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# PLANNING AND ACCOUNTABILITY

A Guide for Managers and Employees

CORRECTIONAL SERVICE CANADA

April, 1998

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1998

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# **PLANNING AND ACCOUNTABILITY**

## **A GUIDE FOR MANAGERS AND EMPLOYEES**

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**CORRECTIONAL SERVICE CANADA**

April, 1998



Prepared by: Strategic Planning Division, Corporate Development Sector  
CSC National Headquarters

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## 1.0 INTRODUCTION

In order to plan and manage Correctional Service of Canada's (CSC) activities and resources in an effective, efficient and focused manner, the Service has an integrated planning and accountability process. This integrated process has emerged as a result of the natural evolution of planning and accountability processes that began with CSC's commitment to a Mission in 1989. It reflects logical, time-tested, proven effective management practices.

The purpose of this document is:

- to explain why we have a Planning and Accountability Process in CSC; and,
- to describe the key components of this process.

This document is intended for all employees of CSC, because ultimately each and every employee has a role to play in this process.

## 2.0 NEED FOR PLANNING AND ACCOUNTABILITY PROCESS

CSC's Planning and Accountability Process aims to ensure that we:

- fulfill our mandate;
- remain focused on our Mission; and,
- fulfill our reporting obligations to Parliament and Cabinet.

**(a) Our Mandate:** CSC's legal mandate is found within the *Corrections and Conditional Release Act* (CCRA, 1992) and its regulations. It states that the purpose of the correctional system is to contribute to the maintenance of a just, peaceful and safe society by:

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

**(b) Our Mission:** CSC's Mission, which is endorsed and supported by the Solicitor General, provides a long-term vision of how we will fulfill our mandate. It describes the business in which we are engaged, our approach to both the management of the organization and offenders, and the goals toward which we are collectively striving. Included in the Mission are a Mission Statement, Core Values, Guiding Principles and Strategic Objectives. Our Mission serves not only as a guide in our day-to-day work, but also as a guide as we plan for the future of federal corrections in 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.*

**(c) Our reporting obligations to Parliament and Cabinet:** Planning and accountability for the achievement of results is necessary for the effective and efficient functioning of any organization, however, it takes on additional importance in a governmental organization. CSC provides a service to Canadians and is given the funds necessary to provide that service by Canadians. Accordingly, we are accountable not only to ourselves, but ultimately to every Canadian.

In the late 1980's, the Canadian government implemented what is referred to as the Expenditure Management System (EMS) in an effort to foster greater fiscal responsibility amongst government departments and to help the government meet its fiscal targets.

The first critical feature of EMS relates to management of resources. Central policy reserves, which were generally used to finance any new programs that departments got approval for, were eliminated with the introduction of EMS. Instead, Ministers or the delegated authority (in CSC's case, the Commissioner) are now asked to review their existing programs and, if a new program or program enhancement for a particular initiative is required, measures must be taken to find those funds by reallocating existing funding for the department.<sup>1</sup> The review of existing programs and ability to reallocate existing resources encourages and allows decision-makers to use existing funds on priorities.

The other critical feature of EMS relates to our reporting obligations to Parliament. In an effort to encourage the management of public funds in a responsible, predictable and accountable manner, the Expenditure Management System requires all departments to submit strategic, multi-year documents. Those documents describe plans, priorities and budgetary requirements for the upcoming years. As well, documents are prepared that report on the performance of the department in relation to those plans. The planning documents contribute to central agency and Cabinet fiscal and budget decision-making. The performance documents allow Treasury Board and Parliament to review the results obtained with the public's money and to ensure acceptable use of those funds.

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<sup>1</sup> CSC, as an agency that is charged with the care and custody of offenders, has a special arrangement whereby we may receive additional funding for workload related items if it can be argued that they are necessary as a result of an increase in the offender population. For example, we can get capital funds to build new units or renovate existing units if it can be clearly proven that it is required and that there are no other more cost-effective, operationally-logical alternatives. By the same token we may have to return funds if the population decreases.

CSC's annual reporting obligations related to EMS include:

(i) *Planning documents (strategic and financial)*

- a **Report on Plans and Priorities**, which is a public document that provides an overview of what our focus will be for the next three years (February);
- a **Business Plan**, which provides more detail on our Plans and Priorities and is used to aid Cabinet decision-making (May);
- a **National Capital, Accommodation and Operations Plan (NCAOP)**, which is the vehicle by which we seek and justify the need for additional resources for capital, accommodation and operations (September);
- the **Annual Reference Level Update (ARLU)**, which presents CSC's anticipated resource requirements for the following three years, including those presented in the NCAOP, and explains changes from the previous year's ARLU (September); and,
- the **Estimates - Part I and II** submissions, which provide summary and detailed information about the department's anticipated spending requirements for the forthcoming fiscal year (February).

(ii) *Reporting documents*

- a **Public Accounts** submission, which reports on expenditures made by the department in the last completed fiscal year (June); and,
- a **Performance Report**, which describes our progress on the initiatives presented in the Report on Plans and Priorities and Business Plan of the last completed fiscal year (October).

In an effort to ensure that EMS reports provide 'useful, results-oriented and comprehensive information to parliamentarians and Treasury Board Ministers'<sup>2</sup> all departments were directed to establish a Planning, Reporting and Accountability Structure (PRAS). The PRAS provides a standardized way for departments to plan and present information to the public and Cabinet. A main element of the PRAS is the Business Lines. CSC's Business Lines are: Care, Custody, Reintegration, and Corporate Services. (See Appendix A for a diagram of CSC's PRAS and a detailed description of what is included in each of CSC's Business Lines.)

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<sup>2</sup> Correctional Service of Canada, Planning, Reporting and Accountability Structure, pg.5

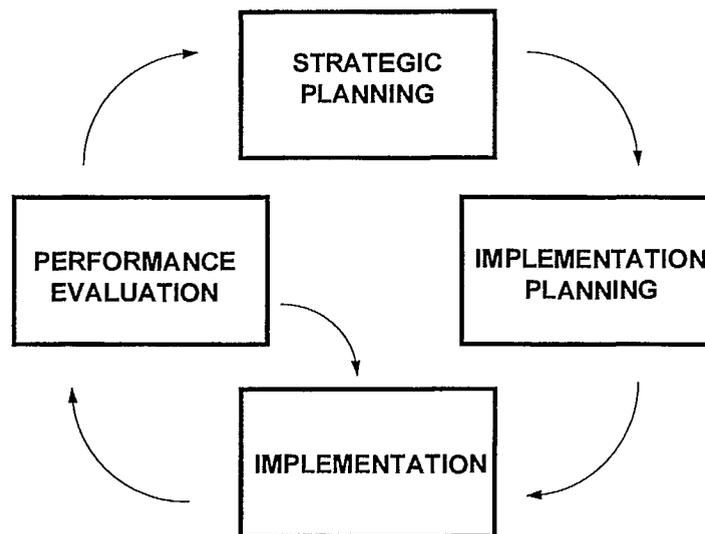
### 3.0 CSC'S PLANNING AND ACCOUNTABILITY PROCESS

CSC has adopted a continuous, systematic approach to managing the organization that links strategic planning and decision-making with the day-to-day business of operational management and ongoing accountability. It is how we focus the entire organization on specific results that the organization is committed to achieving.

CSC's Planning and Accountability Process includes four sets of activities:

- Strategic Planning;
- Implementation Planning;
- Implementation; and,
- Performance Evaluation.

This process is continuous and many activities occur simultaneously. The following diagram depicts the relationships between the primary components of this process:

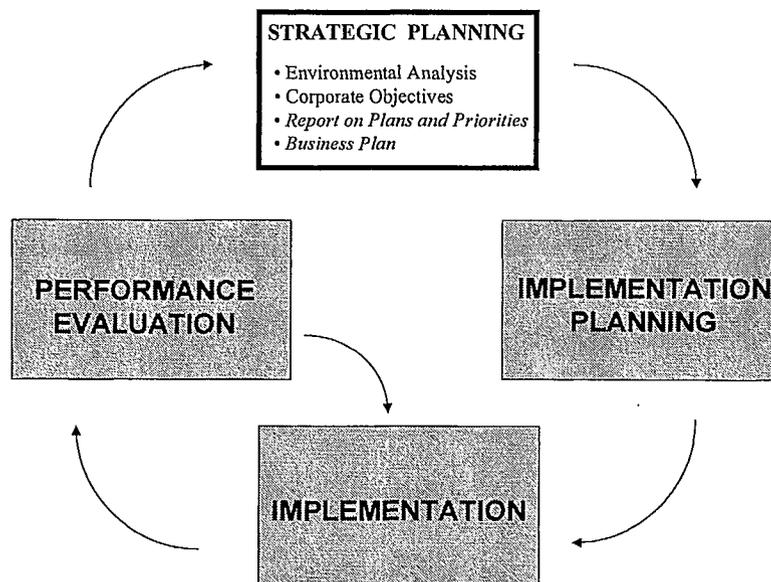


The following is a description of each component of CSC's Planning and Accountability Process.

### 3.1 STRATEGIC PLANNING

Strategic Planning in CSC is a continuous, systematic process that involves:

- |   |  |
|---|--|
| • environmental analysis  | year-round                                 |
| • annual setting of Corporate Objectives                                  | November                                   |
| • preparation of the <i>Report on Plans and Priorities</i> for Parliament | November - January<br>(Tabled in February) |
| • preparation of the <i>Business Plan</i> for Cabinet                     | February - April<br>(To TB in May)         |



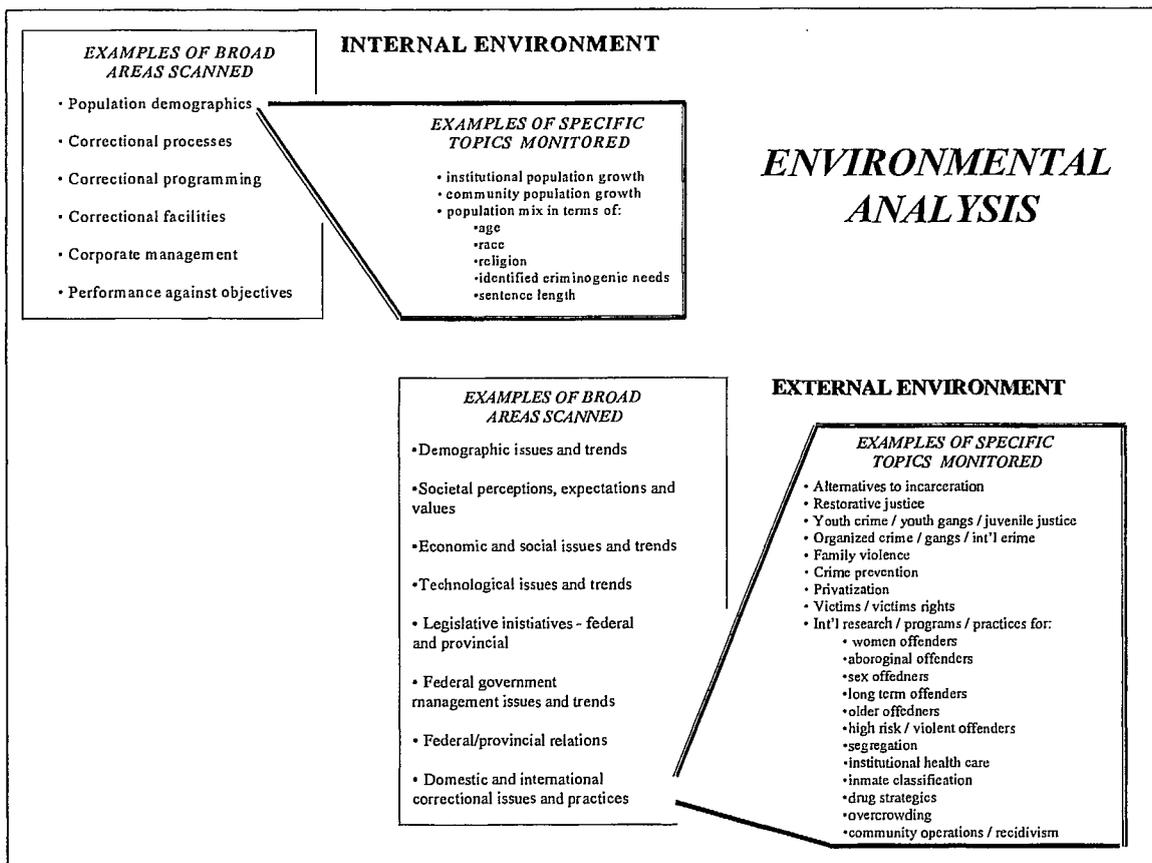
#### 3.1a Environmental Analysis

The term environmental analysis refers to the process of:

- (1) *scanning* to reaffirm or identify emerging issues;
- (2) *monitoring* intermediate and long-term high priority issues; and
- (3) *predicting implications* of high priority issues on the organization.

The goal of environmental analysis is to provide accurate, credible and useful information to the decision-makers that influence and set the strategic direction of CSC. By trying to accurately anticipate our environment, this process helps us to better manage both our operational and policy environments.

Those responsible for strategic planning at NHQ conduct environmental analysis by examining both CSC's internal and external environments on a continuous basis.



CSC planners aim to collect information from as broad a variety of sources as possible. Sources of information include (but are not limited to):

- CSC employees at NHQ, RHQ's and in the field;
- literature (journals, books, scientific reports);
- media (print, radio, television);
- internet;
- CSC and external correctional research;
- Canadian criminal justice agencies both inside and outside of the federal government;
- international criminal justice organizations;
- federal, provincial and territorial government agencies outside of the criminal justice system;
- the general public and interest groups; and,
- universities.

The information is collected through participation on interagency and interdepartmental committees and working groups, public consultations, focus groups, conferences, meetings and regular scanning.

The Strategic Planners at Regional and National Headquarters are always looking for new sources of information. All employees are encouraged to pass on information, whether it be about a group that is meeting in their community that may be of interest for us to meet or an article that they read or heard about. (Appendix B has a contact list.)

Information collected as part of CSC's environmental analysis process is used in the production of:

- a number of reports, including an annual CSC Issue Book, which provides a broad environmental analysis and summary, annual regional environmental analyses, and reports on specific strategic issues;
- ongoing briefing notes to the Minister, Commissioner and senior management to provide background information on specific issues; and,
- preparation of documents for Cabinet such as Memoranda to Cabinet, which are documents that must be prepared and approved by Parliament for all major initiatives that involve legislative change or major new programs.

In addition, the information is used to provide assistance to other sectors within National and Regional Headquarters in the analysis of issues that may directly affect their work.

The reports, briefing notes and advice that come out of CSC's continuous environmental analysis process ultimately contribute to the formulation of Corporate Objectives for the Service.

### **3.1b Setting the Corporate Objectives**

Corporate Objectives are statements of what the organization will be focused on achieving over the next several years. They always support and contribute to our pursuit of the Mission.

The five primary characteristics of the Corporate Objectives are that they:

- reflect our obligations in the CCRA, our Mission document, and the environment in which we operate; and are
- clear;
- high level (broad in scope);
- attainable; and,
- measurable.

The Corporate Objectives are revisited on an annual basis at CSC's Annual Strategic Planning Session. This two-day meeting is an opportunity for Executive Committee to step away from their day-to-day responsibilities and focus on the future of the organization.

A critical feature of this meeting is that the managers review the challenges posed by CSC's internal and external environments. By taking this information into account, the managers increase the likelihood of setting a truly strategic direction for the organization. From this, the manager's identify the primary priorities for the organization and discuss in some detail what must be done to address each priority.

After the Annual Strategic Planning Session, the Strategic Planning group at National Headquarters translates the priorities and discussions into Corporate Objectives. Key activities that are associated with the achievement of each objective are identified, as are 'success measures' that will tell us when we have achieved the objective. Throughout the development of the Corporate Objectives, a great deal of consultation takes place, both formal and informal, between National Headquarter's Strategic Planning group and NHQ managers, Regional Administrators of Planning and Policy and Regional Administrators of Performance Assurance.

### **3.1c Preparing the *Report on Plans and Priorities***

The results of the strategic planning activities are conveyed to Parliament in a document called the *Report on Plans and Priorities*. This public document is prepared at National Headquarters, in consultation with employees throughout the organization, and is submitted to the Treasury Board Secretariat in February. The goal of the report is to provide a strategic, multi-year overview of what we are planning to do and to state the results that we are committed to achieving.

The *Report on Plans and Priorities* is used by members of Parliament to assist them in understanding the programs for which funds are being requested, as well as to help in the Government's preparation of the federal budget. CSC also uses the document to communicate our short and medium-term plans and priorities to all of its employees and to the general public.

### **3.1d Preparing the *Business Plan***

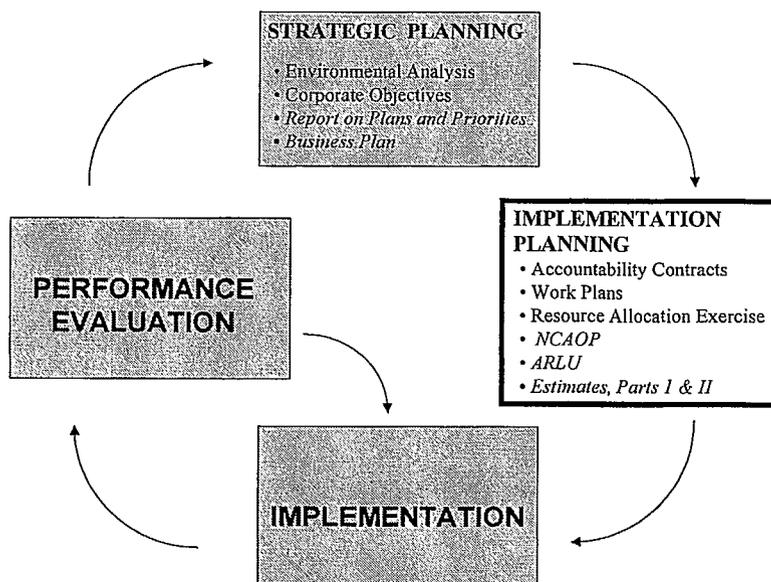
The *Business Plan* is similar to the *Report on Plans and Priorities*, but provides a much more detailed description of our plans and commitments. This document, which is not public, is written for use by CSC staff, Treasury Board Ministers and Treasury Board Secretariat staff only. The *Business Plan* describes the organization's major challenges, strategies and expected results for the next three years. It also includes information on initiatives that we are working on a cooperative basis with other agencies within the Ministry of the Solicitor General, other federal departments and provincial and territorial governments.

### 3.2 IMPLEMENTATION PLANNING

Implementation planning translates the results of the Strategic Planning process into workable plans for CSC employees and budgetary submissions for Treasury Board and Parliament.

Implementation planning includes:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• developing Accountability Contracts</li> <li>• developing Work Plans</li> <li>• resource allocation exercise</li> <li>• preparation of the <i>National Capital, Accommodation and Operations Plan (NCAOP)</i></li> <li>• preparation of the <i>Annual Reference Level Update (ARLU)</i> for Treasury Board</li> <li>• preparation of the <i>Estimates Parts I and II</i> for Parliament</li> </ul> | <p>February</p> <p>February / March</p> <p>February / March</p> <p>March - August<br/>(To TB in September)</p> <p>February - September<br/>(To TB in September)</p> <p>ongoing<br/>(Tabled in February)</p> |
|---|---|



#### 3.2a Developing Accountability Contracts

Accountability Contracts are established on an annual basis between the Commissioner and each senior executive. The Accountability Contract is a statement of the manager's responsibilities and focus for the upcoming year. These responsibilities reflect accountabilities related to the Corporate Objectives, his/her branch or unit of responsibility, and personal accountabilities. In short, it describes what the manager will do to contribute to the pursuit of the Mission and the achievement of the Corporate Objectives. The manager is then held personally accountable for ensuring that all commitments in the contract are met.

### 3.2b Developing Work Plans

Each manager works with their staff to translate the commitments of the Accountability Contract into a Work Plan. The Work Plan is the 'action plan' of the Accountability Contract. It generally presents the tasks that the unit is committed to completing over the next year, by Corporate Objective. This is a way of ensuring that the entire organization is focused on the achievement of the same objectives.

Completion of the Work Plan requires the manager and staff to actively think about what will be involved in meeting the accountabilities by requiring the team to list for each task:

- key activities and major milestones;
- staff responsible;
- measurement strategy; and
- timeframes.

The Work Plan is approved by the manager's superior on an annual basis. Besides being a tool to assist in the planning of work for a unit, many managers use the Work Plan to monitor progress of the group and to demonstrate progress to superiors.

A consolidated Accountability / Work Plan, less any personal accountabilities, is submitted by every region and sector to Performance Assurance Sector in the spring of every year. Performance Assurance ensures that the plans are accurate and consistent and that key results are measurable.

### 3.2c Resource Allocation Exercise

The resource allocation exercise is the means by which funds are allocated throughout the organization to support the implementation of Work Plans.

In the Fall, each part of the organization is asked to submit an estimate of their financial requirements for the upcoming year.

In February, the Finance Minister presents the Budget. CSC is allocated a certain amount of money by Parliament to implement its plans for the upcoming year in accordance with the results of the previous year's government-wide budgetary planning process.

Using the information from all parts of the organization, funding formulae, and the information on the allocation that CSC will receive from Parliament, the Commissioner and EXCOM decide how the budget will be allocated throughout the organization. The allocation of funds is done in a manner that supports the ongoing operation of the organization with special consideration given to ensuring that the priorities of the organization (as reflected in the Corporate Objectives) have sufficient funds allocated to support meaningful progress. Different resource allocation tools, such as formula funding models, are used to allocate the budget at the national, regional and local levels.

### 3.2d Preparation of the *National Capital, Accommodation and Operations Plan (NCAOP)*

The National Capital, Accommodation and Operations Plan (NCAOP) is a consolidated plan that identifies the capital, accommodation and operations related resources that CSC will require for the next eight fiscal years, with specific attention given to the first three years of the plan.

The determination of requirements is based upon:

- anticipated population levels and rated capacity;
- CSC policy, most notably CD 550 on Inmate Accommodation;
- detailed analysis of alternatives (called cost / benefit analyses); and
- standards, strategies and funding formulae negotiated with Treasury Board (such as resourcing standards that provide a standard way for determining staff and resource requirements for expansions; and, construction standards for new units).

The process for developing the NCAOP is both detailed and time intensive. Done on a region-by-region basis, the first part of the process involves reviewing existing operational capacity (including CCC's); preparation of population forecasts; and obtaining the Commissioner's approval on Capacity Sheets and EXCOM's ratification of the population forecasts.

The second part of the process is the preparation and submission of Regional Capital, Accommodation and Operations Plans (RCAOP's), which are coordinated by planners in each region. The RCAOP's, based upon the approved capacities and population forecasts and the CSC / TB agreed upon standards and formulae, project the accommodation requirements. They include detailed analysis of all options for each new requirement.

Once the RCAOP's are submitted to NHQ, they are reviewed and analyzed by both planners and construction specialists. Needed changes are negotiated with the Regions. Once finalized, the information from the RCAOP's is rolled-up into one comprehensive National Summary, the heart of the NCAOP, which includes a presentation of CSC's capacity; population forecasts; and institutional and community accommodation requirements. The NCAOP also includes a Capital Plan and a description of other operational requirements.

The NCAOP is approved by a multi-disciplinary, senior level committee, EXCOM and the Minister prior to being submitted to the Treasury Board Secretariat in September. The Treasury Board Secretariat reviews the NCAOP in detail and provides recommendations to Treasury Board. The Board provides a 'decision letter', which addresses the NCAOP as a whole, as well as specific requests usually sometime in January. This report is not released to the public.

### 3.2e Preparation of the *Annual Reference Level Update (ARLU)*

The *Annual Reference Level Update* presents CSC's anticipated resource requirements for the following three years and explains changes from the previous year's ARLU. The changes reflect requirements identified in the NCAOP, approved changes that have occurred as a result of special

submissions to Treasury Board during the previous year, and changes that result from such things as newly negotiated collective agreements and inflation. They also reflect technical adjustments that Treasury Board asks to be done each year. The ARLU also identifies human resource requirements to carry out CSC's programs and policies and includes some performance information.

The ARLU, which is approved by the Minister, is submitted to Treasury Board in September. This document, like the NCAOP, is not released to the public; however, the information in the ARLU is reflected in the Estimates, which are public.

### **3.2f Preparation of the *Estimates, Parts I and II***

CSC provides financial information to Parliament that is considered in the determination of the next federal budget. That information is presented in two documents:

*Estimates - Part I* gives a general overview of anticipated total government spending for the next fiscal year and highlights major changes from the previous year by department, agency and Crown Corporation. CSC does not provide a formal submission for this document as the information contained in the ARLU is used by Treasury Board Secretariat as input for the document. It is not uncommon, however, that CSC is asked to provide further clarification on specific items.

*Estimates - Part II*, also known as the *Main Estimates*, provides a more detailed listing of the resources that will be required by each department and agency to deliver the programs for which they are responsible. The submission, which is prepared by Finance at NHQ, is based upon the approved ARLU.

The *Estimates* documents are tabled in Parliament soon after the presentation of the Budget in February. They provide the first formal input into the creation of the budget for the next fiscal year that is available to the public.

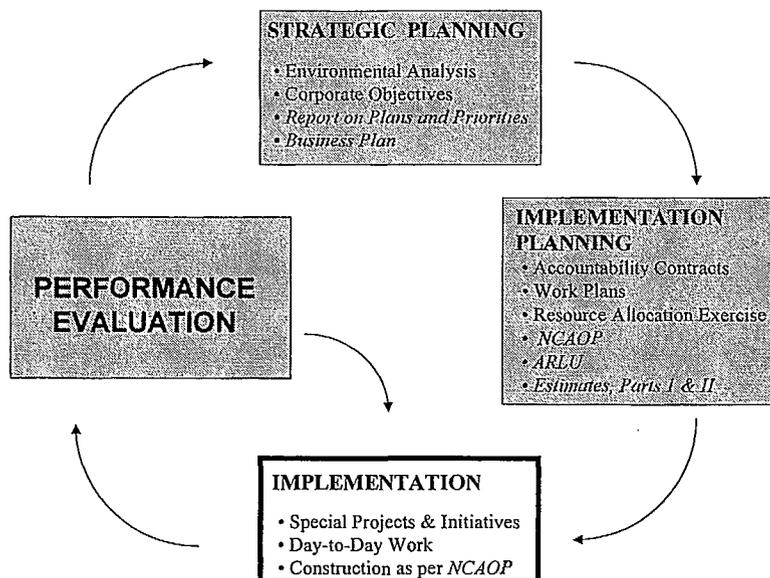
### 3.3 IMPLEMENTATION

All of the planning that has taken place is converted to action in the implementation phase of the process. Implementation of the work plans is a continuous year-long process that is formally renewed with the implementation of newly approved Work Plans.

Implementation includes:

- working on special projects and initiatives year-round
- day-to-day work year-round
- construction, as per *NCAOP* year-round

Effective implementation of the Work Plans is the only way in which real progress will be achieved. Every CSC employee plays a role in the effective implementation of Work Plans.



#### 3.3a Special Projects and Initiatives

It is common for special projects or initiatives to be found within Work Plans and to make up at least some of most employees' work time, whether that be in the study of a particular area of concern, planning how to make changes, or actually implementing changes. It is important to recognize that special projects and initiatives are done to ensure progress in a particular area, most commonly an area identified by senior management in the Corporate Objectives as being something that they want the organization to focus on for the foreseeable future. Special initiatives and projects occur at all levels of the organization throughout the year.

### **3.3b Day-to-Day Work**

As important as special projects and initiatives are for achieving progress against the Corporate Objectives, the normal day-to-day work of CSC employees is equally, if not more, important. We have a clearly stated Mandate and Mission that we are both obligated and committed to fulfilling. We meet those obligations by the day-to-day work we do with offenders, other CSC staff, and individuals and organizations outside of CSC.

### **3.3c Construction as per *NCAOP***

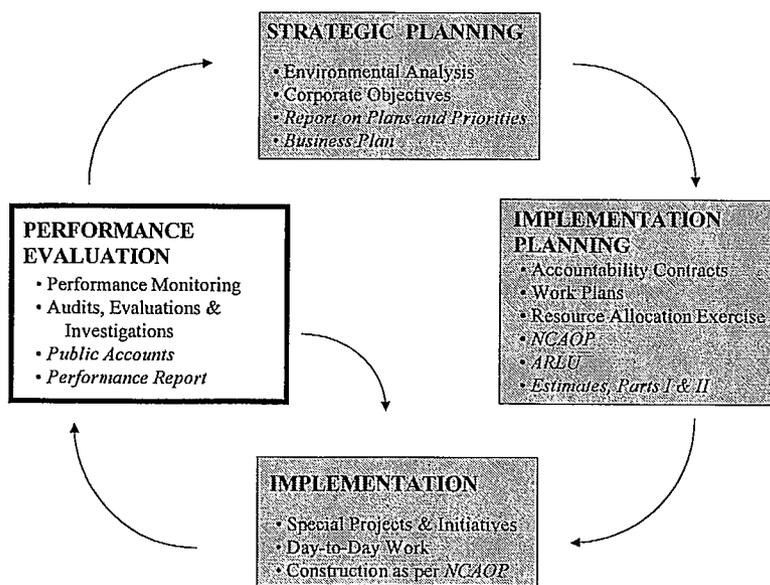
Implementation of capital projects approved in previous NCAOPs' also occurs on a continuous basis and is an integral part of ensuring that CSC has the ability to fulfill its mandate. This may include construction of new units and retrofitting or upgrading of existing units.

### 3.4 PERFORMANCE EVALUATION

Performance evaluation encompasses a number of activities including:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• performance monitoring</li> <li>• conducting internal audits, evaluations and investigations, and reviewing external audit and investigation reports</li> <li>• preparation of the <i>Public Accounts</i> submission for Parliament</li> <li>• preparation of an annual <i>Performance Report</i> for Parliament</li> </ul> | <p>year-round<br/>year-round</p> <p>May/June<br/><i>(Tabled in June)</i></p> <p>July-Sept.<br/><i>(Tabled in October)</i></p> |
|--|---|

Implementation activities may be altered at any time in response to performance evaluation findings.



#### 3.4a Ongoing Performance Monitoring

CSC's performance is monitored on an on-going basis at all levels of the organization. At the beginning of the fiscal year (April), the performance indicators for each Corporate Objective are measured to provide a base measurement against which progress can be measured.

NHQ also monitors progress centrally on an ongoing basis. In addition, each region submits two reports per year to National Headquarters detailing progress on each Corporate Objective. Those reports are consolidated into two internal reports: a Mid-Year Progress Report, which contributes to the strategic planning / Corporate Objective – setting exercise in the fall; and, a Year-End Progress

Report, which serves as the basis for the preparation of the Performance Report that goes to Parliament.

Results of the ongoing monitoring and the consolidated reports are analyzed, with particular attention given to variances between what was expected and the results actually achieved. Corrective action is recommended as deemed necessary. This, in effect, may result in some changes to the implementation of Work Plans.

### **3.4b Conducting Internal Audits, Evaluations and Investigations & Reviewing External Audits and Investigations**

CSC's performance is also evaluated on an ongoing basis by our own audit, evaluation and investigation processes, as well as by a number of external bodies including (but not limited to) the Correctional Investigator and Auditor General. The findings and recommendations that come out of the reports produced can result in immediate changes to the implementation of Work Plans, changes in CSC policy, and re-focusing of staff on particular policies that they are required to follow. They are also used in the Strategic Planning process, as part of the review of CSC's internal environment, and are highlighted in the annual Performance Report.

CSC's internal audit process is used to monitor our activities in a wide variety of areas. This is a year-long, ongoing process that begins in November with what is termed as a 'risk assessment'. The risk assessment is used as a means of identifying and prioritizing potential audit assignments in a manner that ensures that all significant activities and programs are considered for audit on a regular basis. The result of this exercise is the development of an annual national audit schedule. This plan is approved by EXCOM. Regions also develop audit plans that reflect the needs of their particular region and are not being addressed in the National Audit Plan. High impact, high risk and program oriented audits are conducted by an audit team consisting of both NHQ and regional employees. Compliance oriented audits that have greater emphases on administrative issues are generally conducted by National Headquarters staff or other experts under contract. Audits serve as a valuable means of assessing performance in an in-depth manner on very specific issues.

CSC's evaluation function addresses the overall effectiveness of programs and policies (program effectiveness) and effectiveness of specific operations or management systems (operational effectiveness). Evaluation studies are an important element of good management in that they are essential in assessing the achievements – or the "bottom line" – of CSC's programs.

CSC's internal investigation process is used to review specific incidents with offenders in CSC institutions or under our supervision in the community. There are three levels of investigation: local, regional and national. The most serious incidents are the subject of national investigations. In those cases, the Board of Investigation is appointed by the Commissioner and consists of CSC employees from any level of the organization and one member from the community (to enhance objectivity). Internal investigation findings and recommendations are reviewed carefully by management and often provide very valuable information.

The Office of the Correctional Investigator serves as an ombudsman to federally incarcerated or supervised offenders. Their role, which is entrenched in the law, is to provide an independent, external review of how we are doing on a wide variety of issues with a particular focus on inmates' rights and privileges. The Service reviews the findings and responds to them in a manner that they deem appropriate. If the Correctional Investigator (CI) is not satisfied with the response, the issue is referred to the Minister. If the CI is still not satisfied, the issues reach Parliament and the public through the *Annual Report of the Correctional Investigator*.

The Office of the Auditor General also provides periodic external reviews of our activities. Based on a specific, pre-determined schedule, a team of auditors is assigned to focus on one major area (i.e., the case management process). When audits are conducted, the findings and recommendations are presented in one chapter of a document entitled *Report of the Auditor General of Canada to the House of Commons*. CSC responds to the recommendations of the AG's office on a formal basis. The results of these audits, like other internal and external reports, provide important performance evaluation information.

#### **3.4c Preparation of *Public Accounts* submission**

CSC's financial performance over the last completed fiscal year is reported to Parliament in June of every year in the *Public Accounts* submission. The submission is prepared by Corporate Services at NHQ. This document is available to the public.

#### **3.4d Preparation of *Performance Report***

Results on our performance against the Corporate Objectives (and more specifically against what we committed ourselves to in the *Report on Plans and Priorities* and *Business Plan*) and performance indicators are reported to Parliament approximately six months after the end of the fiscal year (October) in the annual *Performance Report*. The results presented in this report reflect the progress that we collectively, as CSC employees, have been able to achieve over the past year. As with all other documents prepared for Parliament, this document is available to the public.

## 4.0 FINAL REMARKS

CSC's Planning and Accountability Process is a means of ensuring that each and every one of us is focused on, and contributing to, the fulfillment of CSC's Mandate and Mission. It is also a means of ensuring that the organization meets its reporting obligations to Parliament and Cabinet. As presented in this document, CSC can accomplish all of this by ensuring:

- informed strategic planning;
- thorough implementation planning, including the development of accountability contracts;
- effective and efficient implementation of Work Plans; and,
- ongoing, meaningful performance evaluation.

CSC's Planning and Accountability Process requires the cooperation and participation of each and every CSC employee.

**CORRECTIONAL SERVICE CANADA  
PLANNING, REPORTING AND ACCOUNTABILITY STRUCTURE (PRAS)**

**Mandate**  
**CCRA S. 3.** 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.

**Mission**  
 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.

- Core Values**
1. We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.
  2. We recognize that the offender has the potential to live as a law-abiding citizen.
  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 endeavor.
  4. We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.
  5. We believe in managing the service with openness and integrity and we are accountable to the Solicitor General.

- Strategic Priorities**
1. The Service contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens.
  2. The Service exercises reasonable, safe, secure and humane control of offenders.
  3. The Service respects the rule of law.
  4. The Service is an active partner in the criminal justice system.

<b>Business Lines:</b>	<b>Care</b>	<b>Custody</b>	<b>Reintegration</b>	<b>Corporate Services</b>
<b>Business Line Objectives:</b>	To ensure the physical and mental health needs of offenders in accordance with all legal requirements.	To provide reasonable, safe, secure and humane control of offenders.	To actively encourage and assist offenders in becoming law-abiding citizens.	To ensure that corporate policies exist to govern the programs and activities of the Service and that these are consistent with its stated Mission.

**CORRECTIONAL SERVICE CANADA  
BUSINESS LINES and SERVICE LINES**

<b>BUSINESS LINE</b>	<b>SERVICE LINES</b>	<b>SERVICE LINE COMPONENT</b>
<b>CARE</b>	Health Care	<ul style="list-style-type: none"> <li>• Physical and Mental Health Care Services including psychiatry, nursing services, clinical support services, pharmacy, dentistry, optometry, etc.</li> <li>• Outside hospitalization services</li> <li>• Wardens of the RTC, RPC and RHC</li> </ul>
	Offender Services	<ul style="list-style-type: none"> <li>• Institutional Services (food, clothing, laundry, etc.), Canteen, SIS</li> </ul>
<b>CUSTODY</b>	Security	<ul style="list-style-type: none"> <li>• Security - custody and control, including Institutional Preventative Security Officers</li> <li>• Electronic engineering</li> <li>• Admissions and Discharge</li> <li>• Sentence Administration</li> <li>• Transfers</li> </ul>
	Offender Accommodation	<ul style="list-style-type: none"> <li>• Engineering and maintenance</li> <li>• Construction policy and services</li> <li>• Construction projects</li> </ul>
<b>REINTEGRATION</b>	Correctional Management	<ul style="list-style-type: none"> <li>• Senior Deputy Commissioner</li> <li>• Deputy Commissioner Women</li> <li>• Assistant Deputy Commissioners</li> <li>• District Directors, Area Managers and Area Directors</li> <li>• Wardens</li> <li>• Deputy Wardens Correctional Operations</li> <li>• CCC Superintendents</li> <li>• Information Management Services</li> </ul>
	Programs	<ul style="list-style-type: none"> <li>• Programs including education, sex offenders, substance abuse, family violence, personal development, release counseling, work release, living skills, social and cultural, aboriginal programs, and women)</li> <li>• inmate pay</li> <li>• Assistant Wardens, Programs</li> </ul>
	Reintegration Services	<ul style="list-style-type: none"> <li>• Reintegration Officers / Managers</li> <li>• Case management and preparation</li> <li>• Unit management</li> <li>• Community supervision</li> <li>• Psychologists</li> <li>• Chaplaincy</li> <li>• Residential services</li> <li>• Other aftercare services</li> </ul>
	CORCAN	<ul style="list-style-type: none"> <li>• CORCAN revolving fund</li> <li>• CORCAN training and correctional activities</li> </ul>
<b>CORPORATE SERVICES</b>	Corporate Services	<ul style="list-style-type: none"> <li>• Commissioner</li> <li>• Regional Deputy Commissioners</li> <li>• Legal Services and claims settlement</li> <li>• Communications, media services, publishing, editing services</li> <li>• Public participation</li> <li>• Executive Services</li> <li>• Performance Assurance</li> <li>• Corporate Development (including Research, Policy and Planning, and Intergovernmental Affairs)</li> <li>• Assistant Wardens, Management Services</li> <li>• Administration</li> <li>• Finance</li> <li>• Human Resources, including development</li> </ul>

APPENDIX B

**CORRECTIONAL SERVICE CANADA  
PLANNING AND ACCOUNTABILITY CONTACT LIST**

<b>National Headquarters</b>	<b><i>Corporate Development Sector</i></b>	(613) 992-9248
	Strategic Planning and Policy Branch	(613) 995-4376
	<b><i>Performance Assurance Sector</i></b>	(613) 992-8971
	Accountability Branch	(613) 992-4832
	Performance Measurement Branch	(613) 992-8412
	Audits Branch	(613) 995-7001
	Investigations Branch	(613) 992-8975
	<b><i>Corporate Services Sector</i></b>	(613) 996-5138
	Financial Management	(613) 996-4430
	<b>Atlantic Regional Headquarters</b>	Policy and Planning
Performance Assurance		(506) 851-2316
Finance		(506) 851-6339
<b>Québec Regional Headquarters</b>	Policy and Planning / Finance	(514) 967-3319
	Performance Assurance	(514) 967-3347
<b>Ontario Regional Headquarters</b>	Policy and Planning	(613) 545-8284
	Performance Assurance	(613) 545-8218
	Finance	(613) 545-8275
<b>Prairie Regional Headquarters</b>	Policy and Planning	(306) 975-6991
	Performance Assurance	(306) 975-4892
	Finance	(306) 975-4888
<b>Pacific Regional Headquarters</b>	Policy and Planning	(604) 870-2647
	Performance Assurance	(604) 870-2537
	Finance	(604) 870-2662