

Our organizational structures must facilitate the fulfillment of our Mission, recognize the value of stability and promote the involvement of staff in management processes.

CORE VALUE 3

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

STRATEGIC OBJECTIVES

- 3.1 To clearly communicate our Mission, values and guiding principles so that each individual can fully contribute to the realization of our objectives.
- 3.2 To develop an environment characterized by relationships among staff that are based on openness, trust and mutual respect.
- 3.3 To encourage initiative, self-direction and acceptance of personal responsibility on the part of all staff for high-quality work.
- 3.4 To ensure that staff spend as much time as possible in direct contact with offenders.
- 3.5 To ensure that those few staff who cannot deal with offenders are properly assisted.
- 3.6 To encourage operational experience in corrections among managers at all levels.
- 3.7 To ensure that our staffing practices are based on the merit principle and reflect the importance of hiring and promoting individuals who possess values and abilities consistent with our objectives, and who demonstrate a variety of attributes and skills, with emphasis on maturity, good judgment, effective communication and teamwork.
- 3.8 To provide staff training and development opportunities that are based on achievement of our Mission, develop the full potential of staff members, and emphasize interpersonal skills, leadership, and respect for the unique differences and needs of all offenders.
- 3.9 To promote from within the Service and the Ministry whenever appropriate.

CORE VALUE 3

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

- 3.10 To develop and maintain an effective human resources succession planning system.
- 3.11 To recognize that line supervisors have a critical role to play in achieving our Mission and objectives, and to ensure that they receive the appropriate training and development.
- 3.12 To delegate authority as closely as possible to the point of impact of the decisions being made, and to strive to resolve problems at the lowest level possible.
- 3.13 To actively support policies of bilingualism and employment equity.
- 3.14 To establish and maintain mechanisms for discussion and cooperation in employer-employee relations.
- 3.15 To ensure that an effective, fair and comprehensive performance appraisal system, based on our Mission, is maintained as an integral part of the human resources management process.
- 3.16 To provide a prompt, effective, fair and objective system of redress for resolution of staff complaints and grievances.
- 3.17 To develop and maintain an effective corporate communications and consultation strategy.

CORE VALUE 4

We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.

GUIDING PRINCIPLES

Respect for the dignity of all individuals, the rights of all members of society, and the potential for human growth and development will form the basis of our participation in national and international corrections.

Recognizing that the Service has a major role to play in the criminal justice system, we believe that we can both benefit from, and contribute to, the development of corrections and overall criminal justice policy.

We recognize that we must actively encourage the gathering, creation, application and dissemination of new knowledge if we are to remain a contributing member of the national and international correctional communities.

STRATEGIC OBJECTIVES

- 4.1 To seek out and maintain membership and participation in relevant local, provincial, national and international organizations.
- 4.2 To implement international treaties and agreements that will ensure the rights of Canadian and foreign offenders.
- 4.3 To establish and maintain mechanisms for staff exchanges and the sharing of methods, standards, and services.
- 4.4 To identify and encourage individual staff members who have the ability to contribute to our national and international roles, and responsibilities.
- 4.5 To encourage and support research and evaluation which will contribute to the continued development of our knowledge and information base.
- 4.6 To dedicate the necessary resources to the creation of opportunities for discussion and information exchange.

CORE VALUE 5

We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General.

GUIDING PRINCIPLES

Our relationships with our colleagues in the Ministry, other components of the criminal justice system, and other parts of Government, will be characterized by openness, integrity and cooperation.

We believe that the provision of relevant and timely information is important in order for the Service to demonstrate its accountability.

We recognize the role of the media in a democratic society and we will work actively and constructively with them in order to demonstrate that we are open and accountable.

We will ensure that appropriate segments of the public are consulted in the development of the Service's key policies.

We will be sensitive to the economic, social and political environment in which we operate.

We will endeavour to be a positive presence in the community and to be a social, cultural and economic asset.

As an agency of the federal Government, we will demonstrate fiscal responsibility by only seeking the necessary resources and using them in the best possible way.

We believe that, through a sense of history and a desire to learn from past experiences, we can shape our future and strive for excellence in achieving our Mission.

STRATEGIC OBJECTIVES

- 5.1 To develop our policies with a recognition of the need to demonstrate accountability.
- 5.2 To link our values, objectives, program delivery, organizational structure and resource management within a framework of strategic policy and accountability.
- 5.3 To be partners with agencies within the Ministry in the development of common and consistent policies, and plans for the management of offenders.
- 5.4 To foster good relationships with other components of the criminal justice system, including police, and to ensure they are consulted in the development of key policies.
- 5.5 To ensure that we are open and responsive in all our dealings with the Correctional Investigator.
- 5.6 To enhance public understanding and support of the Service.
- 5.7 To develop and maintain positive relations with the media and to ensure they are provided with timely, accurate and meaningful information on all aspects of our operations.
- 5.8 To secure and utilize resources efficiently and effectively in achieving our objectives.
- 5.9 To make appropriate use of available technology.
- 5.10 To ensure that our actions clearly reflect our responsibility to contribute to a healthy environment.
- 5.11 To pursue our Mission in a way that exemplifies at all times our values and guiding principles so that our integrity is never compromised.

CORE VALUE 5

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