



NOVEMBER 2009

## INTEGRATED OVERVIEW: CSC TRANSFORMATION AGENDA

Improving public safety is the overall goal of the Correctional Service of Canada's plans to fundamentally transform federal corrections.

### CSC TRANSFORMATION AGENDA

In February 2008, the Correctional Service of Canada launched a Transformation Agenda with the goal of enhancing public safety for Canadians. The Transformation Agenda comprises a number of inter-related initiatives in the following themes:

- Enhancing offender accountability
- Eliminating drugs
- Enhancing correctional programs and interventions
- Modernizing physical infrastructure
- Strengthening community corrections

Phase 1 of the Transformation Agenda (February 2008 – February 2009) focused on engagement and “Quick Wins” – immediate achievements with lasting public safety results – in the Transformation Agenda themes.

Phase 2 (March 2009–March 2010) focuses on the development and implementation of more detailed project plans. By the end of March 2010, the ongoing transformation initiatives will be integrated into CSC's regular operations and plans.

Please visit [www.csc-scc.gc.ca](http://www.csc-scc.gc.ca) for a detailed list of accomplishments and initiatives.

TRANSFORMING  
CORRECTIONS  
TO STRENGTHEN PUBLIC SAFETY

# HOW WILL A TRANSFORMED CSC BE BETTER POSITIONED TO CONTRIBUTE TO PUBLIC SAFETY?

## CSC WILL ...

- have created safe and secure environments for offenders to actively engage in their correctional plans
- have enhanced, consistent security measures in place to stop the entry of contraband / drugs into its institutions
- have a more efficient intake assessment process that will lead to a fully integrated offender correctional plan and earlier access to correctional programs
- improve the delivery of programs through the implementation of the Integrated Correctional Program Model
- strengthen the case management linkages between institutions and the community, resulting in a “seamless” transition of the offender into the community and improved offender supervision and intervention
- have an informed and well-trained staff who are fully empowered to perform their duties

## ELIMINATING DRUGS / ENSURING SAFETY AND SECURITY

CSC is implementing a consistent national approach to managing the principal entrances and vehicle service entrances to help eliminate the flow of drugs entering its institutions. These measures directly support efforts to create safe and secure environments where offenders can focus on rehabilitation.

### COMPLETE:

- Established scheduled visits
- Enhanced perimeter security by staffing officers in select institutional towers to prevent “throw-overs” of contraband
- Hired 32 new security intelligence staff (in institutions and the community)
- Hired 12 new Detector Dog Teams
- Purchased walk-through metal detectors, X-ray machines, and desk-top drug detectors



### ONGOING FOCUS FOR 2009–10:

1. Deploy an additional 15 Drug Detector Dog Teams
2. Deploy 65 additional security intelligence staff in CSC institutions and the community
3. Implement National Population Management Strategy, focusing on drug interdiction and gang management

### *Why is eliminating drugs important?*

Stopping the flow of drugs means safer institutions for staff, the offenders and the public.

Creating a safer environment helps offenders concentrate on work, programs and other interventions identified in their correctional plans and to assist with a successful return to the community.



## ENHANCING OFFENDER ACCOUNTABILITY

CSC is strengthening the inmate discipline process, structuring the offender day, and responding to proposed legislative changes to the *Corrections and Conditional Release Act* to allow offenders to actively participate in meeting the objectives of their correctional plans, including providing offenders with incentives to participate in programs designed to promote their rehabilitation and reintegration.



### COMPLETE:

- Developed action plan to ensure the effective functioning of the inmate discipline process through improvements in the “Inmate Offence Report and Notification of Charge,” providing support for the Court Advisors
- Focused on enhancing training for Independent Chairpersons and Court Advisors



### ONGOING FOCUS FOR 2009–10:

1. Evaluate options and introduce measures to ensure maximum time for interventions within the existing eight-hour day and to extend routines to support selected program, education, employment, and case management activities
2. Review recommendations from Senior Independent Chairpersons and institutional Court Advisors; implement action plan to enhance inmate discipline
3. Develop and implement an incentive strategy to support offender participation in achieving the objectives of their correctional plans
4. Emphasizing the use of video conferencing to reduce withdrawal or cancellation of charges as a result of offender transfers

## ENHANCING EMPLOYMENT AND EMPLOYABILITY

CSC is expanding employment and employability and vocational training initiatives in institutions and in the community, with a particular focus on increasing opportunities for Aboriginal offenders and women offenders.



### COMPLETE:

- Implemented pilot programs linked to the labour market in the Pacific, Prairies and Ontario regions focusing on making offenders “job-ready” for release into the community
- Enhanced relationships with Aboriginal communities and organizations, and with educational, vocational and apprenticeship representatives by holding an Aboriginal employment symposium
- Increased community employer engagement by holding regional employment symposiums



### ONGOING FOCUS FOR 2009–10:

1. Evaluate a subsequent national vocational assessment instrument (“Choices”) at 11 sites in order to integrate its use in Intake Assessment in fall 2009
2. Complete reviews of current policies and practices supporting institutional employment; employability and vocational training, and community employment services for offenders in order to better integrate CORCAN initiatives in an enhanced correctional continuum

## ENHANCING EDUCATIONAL PROGRAMS

CSC is developing and implementing a framework for transforming the Service's approach to educating offenders.



### ONGOING FOCUS FOR 2009–10:

- Implement the National Framework and Correctional Education Strategy, which is being developed through recommendations from a symposium on correctional education ("Innovation, Integration and Transformation"), held in March 2009, focusing on:
  1. Improving educational assessment strategies
  2. Integrating educational components into the correctional plan
  3. Improving communication between educators and other CSC staff
  4. Improving education performance measures to better reflect results
  5. Exploring secure methods for technology assisted education
  6. Exploring methods of achieving higher education levels for offenders
  7. Integrating educational programs with employability programs
  8. Developing on-line tools to assist staff to motivate and support offender education

## STRENGTHENING SUPPORT TO FIRST NATIONS, METIS AND INUIT OFFENDERS

CSC is strengthening capacity to support Aboriginal offenders, with a focus on enhancing employment opportunities in the community.



### COMPLETE:

- Developed an integrated strategy for Aboriginal Corrections Accountability Framework as well as a Template for Results Reporting and Monitoring
  - Developed the Aboriginal Human Resource strategy
1. Implement an integrated strategy for Aboriginal corrections
  2. Finalize the Aboriginal Offender Employment Strategy and ensure employment and employability programs are realistic and responsive to local labour market job opportunities
  3. Recruitment, promotion and cultural competence through hiring practices and the provision of training
  4. Increase collaboration with territorial and provincial authorities to develop an Action Framework for northern community corrections
  5. Increase investment in Pathways units, resulting in funding for 19 units designed to provide a culturally appropriate environment for Aboriginal offenders dedicated to following a traditional healing path
  6. Increase investment in Aboriginal Correctional Programs to increase access to culturally appropriate correctional programs to address behaviours that place Aboriginal offenders at risk to re-offend



### ONGOING FOCUS FOR 2009–10:

1. Implement an integrated strategy for Aboriginal corrections

## STRENGTHENING MENTAL HEALTH CAPACITY

CSC is focussing on implementing key components of our Mental Health Strategy in order to strengthen our capacity to address mental health needs of offenders both inside institutions and in the community.



### COMPLETE:

- Implemented a mental health screening system at 14 of the 16 intake sites
- Hired 57 staff to deliver primary mental health care in CSC institutions
- Improved mental health services in the community through: enhancing discharge planning; hiring mental health professionals in the community; contracting with community service providers; and providing mental health awareness training to CSC / Community Correctional Centre / Community-Based Residential Facility staff

- Established a Federal / Provincial / Territorial Working Group (Heads of Corrections) on Mental Health to identify best practices related to assessment, intervention, and discharge planning



### ONGOING FOCUS FOR 2009–10:

1. Continue to implement the funded elements of the Mental Health Strategy (i.e., provision of services at intake, and, primary care in regular institutions and as offenders transfer to the community)
2. Continue to provide mental health awareness training to staff, including training on FASD
3. Continue to focus on the review of common issues through the FPT Working Group on Mental Health
4. Address CSC's capacity to provide acute services for offenders (Treatment Centres)

## SUPPORTING WOMEN OFFENDERS

CSC is strengthening its capacity to support women offenders overall, with a particular focus on increasing employment opportunities.



### COMPLETE:

- Clarified and communicated the functional authority of the Deputy Commissioner for Women regarding roles, responsibilities, and accountabilities to management and staff at the institutional / community, regional and national level



### ONGOING FOCUS FOR 2009–10:

1. Finalize an updated National Employment Strategy for Women Offenders that will ensure employment and employability programs are practical and linked to local labour market job opportunities
2. Implement a revised Community Strategy for Women Offenders and associated Action Plan to enhance transition services in the areas of supervision, accommodation and intervention in the community
3. Continue to support CSC's overall Transformation Agenda efforts by ensuring the new vision of corrections is at the forefront of all endeavours and initiatives undertaken in support of women offenders

# ENHANCING ASSESSMENT AND INTERVENTIONS

CSC is streamlining case management processes and maximizing existing program capacity in order to help ensure offenders have access to the programs they need to complete their correctional plans.



## COMPLETE:

- Launched Phase 1 of Offender Intake Assessment – Revised (OIA-R) Process (Compressed Offender Intake Assessment [COIA] process in January 2009 at all 16 intake sites across Canada)
- Increased capacity to deliver Substance Abuse and Violence Prevention Programs at ALL Reception Centre Institutions across Canada (this capacity will increase 200% over the next three years); increased capacity to deliver Violence Prevention Programs at intake 37% over the last year
- Piloted employment assessment tools



## ONGOING FOCUS FOR 2009–10:

1. Implement the revised Offender Intake Assessment process in the Offender Management System
2. Consult and implement enhanced case management processes
3. Develop Integrated Correctional Program Model (ICPM) and commence pilot implementation (January 2010) in Pacific Region
4. Develop and implement training on structured decision-making framework for all parole officers
5. Develop and implement a National Population Management Strategy
6. Integrate institutional/community case management and release planning
7. Double the capacity to deliver correctional programs at intake units in the coming year (so offenders will get correctional programs as quickly as possible)

## *What is changing with assessment and case management?*

CSC is implementing changes to intake assessment process in the Offender Management System (OMS) in the fall of 2009.

We are implementing a process to help staff complete certain offender assessments at Intake faster, allowing offenders to be placed in institutions earlier. This means they can take correctional programs that are part of their Correctional Plan sooner – either at the Intake unit or in their home institutions. Please see the Fact Sheet on Enhancing Case Management on the CSC Website for more information.

## *Why are we doing this?*

The intake assessment process has not undergone any major revisions since its initial implementation in the 1990s. Changes in OMS will allow for flexibility of assessment at intake, a reduction in data entry requirements, and less repetition for intake parole officers.

## ***What is changing with programs?***

CSC is working to maximize program capacity to ensure that offenders have access to the programs they need as directed by their correctional plans, and therefore can demonstrate to the National Parole Board their readiness for release to the community. This includes having programs at the intake units where the needs of offenders are assessed and their correctional plans are developed.

## ***What is the Integrated Correctional Program Model (ICPM)?***

The ICPM is a modularized program framework that consists of three entirely distinct and comprehensive correctional programs for offenders. ICPM will help CSC manage and deliver correctional programs, and help offenders access programs much earlier in their sentences. CSC will also be able to admit more offenders into programs on an ongoing basis, with the goal of helping more offenders participate in and successfully complete programs identified in their correctional plans in a timely manner. The ICPM will be piloted for male offenders in the Pacific Region starting in January 2010. In the meantime, we are working on maximizing program capacity across the Service, to make the most of our current resources.

## ***Why are we doing this?***

This will help offenders complete their correctional plan sooner, have more control over their progress, pick up where they left off and build on what they have learned if they change institutions.



***“The CSC Mission is alive and well and remains the focal point in everything we do; it is as relevant as ever. Our CSC Transformation Agenda will enhance the way we fulfill our Mission for Canadians.”***

*—Don Head, CSC Commissioner*

# STRENGTHENING COMMUNITY CORRECTIONS CAPACITY

CSC continues to focus on strengthening community corrections, in consultation with internal and external stakeholders, to support safe communities. Bill C-43, tabled in June 2009, proposes amendments that will define specific accountabilities and responsibilities for offenders and the Service in terms of the correctional planning process.



## COMPLETE:

- Strengthened policy on tandem visits to enhance community staff safety
- Launched pilot for enhancing community staff safety
- Launched electronic monitoring pilot project
- Enhanced community consultation guidelines regarding the location of Parole Offices and Community Correctional Centres
- Completed evaluation of Integrated Police-Parole Initiative (IPPI) and new program document and business case for future IPPI program requirements completed
- Held 12 events across Canada through the Community Forum Program



## ONGOING FOCUS FOR 2009–10:

1. Clarify role of Community-Based Residential Facilities and Community Correctional Centres
2. Community Staff Safety Program to be expanded to provide support to staff in two regions
3. Evaluate CSC's capacity to use electronic monitoring as an effective supervision tool
4. Promulgate policy on Managing Community Incidents
5. Develop integrated approach for offender reintegration planning, including enhancing case management practices for statutory release with or without residency:
  - Internal and external consultation have been completed
6. Develop comprehensive internal and external communications strategy specific to community corrections
7. Continue to increase CSC's capacity to deliver evidence-based correctional programs in the community (a 276% increase by 2012). Offenders who participate in Community Maintenance Programs are significantly less likely to be readmitted after release for any reason, including for violent reoffending

*Please visit [www.csc-scc.gc.ca](http://www.csc-scc.gc.ca) for a detailed list of accomplishments and initiatives.*

## IMPROVING SERVICES FOR ETHNOCULTURAL OFFENDERS

CSC is working on enhancing awareness and information about cultural competency, while working in collaboration with community partners and organizations, the National Ethnocultural Advisory Committee and Regional Ethnocultural Advisory Committees, to promote the enhancement of the reintegration process of offenders of ethnocultural background and promote CD 767 (Ethnocultural Offender Programs).



### COMPLETE:

- Developed a course on intercultural conflict management and manual on successful intercultural mediation to assist employees and volunteers in dealing with intercultural conflicts
- Held cross-cultural training for senior human resources managers
- Engaged National Ethnocultural Advisory Committee to continue its significant contribution to advancing the ethnocultural file
- Held strategic planning sessions in Toronto and Calgary to develop the elements of a National Management Action Plan



### ONGOING FOCUS FOR 2009–10:

Implementation of the National Management Action Plan which includes:

1. Completing the Cultural Competency and Self-Assessment Tool and associated training for human resources staff
2. Supporting the work of the National and Regional Ethnocultural Advisory Committees in their work with promoting safe communities with ethnocultural groups
3. Working with federal groups (National Crime Prevention Council), the CSC Interfaith Committee, and not-for-profit groups to engage in initiatives that promote safe communities

## RECOGNIZING THE ROLE OF VICTIMS

CSC is strengthening and streamlining support services to victims of federal offenders, including enhancing awareness and communications with Aboriginal victims.



### COMPLETE:

- Expanded mandate of existing Victim' Advisory Committee, Policy Centre for Victims Issues to include CSC, the National Parole Board (NPB) and the National Office for Victims (NOV)
- Participated in the development of outreach strategy for Aboriginal victims with NOV. Key elements include: translating the publication "Staying Informed" into Aboriginal languages, conducting training sessions, developing a public service message to reach Aboriginal communities
- Developed a joint action plan with NPB to address areas of shared responsibility



### ONGOING FOCUS FOR 2009–10:

1. Continue collaboration between the various federal government departments who provide services and information to victims; hold regular joint meetings with all partners, including the Federal Ombudsman for Victims of Crime
2. Implement activities of the joint CSC/NPB action plan, including: results from the distribution of a joint victim questionnaire, developing joint information packages, conducting joint training/outreach
3. Develop policy and conduct consultations on the implementation of proposed legislative amendments to increase information to victims (Bill C-43)

## MODERNIZING PHYSICAL INFRASTRUCTURE

CSC is committed to developing an integrated long-term capital strategy, which will facilitate and support the Service's transformation initiatives and provide a more effective, efficient and sustainable physical infrastructure, while simultaneously meeting the significant interim challenges posed by a changing and increasing offender population and an aging asset base.



### COMPLETE:

- Reviewed existing capital projects through the transformation lens – adjustments made to minimize retrofit, while ensuring continuing integrity of existing assets
- Prepared interim capital plan, identifying essential capital works and accommodation initiatives



### ONGOING FOCUS FOR 2009–10:

- Adjust interim capital plans to respond to potential population increases associated with pending legislation
- Balance current accommodation / infrastructure demands, which are critical to current and short-term operations, within the context of long-term renewal objectives
- Develop the long-term capital renewal strategy, including consideration of regional complexes, and a corresponding business case for a recommended procurement / financing strategy
- Seek approval-in-principle for a consolidated long-term capital strategy

*For background on the CSC Transformation Agenda and how we got here, please read Let's Talk (Vol. 33, No. 1) available at [www.csc-scc.gc.ca](http://www.csc-scc.gc.ca).*

