



Correctional Service
Canada

Service correctionnel
Canada

Strategic Plan for Human Resource Management

2009-2010 to 2011-2012

INTERIM UPDATE – 2011-2012



SAFETY, RESPECT
AND DIGNITY
FOR ALL

LA SÉCURITÉ,
LA DIGNITÉ
ET LE RESPECT
POUR TOUS



Changing Lives
Protecting Canadians

Canada

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Commissioner's Message

In 2009, I was asked to describe my vision of people management and public service renewal as they relate to the Correctional Service of Canada (CSC). My vision included improvements in our workforce, workplace, and organizational leadership. These objectives were outlined within CSC's *2009-2012 Strategic Plan for Human Resource Management*, and spoke to effective recruitment and development approaches; respectful dialogue and avenues for employee feedback; increased partnership-building and communication; as well as accessibility and continuity in strong leadership.

Two years later, my vision still stands. Yet, what cannot be ignored is the significant progress this organization has made in fulfilling its long-term objectives, while readying itself to address emerging challenges. This noted progress brings us to the purpose of the following document, the *Interim Update (2011-2012) to the 2009-2012 Strategic Plan for Human Resource Management*.

The following *Update* provides a glimpse at some of CSC's accomplishments over the past couple of years in terms of the various human resource commitments outlined within the *Strategic Plan*. It also serves to identify modern challenges and necessary changes of focus in some areas. The *Update* should be read in conjunction with CSC's *2011-2012 Staffing Strategies*, which serve to specify what staffing actions the Service will undertake in order to best fulfill its needs in light of these recent events.

An example of such an event is the passing of *Bill C-25: Truth in Sentencing Act* in February 2010, which subsequently signifies an increased number of offenders in CSC's custody, and for longer periods of time. As a result, the organization is currently equipping itself to respond to the increase in population by building its infrastructure as well as human resource capacity. This means a ripple effect on human resource management within the Service, as there is a heightened need to: forecast hiring requirements; plan for recruitment and internal staffing approaches; effectively train those hired; retain and support existing employees; and refine human resource service delivery across the organization in response.

Further context concerning the impacts of the above legislation and other recent challenges is outlined in the following *Update*, within yellow boxes found at the beginning of certain sections of the original *Strategic Plan*. Additionally, status updates and reference documents associated with remaining human resource commitments are located beside the "Key Activities" sections under each priority.

CSC is currently developing its next Strategic Plan which will provide a renewed vision of where the Service should be in a few years time, based on current and anticipated workforce needs and relevant pressures. In the meantime, the following will tell you how far we have come in such a short period of time – and where we still need to go so that CSC is able to meet its mandate and remain an employer of choice for those who make the organization whole.

Original approved by the Commissioner, Correctional Service Canada on May 20th, 2011

Don Head
Commissioner of Corrections
Commissaire du service correctionnel
Correctional Service Canada
Service correctionnel du Canada

Introduction

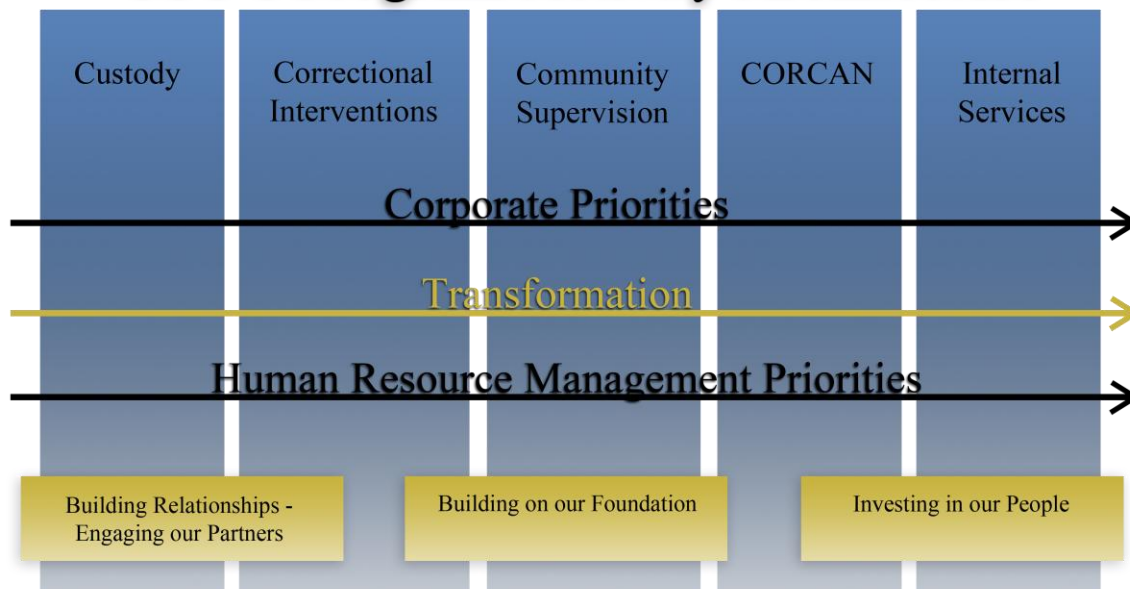
Human Resource Management—Responding to Change and Need

The Correctional Service of Canada (CSC) is undergoing an exciting period of renewal. With renewal and change, it is essential for the human resource management function to adopt a strategic role in order to support and enable CSC’s business drivers. CSC is in the people business, and people and positive relationships comprise our most important asset; this is essential for fulfilling our public safety mandate.

Every person at CSC has a role to play in helping to achieve the results set out in this Plan. CSC’s managers have shared accountability for these results. The Assistant Commissioner Human Resource Management is accountable for setting the foundation and people services that will enable managers to meet their business goals efficiently and effectively. The Deputy Commissioners and Assistant Commissioners, and managers and supervisor within their region or sector, are accountable for the implementation of good human resource management to provide a healthy workplace and ensure a productive and innovative workforce, and enabling learning and development. Employees are responsible for being a partner to create a healthy workplace, productive and innovative workforce, and for their learning and development.

Regional support for the Plan will be assumed primarily by the Assistant Deputy Commissioners of Corporate Services.

CSC’s Program Activity Architecture

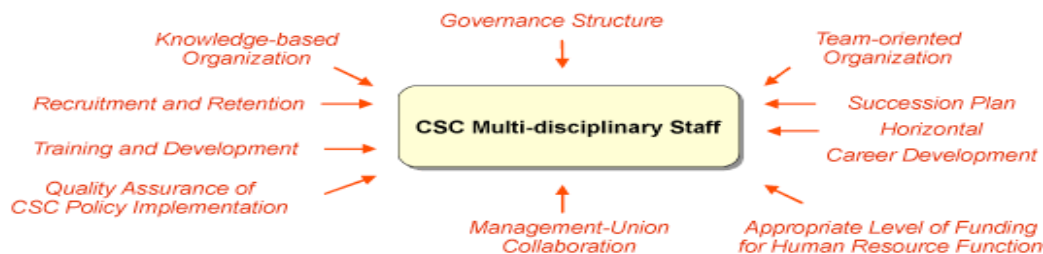


This *Strategic Plan for Human Resource Management* covers the period of 2009-2010 to 2011-2012. The Plan integrates CSC’s business lines as found in the Program Activity Architecture and as outlined in the CSC Report on Plans and Priorities (RPP).

In December 2007, after completing an in-depth review of the federal correctional system, an Independent Review Panel delivered its report, *A Roadmap to Strengthening Public Safety*.¹ The human resource management priorities are aligned with the Review Panel’s observations and recommendations.

The CSC Review Panel endorsed CSC’s Strategic Plan for Human Resource Management for 2007-2008 to 2010-2011. The Review Panel developed a set of recommendations to respond to issues that came out of discussions with frontline staff and to the underlying issues CSC must address in order to further the strategic priorities outlined in the Plan. The following chart provides a summary of the Panel’s recommendations. These recommendations are integrated throughout this plan.

Human Resource Management



In endorsing the previous *Strategic Plan for Human Resource Management*, the Panel stated that “CSC’s priorities in matters related to human resource management must ensure that practices are robust and effective to allow the organization to deliver on its key operational priorities and other activities in a cost effective manner, and that this is done in a way that is consistent with public service values that are essential to a healthy workplace and to the confidence and trust of Canadians.”²

This statement is as true today as it was then, and while the previous 2007 *CSC Strategic Plan for Human Resource Management* achieved a number of milestones and brought ownership and accountability to CSC leaders by placing important HR issues on the organization’s agenda, there is still much work to be done.

This Plan builds on the results of the initiatives put forth in the previous plan and continues to build on those important achievements to further support the organization in meeting its evolving business needs and the Government’s overall public safety agenda.

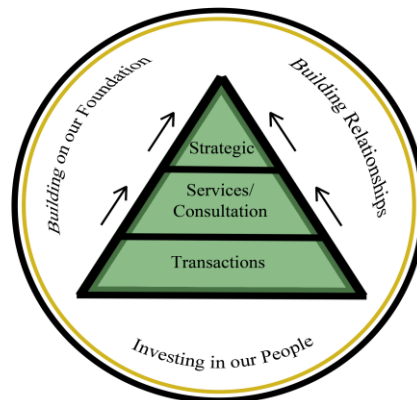
¹ Independent Panel Report, December 2007. <http://www.publicsafety.gc.ca/csc-scc/report-eng.aspx>.

² Independent Panel Report

Regional and Sector activities in the area of human resource management and services flow from this Strategic Plan.

Integrated into the foundation of services provided by human resource professionals in all regions and at national headquarters in support of CSC activities, are plans and measures related to CSC priorities. Of importance in the medium and longer term is forging relationships and engaging our partners to continue to build on the current foundation of human resource management, and investing in our people through several key activities outlined under these three priorities. These priorities and key activities, including Public Service Renewal, will bring about improvements in human resource management in support of CSC's transformation and business objectives.

Vision Statement: The Human Resource Management function in CSC will move to a partnering model with a strong emphasis on providing responsive, consultative and client-focused service while positioning CSC strategically to attract and retain a competent, representative workforce who values a positive healthy workplace.



The Current Context

INTERIM UPDATE 2011-2012

Since 2009, CSC has undergone some shifts in focus, including the proposed addition of a sixth corporate priority (as of 2011-2012), “*Productive relationships with increasingly diverse partners, stakeholders and others involved in Public Safety*”. Such shifts come as a result of changing internal and external pressures. The following serves to identify some of these pressures and their effects on the department, in the context of people management.

The Clerk of the Privy Council’s Eighteenth Annual Report to the Prime Minister on the Public Service of Canada (for the year ending March 31, 2011) illustrates the after-effects of the global financial crisis mentioned within CSC’s 2009-2012 *Strategic Plan* and their current impact on the Canadian Federal Public Service. Canada remains in a period of fiscal restraint, and consequences include efforts to reduce Public Service spending where applicable.

The above, combined with noted progress against original objectives over the years, is now changing the face of Public Service Renewal. Recruitment efforts, originally a priority because of significant forecasted retirement levels, are to be well planned and targeted as per the specific profiles required. At CSC, the need to plan for recruitment processes, both internal and external, has been reinforced by recent legislative changes and an increase in funding attributable to them.

Legislative changes include the February 2010 passing of *Bill C-25: Truth in Sentencing Act*, which limits the credit a judge may allow for any time spent in pre-sentencing custody (known as “credit for time served”). The number of offenders in CSC custody has grown (and continues to grow) as a result. This has led to significant impacts on infrastructure and staffing levels. Double-bunking has become an inevitable reality, entailing more employees to be present within institutions at any given time. Additionally, the legislation brings with it a need for an increased number of healthcare professionals, parole and program officers, operational support positions, as well as general support staff. In order to manage these challenges, forecasted hiring needs currently span over two years and comprise over 600 new employees – on top of those needed due to regular attrition. Forecasting exercises are ongoing, ensuring that funding requests and distribution are both timely and accurate.

INTERIM UPDATE 2011-2012 – CONTINUED

In line with the above is the cumulative effects felt in the passing of other related legislation such as *Bill C-2: An Act to Amend the Criminal Code (Protection of Children and other Vulnerable Persons)* and the *Canada Evidence Act*; *Bill S-6: Serious Time for the Most Serious Crime Act (Abolition of Faint Hope Clause)*; and *Bill C-59: Abolition of Early Parole Act (Abolition of Accelerated Parole Review)*, to name a few. This legislation has a significant impact on correctional operations as they, by definition, lead to projected increases in federal sentences and terms of incarceration. As such, in-depth planning of resources is required to respond to the challenges inherent in certain and rapid periods of growth.

Planning for such resources goes beyond establishing how many new employees are required to respond to the anticipated growth. It also involves the training, development, and retention of those who make up CSC's existing workforce. This workforce, responsible for 14,184 incarcerated offenders and 8,660 in the community (*Corporate Reporting System, March 2011*), is currently characterized as follows:

- Approximately 17,900 employees, 47% of whom are women;
- 5.8% Visible Minorities; 4.4% Persons with Disabilities; and 7.8% Aboriginal Peoples, enabling CSC to respond to its growing Aboriginal offender population (now 21% of the total offender population);
- 10 largest occupational groups: CX, WP, AS, CR, NU, GL, GS, CS, PS, PE;
- More than 80% of employees in front-line positions;
- More employees falling within the 35-39 age bracket than any other;
- Approximately 13% of employees 55 years of age or older.

Sources: Corporate Reporting System and Human Resource Management System, March 2011

To ensure that CSC is best able to continue operations, while responding to the needs of its workforce, the department recently revised its Corporate Risk Profile to reflect current realities and required areas of focus. Corporate Risk Profile #10: "CSC will not be able to continue to recruit, develop, and retain an effective and representative workforce" covers the themes of recruitment; retention; learning and development; and HR service delivery. Such themes continue to guide existing and future HR priorities, and will again be reflected in the next Strategic Plan.

INTERIM UPDATE 2011-2012 – CONTINUED

Current and future HR priorities are also continually based on the Management Accountability Framework results in people management. CSC's last results (*Round VII* – published in 2009-2010) revealed the following:

- CSC has excelled in the areas of employee engagement (retention); performance management for Executives; and Official Languages (freedom of expression), and will continue to build on its successes;
- Remaining areas for improvement include: leadership communication, effectiveness, and confidence; career/training and development; as well as integrated HR and business planning (workload and overtime).

Already in response, CSC has increased communications concerning organizational priorities and direction; conducted employee consultations within Directorates in light of Public Service Employee Survey (2008) concerns; established a Learning and Development Strategic Framework and governance structure intended to build CSC's capacity to respond to organizational and workforce training needs; developed additional planning tools to facilitate managerial planning for workforce gaps; and decreased its overtime costs from \$83 to \$52 million through the development and refinement of its Scheduling and Deployment System, and a relentless commitment among managers.

These accomplishments, and more, will be highlighted throughout the remainder of the *Interim Update*.

The Economy

As the Clerk of the Privy Council outlines in his *Sixteenth Annual Report to the Prime Minister*,³ the current economic environment poses challenges globally as well as for Canadians and, consequently, the Government of Canada. The world is experiencing the first synchronized global recession in more than 60 years, exacerbated by severe strains on international financial markets. Early in 2009, the Canadian economy entered into a recession, with job losses and reduced confidence on the part of business, investors and households. For these reasons, the Clerk of the Privy Council explains that “at no time has the Government needed a professional, non-partisan public service more than today.”

The Canadian Public Service

The Canadian public service must be both responsive and responsible in providing the Government with professional advice and support. Public Service Renewal remains a top management priority. Not only must the long-term focus on renewal attract new recruits to replace employees leaving on retirement, but it must also develop and renew the

³*Sixteenth Annual Report to the Prime Minister on the Public Service of Canada*, www.pco-bcp.gc.ca.

competencies of those continuing their careers so that they respond to new ways of doing business and meet future challenges. Public Service Renewal must also address the inevitable demographic change in order to re-equip the public service as a vital national institution and leverage Canadian diversity.

In February 2009, important changes were announced to improve the management of human resources in the Public Service of Canada. These included the creation of the Office of the Chief Human Resources Officer (OCHRO) within the Treasury Board Secretariat. These changes are designed to reduce complexity in order to make the human resource governance structure for the public service simpler, more streamlined and more coherent. One of the first orders of business of the new CHRO was to clearly assign to deputy heads the primary responsibility for managing people and putting in place human resource regimes in their departments and agencies.

With this new governance structure, the Commissioner of CSC now has the primary responsibility for people management and services to ensure the human resource regime meets the needs of the organization. This provides an opportunity for CSC, as the change agenda calls for numerous activities and support in various human resource areas, including planning, recruitment, staffing, classification, learning and development, employee assistance, compensation and labour relations.

The Correctional Service of Canada

Our Operating Environment

The Correctional Service of Canada (CSC) is an agency within the Public Safety Portfolio. The Portfolio brings together key federal agencies dedicated to public safety, including the Royal Canadian Mounted Police, the National Parole Board, the Canada Border Services Agency, the Canadian Security Intelligence Service, and three review bodies, including the Office of the Correctional Investigator.

CSC contributes to public safety by administering court-imposed sentences for offenders sentenced to two years or more. This involves managing institutions (penitentiaries) of various security levels and supervising offenders on different forms of conditional release, while assisting them to become law-abiding citizens. CSC also administers post-sentence supervision of offenders with Long Term Supervision Orders for up to 10 years.

Our Responsibilities

On an average day in 2008-09, CSC was responsible for approximately 13,300 federally incarcerated offenders and 8,750 offenders in the community. However, over the course of the year, including all admissions and releases, CSC managed 20,500 incarcerated

offenders and 16,750 supervised offenders in the community.⁴ CSC provides services across the country—from large urban centres with their increasingly diverse populations, to remote Inuit communities across the North. CSC manages institutions, mental health treatment centres, Aboriginal healing lodges, community correctional centres and parole offices. In addition, CSC has five regional headquarters that provide management and administrative support and serve as the delivery arm of CSC's programs and services. CSC also manages an Addictions Research Centre, a Correctional Management Learning Centre, regional staff colleges and national headquarters. CORCAN, a CSC Special Operating Agency, provides work and employability skills training to offenders in institutions in order to enhance job readiness upon their release to communities and increase the likelihood of successful reintegration. Federally managed facilities include 57 institutions, 16 community correctional centres, and 84 parole offices and sub-offices.

Our Financial Resources

Approximately 75% of CSC's 2008-09 Annual Reference Level⁵ was dedicated to the provision of care and custody of offenders in institutions and in communities, including fixed and semi-fixed costs for security systems, salaries for correctional employees, facilities maintenance, health services, food services and capital. Approximately 20% was allocated to correctional interventions, including case management and offender programs. The remaining 5% was dedicated to community supervision, including community-based residential facilities and community-based health services.⁶

Our Workforce⁷

CSC employs approximately 16,500 employees⁸ across the country and strives to maintain a workforce that reflects the diversity in Canadian society. Just over 47% of CSC employees are women. Based on self-identification data, 5.5% of CSC employees belong to a visible minority group, 4.5% are persons with a disability, and 7.7% are Aboriginal.⁹ CSC's representation rates for its employment equity groups are above workforce availability estimates, with the exception of women, who have recently fallen below this estimate by 1%.

Two occupational groups are essentially exclusive to CSC, representing over half of all staff employed in operational units. The Correctional Officer group comprises 38% of staff, while another 15% are in the Welfare Programmes category, which includes parole

⁴ Source: CSC Offender Management System. Note that an offender can appear more than once in the conditional release flowthrough count. An offender may be released from an institution more than once during a year and may therefore be counted more than once. In addition, if an offender spent a portion of the year incarcerated and another portion supervised, the offender will appear in both the institutional and community flowthrough count.

⁵ The Reference Level is the current dollar balance of funding available to CSC for each year as approved by Treasury Board and/or statutory estimates.

⁶ Based on 2008-09 Main Estimates, Internal Service costs were reallocated.

⁷ Source: Report on Plans and Priorities (RPP) 2009-2010.

⁸ Source: CSC Human Resources Management System, March 31, 2009.

⁹ Source: CSC Human Resources Management System, March 31, 2009.

and program officers working in the institutions and in the community. The remainder of CSC's workforce reflects the variety of other skills required to operate institutions and community offices—health professionals, electricians, food service staff—as well as staff providing corporate and administrative functions at the local, regional and national levels.

The ten largest occupational groups at CSC are:

- Correctional Officers/Primary Workers (CX group)
- Parole Officers, Program Officers (WP group)
- Administrative Support/Clerical (CR group)
- Administrative Services – Project Officers/Managers, Assistant Wardens, Deputy Wardens, etc. (AS group)
- Trades and Labour (GL and GS groups)
- Nurses (NU group)
- Psychologists (PS group)
- Finance Officers (FI group)
- Information Technology Professionals (CS group).

All staff work together to ensure that the institutions operate in a secure and safe fashion and that offenders are properly supervised on release.

CSC employs 100% of the CX group and nearly 76.8% of the WP group in the federal public service. In addition, CSC is a major federal employer of other groups: 72% of the PS group, 38.7% of the NU group and 17.9% of the GS group.

Institutions and community operations account for 87% of the CSC staff complement. Many CSC work sites are outside major urban centres. In some parts of the country, the location of our work sites creates recruitment challenges, especially for staff from the Employment Equity groups. There are also challenges in recruiting staff members able to provide services in both official languages.

Bargaining agents play an important role in CSC. In addition to the ongoing cycle of public service collective bargaining, bargaining agents are active in areas such as grievance administration, occupational health and safety, and issues involving disability and human rights. CSC actively engages in labour-management consultation through an extensive committee framework at the national, regional and local levels. Engagement with bargaining agents has served to more fully involve our union representatives as active stakeholders in a variety of developmental activities and problem-solving processes. CSC and the unions will jointly adopt a more strategic approach to consultations.

Strategic Context - Priorities of the Correctional Service of Canada

CSC priorities focus on the continued implementation of the recommendations of *A Roadmap to Strengthening Public Safety*. The following five priorities, developed to manage the changing offender population profile while enhancing CSC's contribution to

public safety, support the implementation of CSC's mandate and *Transformation Agenda*:

- Safe transition of eligible offenders into the community
- Safety and security of staff and offenders in our institutions
- Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders
- Improved capacities to address mental health needs of offenders
- Strengthening management practices

Contribution of Priorities to Strategic Outcome

CSC has one strategic outcome – its contribution to public safety. The CSC strategic outcome is to ensure that the custody, correctional interventions and supervision of offenders, in communities and institutions, contribute to public safety. The five overarching priorities listed above are aligned with the broad desired outcomes, which include initiatives resulting from *A Roadmap to Strengthening Public Safety* and ongoing commitments to effective correctional practice.

CSC has taken measures to maximize the effectiveness of its efforts by integrating its various planning processes. For example, CSC's *Strategic Plan for Human Resource Management* is linked directly to the business priorities and its Corporate Risk Profile. It is mapped against the Transformation Agenda initiatives as well as the agenda for change under Public Service Renewal and supports the entire organization.

Renewal in the Public Service

As stated in the Sixteenth Annual Report to the Prime Minister by the Clerk of the Privy Council:

“Renewal is not just another human resources initiative. It is, above all, about the business of government. It is about enabling public sector institutions to do a better job for Canadians. The business of government has become markedly more complex than in the past. Today, almost every department and agency must deal with global challenges, using new tools and asking people to work in new ways – in integrated teams, often across organizational boundaries. The bottom line for public servants is not profit, but service – making a difference to Canadians.”

Public service leaders continue to be challenged to broaden and deepen renewal within their departments and agencies, with a focus on managing performance for results. In doing this, employee engagement in renewal, the active involvement of deputy heads, and the implementation of practical approaches to create a more diverse and representative workforce will be essential.

The PS Renewal Action Plan continues with its themes of planning, recruitment, employee development and enabling infrastructure. These themes are addressed throughout the CSC Strategic Plan for Human Resource Management.

Renewal at the Correctional Service of Canada

Achieving correctional results for all Canadians is impossible without a renewed workforce and workplace. The future for CSC looks promising. Various key activities have been initiated to renew its workforce and workplace in order to deliver on its public safety mandate. This new vision for CSC takes into consideration the different challenges facing CSC, such as an aging workforce, increasing retirements, and the changing profile of the offender population and its impacts on the workforce and workplace. Crucial to our success in meeting our renewal challenges is strong support from the human resource management function.

In the last two years, CSC has surpassed its PS Renewal objectives with respect to the recruitment of individuals from outside the public service into indeterminate positions, post-secondary recruitment, and mid-stream level recruitment. In addition, CSC has increased its representation rates in each of the Employment Equity groups. Now, in the context of renewal, human resources must become an important partner on the road to future success.

Corporate Risk Profile

The priorities and activities outlined in the *Strategic Plan for the Human Resource Management 2009-2012* pursue the work initiated in the last two years to address CSC's corporate risks as they relate to its human resources. The CSC 2008-2009 corporate risk profile included the following, assessed at a medium risk level:

- *CSC will not be able to achieve an effective and representative workforce.*
- *CSC will not be able to provide its workforce with the training and development essential for the future.*
- *CSC will not be able to improve the health of its workplace.*

CSC's considerable renewal exercise brings many challenges in regards to human resource management. Renewal within the context of the ambitious *Transformation Agenda* amplifies the current risks and calls for a more focused and targeted strategic plan with fundamental priorities and key activities that will help mitigate the above-noted risks.

CSC has successfully secured additional long-term funding to train and develop its workforce and has received sunset funding to strengthen its human resource and recruiting capacities.

Until CSC successfully streamlines and modernizes its human resource processes and secures long-term funding, the above-mentioned risks will remain and will likely be increased to a higher level of risk, specifically in the areas of compensation, recruitment and engaging bargaining agents.

Management Accountability Framework

The Treasury Board Secretariat (TBS) developed the Management Accountability Framework (MAF) to provide deputy heads and all public service managers with a list of management expectations that reflect the different elements of current management responsibilities.

The MAF is structured around 10 key elements that collectively define “management” and establish the expectations for good management of a department or agency. These key elements are found under Leadership for Excellence:

- 1) Public Service Values
- 2) Governance and Strategic Directions
- 3) Policy and Programs
- 4) Results and Performance
- 5) Learning, Innovation and Change Management
- 6) Risk Management
- 7) People
- 8) Stewardship
- 9) Citizen-focused Service
- 10) Accountability.

CSC uses the MAF as a key element in driving its strategic and operational planning. Below are CSC’s ratings in the 2008-2009 MAF assessment (People Component):

CSC was ***strong*** in the following:

- 1) streamlining and standardizing HR business processes
- 2) the extent to which the workforce is renewable and affordable over time
- 3) enhancing the organizational capacity to carry out integrated human resource and business planning.

CSC was ***acceptable*** in the following:

- 1) the extent to which the workplace is reflective of Canada’s population and Canada’s official languages
- 2) respect for employees linguistic rights

CSC required ***further attention*** in the following areas (this has been taken into account in the development of this Strategic Plan):

- 1) ensuring fair employment and workplace practices
- 2) respect and support for diversity
- 3) ensuring effective labour relations.

Observations by Our Client / Business Partners

Focus groups and discussions were held to assist with drafting the human resource priorities for the *Strategic Plan for Human Resource Management*. The groups were

asked “How can human resource management better support business activities?” The results can be summarized as follows:

The nature of the relationship between the human resource management function and the business of corrections must change. A partnership is required where both partners learn from each other and learn to work together toward a common goal – correctional results.

Human resource practices and processes need improvement and modernization. Human resources must be more responsive to the client—service levels and support to the client must be improved. Timeliness is key—processes and actions are too lengthy. Managers know they are accountable, and they wish to have the flexibility afforded to them by the legislation while receiving results-oriented support from human resources.

A comprehensive approach to human resource management is needed. Processes and services must be linked and provided in a tandem, not disjointed fashion. For example, the training necessary to qualify candidates must be coordinated so that it is delivered “just in time” after hiring so that qualified individuals are always available to meet operational needs.

Priorities for CSC’s Human Resource Management (2009-2012)

Three priorities and several key activities have been identified as primary objectives to move CSC’s human resource management function to a role of strategic partner and service provider in the transformation of corrections. The priorities were identified through several exercises to review CSC’s HR needs¹⁰ and determine how the human resource management function can truly support business activities. Part of this review included focus groups and discussions with Regional Management Committees, Sector Management Committees, and an internal and external analysis of the current environment, including the trends assessment¹¹ completed by the Strategic Planning group. Several sessions of the Human Resource Management Sector management team were held, including one with Assistant Deputy Commissioner Corporate Services (ADCCS) and Regional Administrators of HR, and another one with the Commissioner. The priorities and the key activities outlined under each priority have been approved by the CSC Executive Committee.

In support of CSC’s business lines and vision, the Human Resource Management function will focus on the following priorities:

- 1. Building Relationships - Engaging Our Partners***
- 2. Building on Our Foundation***
- 3. Investing in Our People***

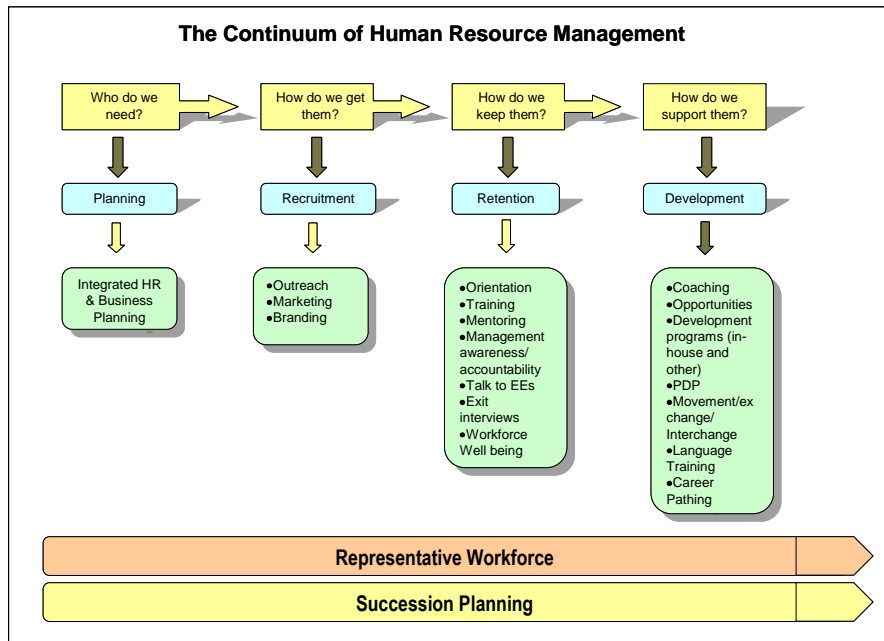
¹⁰ Needs were identified through the following activities: Focus groups with each RMC; Key Sector Management Teams; Panel Report recommendations on Human Resource Management; sessions with the ADCCS, HR Management Team and the Commissioner; the Middle Managers Forum; mapping of the CSC Report on Plans and Priorities; PS Renewal and the GC Public Safety Agenda.

¹¹ Trends Assessment completed by the CSC Strategic Planning Group 2009, Policy & Research Sector.

The following sections identify key activities to be pursued over the next three years. A workplan will be developed in support of this Strategic Plan to provide a roadmap. The workplan will be periodically updated to reflect results and new priorities. It will be published on the Infonet and Intranet.

Priority One: Building Relationships – Engaging Our Partners

The continuum of human resource management includes planning, recruitment, retention strategies, learning and development, succession planning, and a healthy workplace. The continuum ranges from planning to the initiatives to attain a representative and skilled workforce to meet our operational needs. It illustrates the important investment made throughout a person’s career.



“A people management infrastructure that supports success is key to a high performing public service.”

In order to align this continuum with the priorities of the organization, greater horizontal collaboration with all stakeholders is required. Engaging partners and building stronger relationships between Human Resources and all employees is fundamental to the achievement of CSC’s business goals. Client-oriented relationships with a partnership approach must be intrinsic to the delivery of human resources.

Improved Client-Focused Service Levels

The foundation of human resource management that supports business activities must provide effective and efficient services to the organization. This is particularly important in the operational setting, where managers and staff members deliver effective corrections.

Services are generally transactional in nature, and clients state that processes are too cumbersome. Human resource management must focus on service levels and move towards a more client-focused approach. For years, human resource advisors in the federal public service provided guidance to managers on the vast array of rules and

regulations; this still holds true. The *Public Service Employment Act* (PSEA) introduced in 2005 was developed to increase flexibility in human resource management in order to delegate authority to frontline managers and refocusing redress.

In the *Sixteenth Annual Report to the Prime Minister on the Public Service*, the Clerk of the Privy Council recognizes the cumbersome nature of human resources due to a “web of rules.”

“In the area of effectiveness, the Treasury Board Secretariat has taken preliminary steps to reduce the “web of rules” constraining the effective delivery of services. TBS has reduced central oversight on high-performing departments and has also reduced the administrative and reporting burden on its clients by at least 10 percent. This remains a priority going forward.”¹²

CSC must take full advantage of the move towards streamlining processes and improving service levels. Open dialogue must take place to identify areas of concern so that appropriate risk management principles can be applied and communicated. This would allow human resource advisors and managers to move from a transactional focus to a more consultative focus. Specific client-focused training or development in client service for human resource employees must be considered to assist them with their modernized post-PSEA role.

With respect to service, timeliness is imperative to bring the transactional aspect of human resources to an acceptable level. Consequently, service standards will be established for each human resource discipline, clarifying roles, responsibilities and expectations both for employees and managers and for human resource advisors. This will help eliminate frustrations for both the human resource advisor and for the client. Service standards should evolve and be reviewed on an ongoing basis with the client.

Focus groups also pointed out that human resource advisors need to better understand the day-to-day operational realities of employees and managers. CSC will endeavour to provide human resource employees with more exposure to CSC operational sites.

The human resource authority of managers does not seem to be consistently applied nationally. During the focus groups, managers mentioned that they are very well positioned to assess risk with respect to operational decisions. However, when assessing the appropriate level of risk in human resource matters, they do not feel comfortable exercising the authority, despite the delegation of authorities as outlined in the *CSC Instrument of Delegation of Authorities in the area of Human Resource Management*.

The following key activities related to client-focused service levels to managers and staff members in each of the human resource disciplines shall be undertaken:

¹² *Sixteenth Annual Report to the Prime Minister*, www.pco.gc.ca

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Review business processes in partnership with operational managers to improve and streamline human resource processes and develop client-focused service standards for each discipline, beginning with the staffing, classification and compensation functions.</p>	<p>The roles and responsibilities in terms of accountability for human resource management being clarified at the local, regional and national levels. Impediments inherent in current local, regional and national practices will be identified and the risk will be managed.</p> <p>A cultural shift in the relationship between human resources and clients toward a more consultative, results-oriented relationship. Service-focused training for human resource employees and managers will be assessed and provided to employees if needed to support creative, innovative service delivery within the boundaries of the legislation with a view to working in consultation with the client to attain the results required.</p>	<p>Client-focused service standards implemented for each human resource discipline.</p> <p>HR services are improved as a result of the client-focused service standard as found in the client feedback on HR services.</p>	<p>In progress</p> <p>Common Business Processes for Staffing and Learning and Development have been developed and are being implemented.</p> <p>Processes for Labour Relations and Classification are currently under development.</p> <p>Client-service standards for Compensation and Benefits have been communicated to all employees, and will be re-assessed by September 2011.</p> <p>The HR Services Portal, an online tool, has been rolled out across regions. It is designed to provide managers with a single window to access all HR-related information, on topics such as staffing, classification, official languages and labour relations.</p> <p>Compensation and Benefits for Executives was</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
			moved to Executive Group Services to offer centralized services to NHQ Executives.
<p>Provide human resource managers more opportunities to engage with operational managers and employees in order to better understand operations.</p>	<p>A better understanding of day-to-day business requirements and increased opportunities for interaction and relationship building between managers and human resource employees.</p>		<p>In progress</p> <p>Initiatives include a cross-country tour by the Assistant Commissioner, Human Resource Management to discuss day-to-day issues with Correctional Managers (findings were subsequently presented to CSC's Executive Committee).</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Examine roles and responsibilities as outlined in various policy documents, remove inconsistencies and provide clarifications.</p>	<p>A clear articulation of roles and responsibilities in line with any changes in processes, and support for PS Renewal initiatives to reduce the number of human resource policies and to apply a risk-based approach to monitoring.</p>	<p>HR policies that reflect business needs.</p>	<p>In progress</p> <p>Policy reviews internal to HRM occur as required.</p> <p>Learning and Development-related directives, guidelines, and curriculums are currently reviewed in accordance with Governance Board objectives (see Priority Three Update).</p> <p>National Policy Review Initiative currently underway at CSC, so far influencing the update of CSC's Awards and Recognition Program.</p> <p>Recent updates also include CSC's OHS Guidelines (2009); an update to CSC's Guidelines for Disciplinary Investigations is currently in final consultation stages with unions.</p> <p>Executive Group Services currently reviewing its structure and processes to ensure high quality service.</p>

A Healthy Workplace

Organizational health is a continuous process. A healthy and balanced workplace features numerous factors such as leadership, open communication, professionalism, respect, positive relationships and interactions with colleagues and stakeholders, teamwork, openness, involvement in decision-making, just to name a few.

Employee engagement can be attributed to work satisfaction and a pleasant workplace based on positive interactions. CSC continues to diligently foster, establish and renew strong relationships with its employees, bargaining agents and stakeholders. Enhancing these strong relationships is a CSC priority as part of public service renewal.

Not only does a healthy workplace bring about employee engagement, but it also encourages creativity and effective problem solving. CSC employees do tremendous work in a challenging environment, 24 hours a day, seven days a week. A healthy workplace is important to offset the extraordinary challenges inherent to the work. A healthy workplace with positive relationships and encouragement enhances a sense of accomplishment and innovation.

Managers in the various focus groups also mentioned that the human resource function must improve how it communicates decisions. To this end, enhancements to the HR InfoNet site or portal will improve communication related to human resource matters.

Clear expectations play an important part in engaging employees and creating a healthy work environment. Managers' expectations regarding their employees, and vice versa, must be clearly articulated, especially given the current changing environment.¹³

As outlined in the Sixteenth Annual Report to the Prime Minister, public servants at all levels are bound by the same *Code of Values and Ethics*. The values that define the public service (and in turn CSC) must be reflected in the workplace. Managers at all levels have a duty:

- To treat those reporting to them with fairness and respect;
- To give employees clear direction and constructive feedback on performance;
- To work with employees in developing learning plans and in providing appropriate opportunities for professional development; and
- To consider their views.

For their part, every employee has a duty to their manager:

- To work diligently and produce work of high quality;
- To accept direction and deliver results that accord with that direction;
- To provide frank professional advice in support of the mission of the organization; and
- To make constructive contribution to the workplace and the team.

¹³ Sixteenth Annual Report to the Prime Minister – Clerk of the Privy Council: www.pco-bcp.c.ca

Sound management practices are founded on positive interactions. Strong leadership that fosters an environment where respect prevails will serve to diminish negative interactions in the workplace. Results of the 2008 Public Service Employee Survey indicate that CSC requires more focus in this area. To this end, as part of the 2008 survey follow-up, initiatives and measures will be put into place to address this issue.

Developing Relationships with and Engaging Bargaining Agents

The nature of CSC business activities translates into a challenging work environment. This challenging environment leads to complex labour-management relations. In this regard, CSC is committed to strengthening relations with its bargaining agents.

In addition, CSC must continue to pursue bargaining agent support for the change agenda and the achievement of a positive and healthy workplace. CSC remains committed to continuing to work collaboratively to address workplace well-being and relationship building.

Over the past two years, CSC has seen some success in working with unions; a co-developed grievance reduction strategy resulted in a 38% reduction in grievances at the final level. Positive results are expected to continue, and improved workplace well-being and relationships will allow issues to be resolved at lower levels more quickly. Engagement of our bargaining agents has contributed to a variety of developmental activities and problem-solving processes. CSC will continue to nurture these relationships to help move toward a more strategic focus.

An important legislative component of the *Public Service Modernization Act* (PSMA) is the *Public Service Labour Relations Act*, which requires institutions to establish and promote an informal conflict management system. This is designed to help build strong relationships, improve morale, improve communication, increase productivity, provide both tangible and intangible savings and provide a fair, flexible, fast and effective way of handling disputes. Over one thousand CSC managers have received conflict resolution training.

As well, CSC has worked with UCCO-SACC-CSN to implement a two-tier bargaining system that allows for issues to be negotiated at the departmental level and has established multi-year contracts for both the CX and WP groups. In addition, on an annual basis, CSC has a total of 56 National Labour Management Committee meetings per year, in addition to meetings of the National Joint Occupational Safety and Health Committee (NJOSH), the Return to Work Advisor Committee (RTWAC), the Joint Anti-Harassment Advisory Committee (JAHAC), bi-lateral meetings, and 448 regional and local Labour Management Committee meetings (LMCs) in addition to regional and local OSH, RTW, and grievance committees to promote relationship building and effective labour-management resolution of issues.

CSC developed a new grievance delegation process to increase respect, trust and accountability in the workplace and to encourage more proactive problem solving at all

levels of the organization. Wardens and District Directors are now directly responsible for reviewing the decisions and actions of their front-line management teams and for taking corrective action where appropriate to solve problems for which they have specific delegated accountabilities. Managers have been consulted on their new accountabilities, and feedback has been positive.

Additionally, amendments to the *Financial Administration Act* (FAA) allow flexibility to manage “direct authority” grievances. This means that CSC can assume full responsibility for managing grievances unrelated to collective agreements (discipline, policy issues, rejection on probation, harassment, etc.). CSC would deal directly with the Public Service Labour Relations Board, unions and the Department of Justice to file preliminary objections and negotiate settlements for all direct authority grievances. TBS has been consulted and supports CSC gradually assuming this new authority by summer 2010 once existing grievance backlogs have been resolved.

Unions are being encouraged to dialogue with functional authorities to engage directly on issues falling within the functional authority of sectors. With this direct communication on issues between unions and functional authorities, labour relations can move to a more consultative role and move away from the transactional role. Labour relations can be supportive by providing tools, training and advice.

The following key activities will be undertaken in the area of labour relations to encourage relationship building at all levels of the organization:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Continue to implement the grievance reduction strategy with each union.	More responsive, timely outcomes from management and unions.	A reduction in the number of grievances at the third level and at adjudication.	<p>In progress</p> <p>Institutional grievance committees are in place. Monitoring of their activities is ongoing and quarterly reports of completion rates are distributed to management and unions.</p> <p>Grievance numbers are monitored regularly at all sites, in collaboration with regional management and unions.</p> <p>There have been significant reductions in the number of grievances at the final level, since 2009-2010 (13% - UCCO-SACC-CSN; PIPSC; USGE).</p>
Ensure local/regional labour-management meetings occur to develop positive working relationships in which unions and management resolve issues at the local/regional levels.	Issues resolved at a lower level and the number of grievances reduced, resulting in a more positive work environment.	The number of grievances referred to third level.	<p>In progress</p> <p>Local and regional labour-management committees in place, and meetings occur monthly and/or as required.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Encourage unions to interact directly with functional authorities to develop positive working relationships in order to resolve issues in a timely manner.</p>	<p>The Labour Relations function moving away from a transactional role to a more supportive consultative role.</p>	<p>Discussions at the National Labour Management Committees will be more strategic and less transactional.</p>	<p>In progress</p> <p>Collaboration taking place between regional management and local wardens in setting agenda items. Dynamic discussions have included the following issues:</p> <ul style="list-style-type: none"> • Safety seals on Oleoresin Capsicum (OC) Inflammatory Spray canisters (for responding to and resolving security incidents); • Overtime in lieu of Designated Paid Holidays; • CX Deployment Standards; • Population Management within the institutional environment and associated risks; • NU province of practice and certification; • FI job review.

Public Service Employee Survey (2008)

CSC’s response rate to the 2008 Public Service Employee Survey was the highest ever, at 56%. It is noteworthy that almost two-thirds of employees in correctional officer/primary worker positions responded to the survey. This is an impressive rate given the challenges of an online survey for front-line staff.

Overall, the results of the 2008 PSES indicate that CSC's results are similar to other government departments. The results show that CSC employees are knowledgeable about the direction of the organization and feel they can work in the language of their choice. A large majority of CSC staff members say they are happy with their work (84 per cent) and think it is a good fit for their skills (87 per cent) and interests (81 per cent). CSC's retention rate is high, with only 12 per cent of employees intending to leave CSC in the next two years.

Areas of concern that were identified in the survey focused on leadership, development opportunities, interaction with supervisors and harassment. In addition to these concerns, CSC will continue to focus on employee engagement, informal conflict resolution and internal communications, which are integral to the implementation of the Transformation Agenda.

CSC will continue to build on the activities that saw a 30 per cent reduction in harassment complaints during the last period. Additional initiatives will be introduced that build on the training and awareness initiatives to eliminate harassment in the workplace over the last two years through the Joint Learning Program on Anti-harassment, the New Employee Orientation Program, and the Supervisor/Middle Manager training programs.

The following key activities will be undertaken in response to the results of the 2008 Public Service Employee Survey:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Address the concerns raised by staff in the survey by working with unions to develop plans to address the issues raised. Encourage employees to share their ideas and suggestions on how CSC can meet the challenges identified in the survey results.</p>	<p>Improved communications with employees and unions that will allow for a more focused approach to improving the health of the workplace. Steps are taken to address concerns raised in the survey and regularly communicated to all employees.</p>	<p>Results are improved on annual PS-wide and CSC specific surveys.</p>	<p>In progress</p> <p>Employee feedback collected in 2009 on how CSC can become an employer of choice. Feedback has since been analyzed and presented to CSC's Executive Committee, with one of the resulting recommendations – an Integrated Wellness Program – already underway.</p> <p>Employee feedback on workplace wellness specifically, was also collected and analyzed in 2010, as part of the current development of an Integrated Wellness Program at CSC.</p> <p>Executives were challenged during the 2010 Executive Development Symposium to adopt methods to better engage their employees.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Develop a better communications strategy and review current tools, including InfoNet, through client consultation.</p>	<p>Better two-way communications between HR and CSC employees.</p>	<p>Feedback will be sought from CSC employees through internal communications surveys.</p>	<p>In progress</p> <p>HRM collects feedback from stakeholders on an ongoing basis. A strategy to address concerns related to accessing relevant HR information easily and effectively is currently under development.</p> <p>An example of action taken is the creation of the online HR Services Portal, intended to facilitate information flow from HRM to employees and managers.</p> <p>Additionally, the newly created HRM Dashboard, available to institutional managers, will enable more open communications with employees on key HR drivers.</p>

Employee and Workplace Wellness

According to a tri-annual national wellness survey,¹⁴ 90 per cent of respondents had a wellness program in 2006, up from 44 per cent in 1997. In a survey of Canada's Top 100 Employers,¹⁵ 77 per cent have a wellness program in place, and the remainder are

¹⁴ *National Wellness Survey Report 2006*, Buffett & Company Wellness Ltd. www.buffettandcompany.com

¹⁵ Canada's Top 100 Employers is a competition to recognize Canada's best places to work. Mediacorp Canada Inc., www.canadastop100.com

actively seeking to implement one. The most common elements of employee wellness programs in these organizations are the Employee Assistance Program, health and wellness seminars and activities, and fitness programs.

The Joint Employee Assistance Program (EAP) in the regions has coordinated a number of health-related activities. Best practices show that employee assistance programs are moving toward the promotion of preventive measures in regards to health and wellness. Research indicates that every dollar invested in prevention produces a returned investment in savings (reducing negative costs such as absenteeism, “presenteeism”—whereby employees come to work even though they are sick, long-term disability, etc).

A recent TBS report on federal Employee Assistance Programs calls for a strengthening of EAP services. CSC and its bargaining agents agree. CSC’s challenging environment, which can manifest itself as stress at work and at home, accentuates the need for a broader approach.

Employee wellness programs foster the personal development of employees at all levels within the organization and can assist employees in making informed choices and in adopting lifestyles and behaviours that better equip them to deal with events and inherent difficulties. Employee wellness programs can improve employees’ quality of life at work and can develop a positive work climate by consistently promoting a healthy and safe workplace and an organizational culture that supports and respects the individual.

Under the leadership of regional EAP coordinators, many operational sites currently have health promotion and wellness activities. As was discussed with all of the bargaining agents at the CSC National EAP Advisory Committee, CSC must put in place a structured, integrated national wellness program.

CSC applies a comprehensive approach to preventing accidents, injuries and illnesses by promoting the establishment and maintenance of healthy and safe work conditions for employees. This is achieved through Occupational Health and Safety (OHS) committees and OHS training programs. Monitoring, reporting, auditing, and evaluation exercises at the local, regional and national levels also form an important component of the work of the OHS committees.

CSC is committed to being responsive to workplace health and safety issues. Proactive measures are being taken to increase the effectiveness of the OHS program, such as the implementation of a national Automatic External Defibrillator program, expansion of staff immunization programs to include Hepatitis A vaccinations for all staff in contact with offenders, and the establishment of pandemic advisory committees to address new strains of infectious diseases such as the H1N1 and SARS viruses.

Issues raised at OHS committees are taken seriously. They are reviewed in collaboration with union representatives to ensure that the health and safety of every person employed by CSC is protected in accordance with *Canada Labour Code* and its Regulations. Issues around the stress caused by the challenging work environment and the nature of the work

will be examined in conjunction with employee wellness programs and the OHS committees.

The following key activity will be undertaken in order to broaden the scope of the current CSC Employee Assistance Program in order to have an Employee Wellness Focus:

<i>Key Activity</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Collaborate with key stakeholders to implement a structured wellness program that includes prevention and the promotion of health and wellness to address areas of concern for employees.</p>	<p>Improved employee wellness and education, prevention in regards to stress-related health issues. A more open dialogue between management and employees on underlying issues surrounding workplace and individual health.</p>	<p>An integrated approach for prevention and the promotion of health and wellness in the workplace is in place.</p>	<p>In progress</p> <p>Joint-national working group comprising representatives from unions, management, and employees, was established in early 2010 to co-develop an Integrated Wellness Program at CSC. The working group partnered with the University of Quebec's <i>École nationale d'administration publique</i> to develop a strategic action plan for the program's implementation. The action plan is currently under development.</p>

Developing Partnerships

CSC must continue to explore partnerships with organizations within and outside public sector to broaden its scope and provide learning and development opportunities for CSC's and its partners' employees.

In human resource management, we must improve the development of partnerships with our network of human resource functions in other government and non-government organizations. CSC must continue to forge a partnership with the Office of the Chief Human Resource Officer (OCHRO) at TBS. We must explore relationship building with our network of Citizen Advisory Committees, including speaking to various community

groups about CSC, our hiring needs and the interesting and challenging nature of our work. In areas of recruitment and learning and development, CSC will benefit from stronger ties and partnerships with universities and community colleges. CSC's active participation in the Federal Health Care Partnerships will also assist recruitment and correctional training of health professionals.

Through various initiatives underway under the Strategic Plan for Aboriginal Corrections and the Aboriginal Employment Program, human resource management will enhance important partnerships with Aboriginal communities.

The Office of the Correctional Investigator also needs to be better informed of the initiatives and progresses taking place in human resources in support of CSC's correctional results.

Diversity

The diversity of CSC's workforce brings valuable assets and insights. CSC recognizes the importance of diversity in its workforce and values its employees and their individual contributions. The workplace must be inclusive and barrier-free for all current and potential employees.

To reinforce its commitment to diversity in the workplace, CSC will establish a *Diversity and Employment Equity Council*. There will also be *Diversity and Employment Equity Committees* in each sector and region. The sector and regional committees will serve as key consultative bodies to ensure that CSC policies and practices reflect the needs of designated group members and a diverse workforce.

Deputy Commissioners and Assistant Commissioners through their individual performance agreement will be accountable for diversity and employment equity.

The following key activities will be undertaken to develop new partnerships and strengthen current partnerships to advance the human resource agenda in CSC in support of correctional results:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Forge and enhance partnerships with:</p> <ul style="list-style-type: none"> • Various multi-cultural communities with support of the Diversity and Employment Equity Council • The Office of the Chief Human Resource Officer, Treasury Board Secretariat • Aboriginal Communities and Citizen Advisory Committees 	<ul style="list-style-type: none"> • Policies and practices that reflect the needs of EE groups and a diverse workforce. • Positive working relationships with the Office of the Chief Human Resource Officer (TBS). • Outreach activities in communities through the Citizen Advisory Committees. 	<p>Results from PS-wide and CSC specific employee surveys.</p> <p>Effective community outreach.</p> <p>HRM function that aligns with both central agency direction and CSC's needs.</p>	<p>Ongoing</p> <p>CSC continues to maintain presence at meetings and events related to the Diversity and Employment Equity Council; Aboriginal Communities, and Citizen Advisory Committees.</p> <p>Extensive outreach and partnerships regarding Aboriginal Peoples include active participation in Aboriginal Leadership Circle events/think tank sessions with EX leaders across Canada; National Council on Inclusive Workforce with private and public representation; and the Aboriginal HR Council for career fairs, training, and networking opportunities.</p>

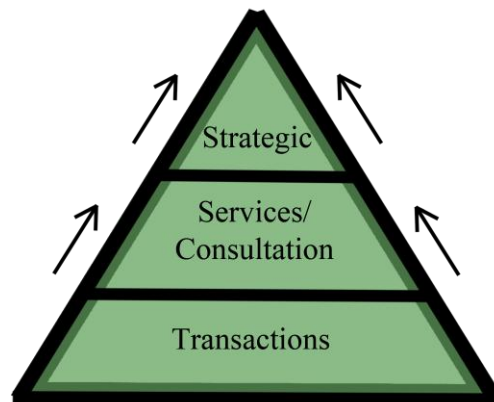
<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
			Various HRM initiatives involving planning, EE, and people management as defined by the MAF, involve ongoing discussions between CSC and the Office of the Chief Human Resource Officer, in the interest of exchanging information and best practices.
Align human resource management services/initiatives in the Public Safety portfolio through the Heads of Human Resources for Public Safety.	Shared HR initiatives within the Public Safety portfolio and increased sharing of experiences in areas of wellness and health and safety.	Shared HR initiatives within the Public Safety portfolio.	Ongoing CSC's Assistant Commissioner, Human Resource Management attends meetings of Public Safety portfolio's Heads of HR regularly to discuss common challenges and approaches.

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Forge partnerships with colleges and universities for learning, development and recruitment.</p>	<p>The development of improved learning or training opportunities to more effectively address employee and operational needs.</p>	<p>Partnerships in place with colleges and universities to provide learning, development and recruitment services.</p>	<p>Ongoing</p> <p>CSC partnered with many colleges and universities across the country to deliver career fairs and related presentations to post-secondary students, including students in fields for which there is a gap within CSC's workforce (e.g. healthcare professionals).</p> <p>CSC currently partnering with college St-Jérôme (Mont Laurier), Quebec, in the delivery of Correctional Training Programs. A second cohort of this unique partnership will produce 17 new CXs by May 2011. Graduates would be deployed to La Macaza Institution.</p>

Priority Two: Building on Our Foundation

Building on our foundation builds on the progresses made on the 2007-2009 CSC Strategic Plan for Human Resource Management, as well as the important work accomplished on CSC's contribution to Public Service Renewal. Human resource management in both the public and private sectors has undergone a shift in order to be more efficient and effective in providing key support for business activities. CSC is continually looking to improve human resource support and services at the transactional level while moving key issues to the strategic agenda of the organization.

A study¹⁶ involving 1,100 organizations found that companies are driven by the need to align the human resource function more closely with business objectives and to offer more strategic support to their organizations.



This study indicated that the human resource function is still primarily administrative and compliance-based, with almost 50 percent of its time being spent in the transactional area. Less than 15 percent of its time is spent on more value-based interventions and strategic support.

It is anticipated that through the leveraging of technology, streamlining of processes and implementing self-serve applications that are user friendly and effective, HR will be able to reduce transactions and increase effectiveness. Leveraging technology and the streamlining of processes to move to more efficient transactions would allow human resource advisors to focus more on consultative issues with employees and managers. In turn, human resources as a function must move to become a more strategic integrated partner to support CSC business activities.

¹⁶ Mercer Human Resource Consulting: Human Resources Leader Magazine, Phillip Vernon, "Delivering on the promise of HR Transformation" November 2004.

The Human Resource Management function is implementing measures to improve the transactional processes in all functions in order to concentrate on better serving business activities by focusing its resources on more consultative and strategic issues. The foundation of the HR function has been built, and CSC must now address the three components illustrated above by improving on the transactional processes to shift its energies to the top half of the pyramid.

During the various focus groups that took place, managers indicated that the transactional processes to support operations and sectors at regional and national headquarters remain cumbersome and lengthy. As a result, HR fails to meet their needs. The human resource management function must streamline processes and become more client focused. This will increase service levels and results.

Human Resource Capacity

INTERIM UPDATE 2011-2012

In light of the legislative impacts mentioned previously, CSC received temporary funding to respond to both infrastructure and HR needs, which would include the recruiting, hiring, and training of new employees. The Human Resource Management Sector received approximately \$3 million during the 2010-2011 fiscal year to build regional recruitment team capacity; provide an increased number of Correctional Training and Parole Officer Induction Training Programs; as well as refine its centralized coordination function for the required increase in staff levels. Future investments of this nature will be based upon up-to-date projections for an increased offender population.

As part of its succession planning efforts, CSC has allocated additional funding to both cohorts of the Leadership Development Program (LDP). The second cohort of the LDP focuses on Visible Minorities, Aboriginal Peoples and Persons with Disabilities.

Critical investments in the human resource management function are necessary to ensure that CSC has the right people to deliver its mandate. Human resources must build on the current foundation to sustain the current workforce, attract new people, develop and retain talent, and implement each component of the Transformation Agenda. The Independent Panel recommended an appropriate level of funding for CSC to ensure that its human resource management function provides timely and effective support and services to the organization, particularly at the operational level.

-The Panel recommends that CSC have the appropriate level of funding to ensure its human resource function can provide timely and effective services to the organization, particularly at the penitentiary levels.

-The Panel supports the collaborative approach and the requirement for adequate resources to support initiatives that are being taken by CSC management and the unions to resolve frontline issues, consistent with the Public Service Modernization Act and the Public Service Labour Relations Act.

Recommendations # 91& 92, CSC Transformation Plan

To address the above risk area, CSC sought and received temporary funding (\$3M in 2008-2009 and \$10M in 2009-2010) to support three initiatives: Compensation Management, Grievance and Conflict Management, and Recruitment. CSC is currently exploring solutions to extend this temporary funding. Thorough resource analysis will be undertaken to clearly articulate the level of funding required.

The following key activity will be undertaken in support of investments in human resources:

<i>Key Activity</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Review the capacity in human resources, including resourcing levels and allocation.	The ability of the human resource management function to ensure that resources are operating as efficiently and effectively as possible and that appropriate funding can be requested and allocated based on sound principles.	The resourcing foundation for human resources will be solidified and resources allocated accordingly.	<p>In progress</p> <p>Reviews are underway within HRM Branches.</p> <p>Compensation Review Model recently developed, to be adopted by all regions, intended to streamline processes and provide cost efficiencies. Resource indicators have also been re-set, based on the above.</p> <p>Development of Common Business Processes is ongoing. Several staffing processes have been finalized and implemented.</p> <p>Express Lane Staffing also now implemented.</p>

Leveraging Technology: Planning, Common HR Processes and Data Quality

The human resource function must adopt a cohesive approach. There must be a comprehensive analysis of all changes. Breaking down of silos is critical as CSC embarks on major change brought by the Panel Report.

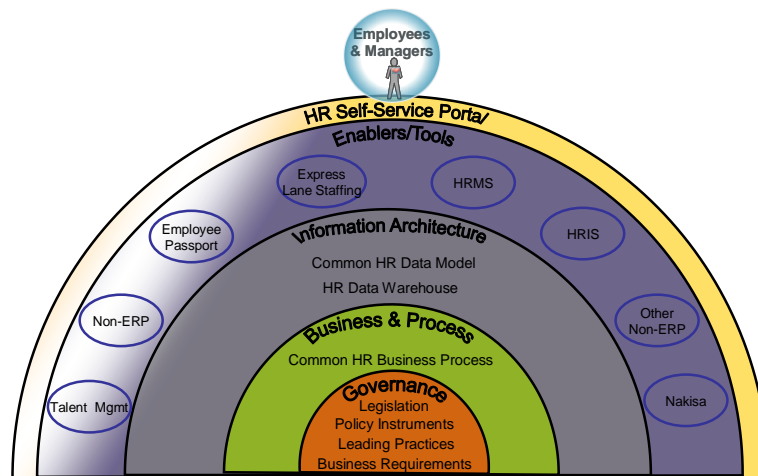
Technology will be used as a lever to improve and streamline processes. In addition to the implementation of the Leave Self-Serve application and the Express Lane Staffing, other self-serve applications will be explored. As part of the Common Business Processes for HR, CSC will implement the PeopleSoft GC HRMS version 8.9, which will also help identify and develop simplified self-serve applications and lead to greater mandatory use of e-forms.

Infrastructure supports effective people management through common business processes and information systems and sound data. It also helps understand the views, attitudes and needs of public servants, as this is critical to managing a high-performing workforce.¹⁷

The Office of the Chief Human Resources Officer has developed comprehensive mapping of business processes for each of the major human resource disciplines. One of the objectives of this common business process approach to human resources is to “act as the building block for human resource services modernization for improved service delivery and enhanced information technology and information management.”¹⁸ CSC has agreed to be one of five government departments/agencies to participate in the staged implementation of the common business processes for human resources as mapped out by this project. It is anticipated that the implementation of these processes will bring about efficiencies and improvements in each of the human resource disciplines.

Government of Canada – HR Common Business Process

Supporting Employees, Managers and HR Advisors through a Suite of Tools



The GC Common HR Business Process will provide CSC and other government departments/agencies with the following benefits:

- HR business processes and practices will be aligned with policies and Government of Canada (GC) wide priorities.
- HR service delivery will be streamlined.
- Through common data definition, people management information and performance measures will be consistent.
- The overall GC effort to change process, technology, training, etc., will be reduced (build once, deploy many times).

¹⁷ Clerk of the Privy Council. 2009-10 Public Service Renewal Action Plan (May 2009)

¹⁸ Presentation to the CSC HR Management Team by the Common Human Resources Business Process Team, January 8, 2009.

- The use of technology will be maximized, while reducing application customization based on GC-wide requirements (for example: EpayCard, PeopleSoft GC HRMS v. 8.9).

*The Panel recommends that particular emphasis be placed on horizontal career development by allowing, through flexible classification and staffing processes (in accordance with the **Public Service Modernization Act**), the deployment of professional staff between and among penitentiaries, the community and regional and national offices. The goal should be to provide strong, effective and consistent leadership that focuses on resolving issues at the lowest level of management.*

Recommendation # 88, CSC Transformation Plan

INTERIM UPDATE 2011-2012

Following recent legislative changes, the need for increased integrated planning across the organization was reinforced. To this end, CSC established a task force, the Infrastructure Renewal Team, comprising representatives from various sectors and regions. The Team is responsible for developing concrete forecasts on increases in the offender population, and the required physical infrastructure and staffing levels to address these increases; funding requests in light of the forecasts; and strategies for monitoring and reporting on related progress.

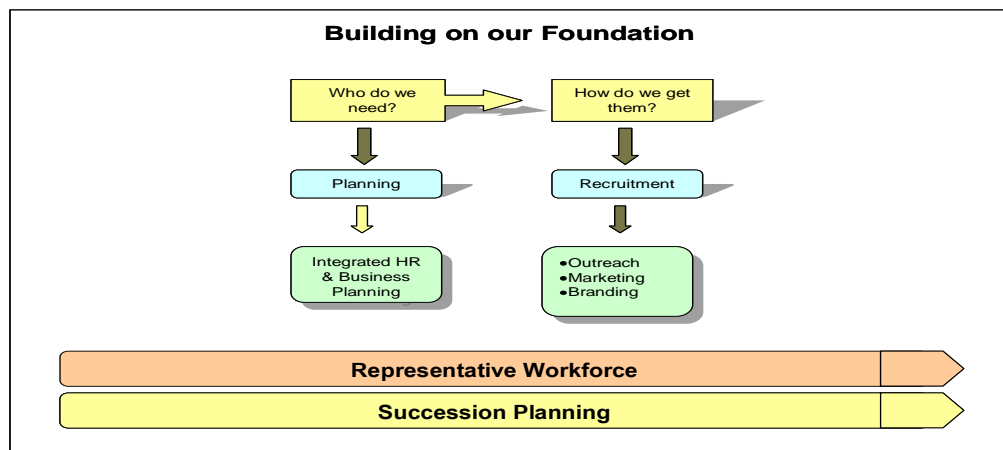
Based on forecasts provided, the Human Resource Management Sector worked to facilitate the national and regional planning exercises for the largest proportion of positions required in light of the legislative changes. Its efforts resulted in the development of the following tools:

- National and Regional Planning Tools for the CX and WP occupational groups (nearly 60% of CSC's workforce), were developed and promoted across regions, through collaborative efforts among CSC's senior managers and HR professionals. The Tools take into account projected legislative impacts, as well as workforce movement trends such as departures, retirements, promotions, and other region-specific considerations, to arrive at hiring targets for the coming fiscal year. The Tools were developed early in the 2010-11 fiscal year, and undertook a mid-year review to assess results and variances, where applicable. Going forward, quarterly reviews will be undertaken for this same purpose, and Tools for health professionals (NU, PS) will also be developed.
- CSC's internal Human Resource Management Dashboard was developed, which enables managers to review workforce snapshots, and identify any areas for attention in data quality. This in turn strengthens HR planning, as it gives managers a means of identifying workforce needs (in areas such as retirement eligibility; employment equity; grievances; and absenteeism), at local, regional, and national levels.

The tools mentioned above complement CSC's existing Correctional Training Program planning exercises and work-plans, CX vacancy reports, and annual occupational group analyses – which show trend data for the last ten years and serve to increase managerial awareness of workforce gaps, issues and trends. They also supplement the monthly update and use of the Employment Equity Data Cube and the online Corporate Reporting Tool, which continue to assist managers in quickly and efficiently identifying their workforce gaps and responding accordingly with recruitment and development strategies.

INTERIM UPDATE 2011-2012 – CONTINUED

Also responding to CSC's need to strengthen its integrated planning capacity, the Human Resource Management Sector has adopted a more active role in corporate planning. The Sector now actively participates within CSC's newly established Integrated Planning and Reporting Committee. The Committee comprises senior managers from each Sector and works to strengthen the department's planning cycle through collaborative development of corporate frameworks such as CSC's Risk Management Framework and Corporate Business Plan. Such documents continue to guide the department in assessing where it needs to go to succeed, and the increased presence of people management issues will surely contribute to that success.



The integration of human resource planning and business planning is the foundation for assessing and understanding the current and future needs of CSC. It is essential for activities to promote a healthy workplace and to recruit and retain committed and engaged employees to meet our needs.

Integrated, rigorous planning can mitigate the risks of business activities by forecasting and implementing strategies and activities for effective recruitment, retention, learning and development, employee engagement, promotion, succession, employment equity, cultural competencies and official languages.

The TBS evaluation of integrated business and human resource planning (as part of the Management Accountability Framework - Round VI) indicated that CSC, through its Strategic Plan for Human Resource Management and the Human Resource Plans completed by sites, regions and sectors, was well positioned to continue strengthening its integrated planning in order to improve business results and the work environment.

In order to accomplish this, an application is currently in development in partnership with the Information Management Branch and CSC business managers. This application is

intended to help managers at all levels develop human resource plans based on their business objectives.

This application will help develop a process to better identify recruitment/staffing needs, including the ability to forecast vacancies, so that operational sites will have access to qualified pools of candidates.

There are data quality issues in certain portions of the HRMS. This is apparent with the inability to produce accurate simple reports. Data is a key element to all HR decision-making and planning processes. CSC is therefore currently converting to GC HRMS version 8.9. This provides an opportunity to enhance data quality procedures and monitoring.

While standardization of HR processes using GC HRMS PeopleSoft 8.9 will help improve data quality, a review of current data errors must be completed to identify the causes and make improvements.

Reports will also become available on InfoNet to allow managers to view information on their employees. Reports such as sick leave balances will allow managers to easily identify and rectify local data problems.

The following key activities will be undertaken in order to build on our foundation by leveraging technology:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Adopt GC HR Common Business Processes nationally in all regions.	<p>Timely staffing, as 50 per cent of staffing actions will be addressed through the Express Lane Staffing self-serve application.</p> <p>More streamlined and faster staffing and decision making that is transparent and well communicated to key stakeholders.</p>	Increase in self-serve applications.	<p>Complete (Staffing)</p> <p>Development of Business Process for Staffing function now complete. Related accomplishments include the implementation of Express Lane Staffing and the HR Services Portal for managers, across regions.</p>
Convert to PeopleSoft GC HRMS version 8.9.	Increased availability of user-friendly information on the various HR policies and processes through an improved InfoNet site or portal, meaning fewer routine requests for advisors, who can then focus on enhanced services and providing advice.	Successful conversion to GC HRMS version 8.9.	<p>Complete</p> <p>Upgrade from previous to 8.9 version occurred without important disruption to operations, with slight delays – and on budget. Key online tutorials and training were made available to over 1,000 users.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Implement a business-based HR planning tool for managers.</p>	<p>Improved human resource planning, meaning fewer temporary staffing measures, requiring fewer transactions and greater focus on candidate selection.</p> <p>Ability to improve its corporate staffing plan/strategy.</p>	<p>Recruitment / staffing needs better integrated into business planning.</p>	<p>Complete</p> <p>National and Regional Planning Tools for the CX and WP occupational groups were developed and promoted across regions, through collaborative efforts among CSC's senior managers and HR professionals. The Tools are updated quarterly. <i>See Annex A.</i></p> <p>The development of Tools for NU and PS groups are currently underway.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Implement a consistent process to identify and plan recruitment / staffing needs for key operational positions.</p>	<p>Accurate and timely data to support management decisions and HR processes.</p>	<p>Staffing and recruitment is supported by robust HR plans and vacancies across key operational groups are reduced.</p>	<p>In progress</p> <p>CX Vacancy Reports communicated monthly via Infonet, coinciding with annual analyses for various occupational groups.</p> <p>Internal HRM Dashboard implemented to build data integrity and give managers a means of identifying workforce needs (e.g. retirement; EE), at local, regional, and national levels. <i>See Annex B.</i></p> <p>Planning Tools implemented and updated quarterly. Identified needs are communicated to stakeholders, enabling training and other resources to align with current needs.</p> <p>National collective staffing processes are run centrally to ensure consistency in assessment and a readily available source of qualified candidates. Both internal and external processes have been initiated, and national pools established for a number of positions, including:</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
			<p>Correctional Officer, Primary Worker, Parole Officer, Correctional Program Officer, Aboriginal Correctional Program Officer, Regional Program Manager and Aboriginal Liaison Officer.</p> <p>Additionally, CSC reviewed and established compliance reporting for mandatory training.</p>
<p>Assist in the development and implementation of the self-serve application for Correctional Officer schedules, Scheduling and Deployment System.</p>	<p>Accurate and timely management of scheduling.</p>	<p>A reduction in grievances associated with scheduling and a reduction in overtime</p>	<p>Complete</p> <p>CSC's Scheduling and Deployment System (SDS) now implemented across regions, enabling roster standardization and direct input of employees into their schedules through a committee.</p> <p>SDS-HRMS Reconciliation Monthly Report has been developed and implemented, allowing managers to easily track and monitor leave accounting.</p>

The Classification Function

Organizational Design has a key role in supporting the many human resource activities related to the new models that will be implemented as the Transformation Agenda moves forward.

One important element in support of organizational design is the classification function. It is essential to improving service and support to the organization. To this end, classification is a key factor in the process improvement exercise to be carried out in partnership with operational managers to clarify roles and responsibilities. In addition, a governance model for the classification function will be developed.

The Panel recommends that CSC consider a governance structure that ‘flattens’ the management structure in order to create more integrated functional support structures, nationally, strengthen decision-making at the frontline, and respond to the full set of recommendations proposed by the Panel.

National Classification Action Plan

CSC currently has 44 national generic position descriptions that cover approximately 65% of our total workforce, and it is committed to creating additional national generic positions where possible. A National Classification Action Plan has been updated and outlines all the national generic position descriptions and structures that Human Resource Management is reviewing with operational managers. The National Classification Action Plan will be updated quarterly as the CSC-wide approach is standardized.

Generic position descriptions, along with standardized qualifications and assessments, promote consistent and common approaches to work across the country, ultimately facilitating staff mobility, and result in the more timely classification and staffing of positions.

CSC will continue implementing generic work descriptions throughout the organization. It will also move towards adopting a CSC-specific classification approach that will better match the correctional environment and responsibilities. This approach will facilitate employee mobility and support career progression.

The following key activities will be undertaken to support enhanced classification and organizational design capacity:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Implement a governance model for classification to manage capacity and departmental priorities, as well as support business processes.	More streamlined, faster classification and decision making that is transparent and well communicated to key stakeholders.	Timely national access to a bank of generic work descriptions.	In progress Development of Business Process for Classification function currently underway.

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Continue implementing generic work descriptions as per the National Classification Action Plan.	An updated, well communicated and implemented National Classification Action Plan.	Meeting timeframes and targets set in the plan.	In progress National Action Plan now covers 70% of the workforce, with 208 generic work descriptions completed. The Plan is updated as required (last update in March 2011).
Review the suitability of a CSC-specific classification approach that meets operational needs and includes completing the feasibility study for a correctional executive classification plan.	A decision whether to pursue a new classification structure for senior managers in operational positions in CSC.		In progress Options still under review. Further consultation with central agencies required.

The Staffing Process

In order to make the staffing process more timely and efficient, a process improvement exercise will be undertaken with operational managers to identify efficiencies, clarify roles and responsibilities and develop client-focused service standards. The exercise will identify suitable solutions supported by responsive human resource advisors who assist managers in hiring qualified staff in a timely manner.

The following activities have been piloted and will increase timeliness in staffing.

- In order to simplify the processing of staffing actions, the Express Lane Staffing Application has been piloted in the Atlantic Region. After assessment, it will be implemented throughout CSC.
- Direct access to the Public Service Resourcing System is implemented in the Pacific Region and will be rolled out nationally.

The following key activities will be undertaken in support of service levels for the staffing process:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Addressing on a priority basis the implementing of an improved national business process to streamline the staffing process and improve timeliness.	More streamlined, faster staffing and decision making that is transparent and well communicated to key stakeholders.	An improvement in the timeliness of staffing processes	Complete Development of Business Process for Staffing function now complete. Related accomplishments include the implementation of Express Lane Staffing and the HR Services Portal for managers, across regions.
Implement the self-serve application, Express Lane Staffing.		A significant reduction in the timeliness of routine or low-risk staffing actions	Complete Express Lane Staffing now implemented across regions. Updates as per feedback performed as required.
Implement direct access to the Public Service Resourcing System nationally.			Complete Direct access now granted across regions.

Recruitment

INTERIM UPDATE 2011-2012

In light of the anticipated need to recruit more employees in critical areas, the Human Resource Management Sector continually works to refine and streamline recruitment approaches for the benefit of managers and candidates alike. As such, CSC has increased emphasis on planning for staffing on a national level, and has introduced national collective staffing approaches where a need for multiple appointments has occurred. Centralized databases of partially assessed candidates for Correctional Officer (CX-01) and Primary Worker (CX-02) positions are maintained and available for regional referral throughout the year, ensuring a consistent and timely source of candidates for regions. In addition, national pools of fully assessed candidates have been established for key positions within the organization, such as Parole, Program and Aboriginal-specific positions.

The previously noted investment in recruitment teams across the country will see that outreach, monitoring and reporting capacity is strengthened for the CX, WP, NU, and PS occupational groups. Recruitment videos, and continued participation in career fairs allow CSC to maintain a presence among post-secondary students and graduates in various fields, including Criminology, Law, and Security.

Regions continue to develop and implement outreach plans and calendars to ensure that workforce gaps are identified and addressed quickly and efficiently. Employment Equity representation and noted shortage areas are taken into consideration within these plans. Regional targets based on Workforce Availability Estimates were recently established to this end. CSC's *Recruitment and Retention Strategy for Health Professionals* and *Aboriginal Human Resource Management Strategy* complement such efforts.

The newly developed National and Regional Occupational Group Planning Tools for CSC's major occupational groups, discussed in the previous section, will further aid in the establishment of robust recruitment strategies. The Tools serve to clarify hiring needs and their respective locations well in advance, enabling HR and regional management to proactively discuss how and when recruitment strategies should roll out.

Over the last two years, CSC has strengthened its recruitment efforts through dedicated regional recruitment staff. These teams are supported by a national lead. Strategies have been implemented to better meet our workforce needs, and recruitment teams have been very active nationally. Our recruitment initiatives will continue to focus on meeting our operational needs in key operational groups while increasing representation in all four employment equity groups.

The Panel recommends that, as the second largest federal public service employer of Aboriginal people, CSC should:

- a) enhance recruitment, retention and development of Aboriginal Staff, particularly in correctional officer, parole officer and management positions in CSC penitentiaries and the community where Aboriginal representation is high;*
- b) ensure Aboriginal staff can demonstrate their knowledge and awareness of the particular challenges facing Aboriginal people on reserve and in Aboriginal urban communities*

Recommendation # 31, CSC Transformation Plan

The Panel recommends that CSC review its current strategies for recruitment and retention of all staff, while focusing on ensuring

- o appropriate cultural representation, particularly representation of Aboriginal People, including Elders, Aboriginal Liaison Officers in penitentiaries and the community, and staff in women's penitentiaries, in the context of the recommendations of Glube;*
- o professionals to support mental health delivery programs and treatment in CSC penitentiaries, regional mental health facilities (including dedicated correctional officers) and the community;*
- o the creation of an integrated security intelligence function; and*
- o program and case management staff that can effectively respond to operational requirements posed by the introduction of 'earned parole'; staff to respond to the development of an enhanced and integrated employability/ employment model.*

In 2007-08 and 2008-09, CSC surpassed its Public Service Renewal commitments. Over this period, CSC staffed 1,577 indeterminate positions from outside the public service. Of these employees, 767 possess post-secondary education. In addition to entry-level recruitment, CSC recruited 258 individuals for mid-level positions.

Recruitment efforts continue to focus on the following key operational groups: Correctional Officers/Primary Workers; Parole Officers; Program Officers; Nurses, Psychologists, Human Resource Officers; Finance Officers; and various trades.

CSC's public includes its offender client base. In order to deliver effective corrections, CSC must not only be a workforce representative of all Canadians, but it must also be attentive to the needs of its offender client demographic.

CSC has developed the *Aboriginal Human Resources Strategy*, which focuses our efforts in recruiting, developing and retaining a workforce to serve the significant percentage of our offender population who are Aboriginal. CSC will consult with the Canadian Human Rights Commission and the Public Service Commission on the *Aboriginal Human Resources Strategy*, to explore directed recruitment beyond the Labour Market Availability targets particularly within the Prairie Region which has the largest Aboriginal offender population. In addition, CSC will explore developmental opportunities and mentoring to support Aboriginal employees in their career progression within CSC (*See also Priority Three – Investing in our People*).

The Panel recommends that, as the second-largest federal public service employer of Aboriginal people, CSC should: enhance recruitment, retention and development of Aboriginal staff, particularly in correctional officer, parole officer and management positions in CSC penitentiaries and the community where Aboriginal representation is high;

Recommendation # 31 a, CSC Transformation Plan

In addition to directed recruitment activities for Aboriginal employees, CSC must also increase the number of visible minority employees and employees with disabilities at all levels. The Diversity and Employment Equity Council and Committees at the regional and sectoral levels will assist in providing ideas and advice to move forward. In addition CSC will explore developmental opportunities and mentoring to support these employees in their career progression within CSC (*See also Priority Three – Investing in our People*).

The following key activities in support of recruitment will be undertaken:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Develop and implement an external recruitment framework in partnership with key stakeholders to address the national area of selection requirements.</p>	<p>A timely, updated recruitment strategy based on the needs for key operational groups such as correctional officers/primary workers, program officers, nurses, psychologists and trades.</p>	<p>A timely, updated recruitment strategy based on the needs for key operational groups such as correctional officers/primary workers, program officers, nurses, psychologists and trades.</p>	<p>Complete</p> <p>CSC partnered with colleges and universities across the country to deliver career fairs and related presentations to post-secondary students, including students in fields for which there is a gap within CSC's workforce (e.g. health professionals). Recruitment videos also developed. Over \$2,000,000 in funding now divided among regions to further develop recruitment team capacity.</p> <p><i>Recruitment and Retention Strategy for Health Professionals</i> currently being implemented.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Complete the correctional officer / primary worker (CX) recruitment process and the Correctional Training Program (CTP) Review Project and implement the recommendations.</p>	<p>A comprehensive hiring process for correctional officers / primary workers that responds to operational requirements.</p> <p>An increase in the number of students hired through a CSC FSWEF and other mechanisms.</p>	<p>A comprehensive hiring process for correctional officers / primary workers that responds to operational requirements.</p>	<p>Complete</p> <p>Recruitment process review complete, resulting in a new assessment process presently being implemented and piloted.</p> <p>This coincides with a cross-country tour of meetings between the Assistant Commissioner, Human Resource Management and Correctional Managers, which resulted in the identification of a need for a CX Development Strategy, currently under development.</p> <p>Revised CTP (2008) now implemented across regions.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Aboriginal Recruitment: Implement the activities outlined in the action plan of the approved Aboriginal Human Resource Management Strategy.</p>	<p>An increase in the number of Aboriginal employees above labour market availability estimates to meet our needs based on the offender client population.</p>	<p>Phase 1 of the Aboriginal Employment Strategy implemented (including the creation of a CSC FSWEF program and the implementation of the Aboriginal Employment Program (s. 16 of the CHRA) unique to CSC to recruit Aboriginal employees beyond employment equity Labour Market Availability estimates).</p> <p>There has been an increase in the recruitment and retention of Aboriginal employees.</p>	<p>In progress</p> <p>CSC is ending Phase 3 of its <i>Aboriginal Human Resource Management Strategy</i> (evaluation of projects; assessment of systemic barriers; development of next Strategy).</p> <p>National committee of Aboriginal employees established in 2010, to advise senior management on the development of the next Strategy. The first three-year Plan realized a number of successful outcomes, which sunset in March 2011. The new Plan is currently under development.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Create more Aboriginal-specific positions.</p>	<p>Aboriginal employees in positions to meet operational needs based on our Aboriginal offender population.</p>		<p>In progress</p> <p>CSC continues to recruit Aboriginal Peoples into Recruitment Officer positions, as well as various front-line positions, such as: Aboriginal Liaison Officers; Aboriginal Correctional Program Officers; and Correctional Officer positions. In 2010-2011, specific recruitment processes were launched for each of these positions.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Recruitment of Visible Minorities and Persons with Disabilities: Develop activities to increase the recruitment of persons with disabilities and visible minorities through consultation with the Diversity and Employment Equity Council and Committees.</p>	<p>CSC has a more diverse workforce and is better positioned to address the diverse offender population it serves.</p>	<p>There has been an increase in the recruitment and retention of employees in the visible and persons with disabilities groups.</p> <p>Labour Market Availability targets have been achieved.</p>	<p>In progress</p> <p>EE Representation Reports and EE Data Cube continue to be promoted to managers for the purpose of monitoring progress on achieving representation rates.</p> <p>Regional outreach plans and calendars developed to ensure that workforce gaps can be addressed quickly.</p> <p>Nationally, CSC meets workforce availability estimates for Visible Minorities; Aboriginal Peoples; and Persons with Disabilities. Women remain only slightly under the estimates in institutional settings, with representation rates steadily climbing year-to-year. Regional targets based on these estimates were recently established to facilitate efforts.</p> <p>Second cohort of LDP, targeting Visible Minorities, Aboriginal Peoples, and Persons with Disabilities</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
			<p>will increase EE representation at the EX level.</p> <p>Commissioner held consultations across regions with Visible Minority employees during the spring/summer of 2010, as a first step in acknowledging and identifying the issues and barriers affecting career progression. A report of recommendations was published in March 2011, and an action plan recently presented to the Executive Committee.</p> <p>A similar tour for consultations with Aboriginal staff is under development.</p>
<p>Health Care Professionals, Trades and other occupational groups with shortages: Develop of business case for Recruitment Teams</p>	<p>Business needs are addressed in the Health Service area, trades and other occupational groups with shortages</p>	<p>A reduction in the number of vacant positions.</p>	<p>Complete</p> <p>Recruitment teams currently being established across regions for the purpose of outreach and monitoring for various occupational groups. This coincides with existing recruitment strategies specific to shortage groups, such as partnerships with universities for health professionals.</p>

Compensation

CSC compensation issues are somewhat unique due to CSC’s operational nature, which contributes to a high number of staff movements, deployments, overtime requirements and the application of the operational pension provisions. These and other factors create important workload issues in this area. CSC has taken a number of steps to address compensation issues. However, it must continue to look for innovative solutions in order to provide enhanced services to staff members and reduce the workload of compensation advisors.

The following key activity will be undertaken to address compensation issues:

<i>Key Activity</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Explore and implement innovative ways to address workload issues, such as:</p> <ul style="list-style-type: none"> • using more efficient and modern approaches to implement adjudication decisions; • eliminating steps that do not add value; 	<p>Compensation issues resolved more efficiently—employees will receive their pay or settlement owing on time.</p> <p>Compensation advisors will have a lighter workload through a simpler approach to resolving settlement/pay issues.</p>	<p>A reduction in the workload for compensation employees and a reduction in the number of complaints from managers and employees on compensation matters.</p>	<p>In progress</p> <p>Compensation Review Model developed, to be adopted by all regions, intended to streamline processes and provide cost efficiencies.</p>

<i>Key Activity</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<ul style="list-style-type: none"> exploring technology solutions to manage high-volume transactional work more efficiently. 			<p>CSC-wide business processes specific to, or that include interactions with Compensation, are being reviewed, which include actions such as acting pay under four months and under seven days.</p> <p>Effective April 1, 2011, the <i>Public Works and Government Services Canada</i> transfer of Pension Services from departments should reduce the workload of Compensation Advisors.</p> <p>Compensation Service Standards developed and communicated to employees in 2010, coinciding with a monitoring tool intended to identify gaps and timeframes for deliverables.</p>

Priority Three: Investing in our People

The business of corrections at its core is people-oriented. Positive interactions with our communities, our partners, offenders and each other are critical to achieving our mission and mandate. CSC's slogan, "Changing Lives – Protecting Canadians," speaks to the strength and influence of people who have committed themselves to contributing to public safety. The slogan is truly reflective of our mission and the need to ensure that all staff members have the knowledge and tools to maintain their dedication and professionalism.

Hiring a new CSC employee represents a significant investment. Capitalizing on the knowledge and experience gained by employees throughout their careers is crucial to improving not only CSC's contribution to public safety, but also the organization's overall health. Simply put, investing in people yields positive results for all. Given the current environment, it is imperative that CSC remain focused on investing in its staff in a meaningful way.

Learning and Development

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In response to CSC's current context and heightened need for recruitment and retention, the Learning and Development Branch has worked to position the department in a way that best serves its mandate and sufficiently trains and develops its employees. Furthermore, CSC has identified the need to ensure the national management of operational and required learning programs; establish partnerships in support of CSC's learning needs, as well as share the organization's expertise in the field of training in corrections; and to evaluate required infrastructure for the effective and efficient implementation of learning products.

Since 2009, CSC has established its Learning and Development Governance Board, to ensure that employee and professional development is considered, alongside essential training, and to ensure the equitable distribution of funding according to business priorities. The Board is chaired by the Commissioner, and comprises members of CSC's Executive Committee. It manages and ensures the accountability of corporate learning and development priorities as well as budgetary considerations. The Board is responsible for the approval of funding related to mandatory training programs, and ensures alignment between training and corporate priorities.

A National Learning and Development Committee serves as a sub-committee of the Governance Board. It provides recommendations related to learning and development activities for the acquisition, maintenance and enhancement of staff competencies and the achievement of expected results.

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The Committee acts in an advisory capacity by inviting National and Regional Managers to make recommendations. It also provides a forum for feedback on selected projects at the Executive level, prior to submission to the Governance Board.

To this end, CSC is currently implementing its 2009-2014 Learning and Development Strategic Framework across the organization to ensure that recommendations further to a 2009 review are addressed, and that CSC's Learning and Development capacity continues to respond to increasing business demands.

The Framework has since paved the way for the review and update of several curriculums and training programs, including induction training programs; operational training curriculums related to Dynamic Security; management training; and Values and Ethics training for Executives. It has also allowed for work conducted to streamline operations and develop business processes for the planning, coordination, monitoring, and delivery of training to CSC staff.

CSC has also adopted a new mandatory training model, compliance reporting system and coding structure, as well as resource indicators for key operational resources – all in the aim of strengthening its Learning and Development capacity. A further review of existing training infrastructure, related directives, and the definition of a costing model for training are underway. The model would be used for the future evaluation of CSC's progress in achieving Learning and Development objectives.

The closure of CSC's Correctional Management Learning Centre is an example of a reallocation of funds, following a Strategic Review exercise, which was necessary to align Learning and Development with organizational business needs. It resulted in approximately \$1,000,000 in savings.

Similarly, CSC re-aligned its direction by developing a pilot strategy to meet increased demands for training recruits in light of recent legislative changes. The organization is piloting, with its Royal Canadian Mounted Police (RCMP) partner, the delivery of Correctional Training Programs (organized as part of national recruitment strategies) at a centralized facility. The facility, RCMP Depot in Regina, is equipped to train a larger number of candidates with readily accessible and relevant tools and material. The first cohort is currently enrolled in the training at this location.

CSC's Transformation Agenda reflects the Government's vision for a strengthened federal correctional system. A number of recommendations in the Independent Review specifically targeted CSC's approach to learning and development.

“Correctional Service Canada must focus on being a knowledge-based organization through the development and training of all staff to meet the unique skill requirements of their jobs and the management requirements associated with the risk and needs of a changing offender population. This should occur in the context of Public Service Renewal and in accordance with industry standards.”

Recommendation # 87, CSC Transformation Plan

The Government provided additional funding to support the training and development of CSC correctional and non-correctional employees. In order to effectively implement the Government’s vision for corrections, a number of learning and development initiatives are required, including a review of the learning and development function. This will include developing and implementing a more modern governance structure for learning and development, whose key objective is to enable better collaboration with local, regional and national stakeholders.

The learning and development function review also aims to improve decision making, to standardize learning and development systems and tools, and to address organizational needs in a more timely and effective manner. Implementing the recommendations from the functional review will provide a solid foundation from which CSC can renew its workforce, contribute to the Transformation Agenda and improve its overall contribution to public safety.

“Correctional Service Canada must undertake a review of the competencies (knowledge and skills) required by its staff to better manage the needs of the changing offender profile with respect to program delivery.”

Recommendation 16g) CSC Transformation Plan

Implementation of the Learning and Development Governance Structure

A revised governance structure for Learning and Development is being implemented by CSC. This structure will introduce a consistent approach to making decisions regarding learning and development activities, and the standardization of systems, tools and processes.

In light of the revision’s key objective, the proposed governance structure model ensures representation for senior and middle managers, regional representatives and union representatives.

As we move forward with plans to renew our workforce, we must keep abreast of innovations in learning and development. Employee learning and development supports not only the employees themselves, but also the corrections agenda to continuously improve public safety for Canadians.

Learning and Development Function Review

Several recommendations of the Panel Report now part of CSC's Transformation Agenda pertain to CSC's learning and development function.¹⁹ To address these recommendations, two major reviews in Learning and Development are underway:

- Learning and Development Function Review
- Correctional Officer Recruitment Process and CTP Review

The Learning and Development Function Review aims to identify opportunities for efficiencies by examining key processes, including the infrastructure to deliver training at the local, regional and national levels. Under the direction of a Steering Committee and the collaboration of working groups, the review will examine the current status and analyse mitigating and aggravating factors. The review will result in recommendations being developed and presented to the Executive Committee (EXCOM) by fall 2009. A detailed action plan will result and implementation will follow.

Review of the Correctional Officer/Primary Worker Recruitment Process and Review of the Training Component

There is a need for a coherent national recruitment strategy to attract, select and train "best fit" candidates for employment as a correctional officer/primary worker. CSC must have an efficient process in place to hire correctional officers/primary workers and to coordinate the timing of the necessary training programs to ensure that a sufficient number of qualified correctional officers are available at all times. Coordinating the delivery of training with the hiring process is required to meet operational needs.

The purpose of this review is to propose a corporate strategy that will enable CSC to coordinate recruitment and training requirements with the selection of correctional officers/primary workers, and look for opportunities to maximize efficiencies and increase effectiveness in these areas.

Review of National Training Standards

CSC has a large compendium of National Training Standards to ensure that employees have the skills and knowledge to effectively perform their duties. To address CSC's Transformation Agenda, to more effectively use the funding provided and to provide increased learning and development, the current approach to national training standards will be reviewed. This will include a review of all mandatory training courses. As well, learning roadmaps will be developed for certain key operational positions. This will

¹⁹ The recommendations are: 16g, 31, 87, 88 and 89

provide employees with a clearer picture of the career path within each of the occupational groups, as well as a more targeted approach to identifying learning and development needs.

The Corporate Learning and Development (L&D) Plan

The Corporate Learning and Development (L&D) Plan:

- Responds to the learning and development needs of the organization and its employees in a period of renewal;
- Expands Learning and Development activities to all operational and functional areas of CSC;
- Provides for the development of employees' competencies for a productive and sustainable workforce;
- Supports operational training requirements through design and development;
- Evaluates training programs to ensure a high level of learning and the transfer of knowledge to the workplace.

“Promote awareness and understanding of Aboriginal life among non-Aboriginal employees, and provide them with the tools and training to work more effectively with Aboriginal people and communities

Recommendation # 31c, CSC Transformation Plan

Individual Learning Plans

In order to strengthen the Personal Developmental Plan (PDP) Process that has been in place for a number of years, in 2009-10 CSC will replace the PDP with the Individual Learning Plan (ILP). The ILP will continue to identify mandatory and developmental training and activities for employees. However, its contents will now be captured in a database. This will increase completion rates and make the ILP easier to use.

The transition to an electronic form, which allows the information to be captured in a database for analysis, will identify the individual, institutional or regional needs of a specific group more efficiently and effectively, and will allow CSC to respond to these needs in a tailored and timely manner. The ILP will increase employee engagement and encourage ownership of the learning process. The approved ILP will be relied on to a greater extent than the PDP process.

CSC Leadership Development Program

CSC responded to Public Service Renewal and Transformation objectives by launching a Leadership Development Program in 2008. The program is intended to ensure that CSC

has a strong cadre of entry-level executives and middle managers. Open to EX-equivalent, EX-minus-one and minus-two employees, the program provides 18 months of learning and developmental assignments to help successful candidates become “EX ready.” Nineteen participants have been selected and will begin their assignments in 2009-10.

During 2009-10, CSC will also address development needs for its employment equity groups and in particular, Aboriginal employees and visible minority employees in order to increase representation at the middle manager and executive categories.

Mentoring

Parallel to the Leadership Development Program, CSC has established a bank of mentors within the executive cadre. Mentors will be matched with CSC employees who have been selected to participate in the Leadership Development Program.

Mentoring will be a component of all future CSC leadership development programs.

In addition, specific mentoring opportunities will be developed for Aboriginal employees and visible minority employees.

Middle Manager Leadership Development

In light of the increased delegation of authority to departments by the Office of the Chief Human Resource Officer for leadership development of middle managers and certain functional communities, CSC is actively developing a number of development programs to be delivered within the next three years. While these programs are generally aimed at the development of employees, supervisors and middle managers, as broad as these groups are, certain streams will be specific to either functional communities, such as the correctional officer stream, or to specific Employment Equity groups, such as Aboriginal employees or employees who are members of a visible minority group.

Career Management for CSC Employees on International Missions

This program is being developed to ensure that CSC employees who accept to represent the Government of Canada on International Missions in countries such as Afghanistan and Haiti receive due recognition, by way of career support and guidance, so that their activities and contributions internationally are integrated as much as possible into their career plans. While this program focuses on the returning CSC staff member’s career, it is part of a broader approach to organize and structure the management of staff members on international missions.

Other Development Programs

With CSC now having full authority for leadership development programs (LDP), the LDP unit of L&D is continuing to explore the need for other leadership developmental

initiatives such as selection process coaching workshops and stand alone mentoring programs for certain functional communities. Structured evaluations of existing programs such as the HR Professionals Development Program will also provide information on developmental paths to a successful career.

Talent Management

In September 2008, CSC launched the Talent Management Program. As part of this process, the Executive Committee (EXCOM) reviews the talent and career plans for all 180 CSC executives and their direct reports. This review serves as the foundation for our succession planning and career development program. Talent management will continue to be a priority for career development and succession planning and it will be extended to all management levels in CSC over the 2009 – 2012 period.

Performance Management

In line with the Public Service Renewal Action Plan,²⁰ CSC extends a rigorous performance management regime to all of its executives. All executives have a commitment in their Performance Agreements to ensure that employees have clear performance objectives and that regular discussions take place between managers and employees regarding performance, career development and related learning needs.

CSC will ensure that the performance management regime of executives includes the use of indicators and tools (e.g., Management Accountability Framework and Public Service Employee Survey results) and, with the support of the Chief Human Resource Officer at the Treasury Board Secretariat, will participate in equipping executives and managers with the tools and training needed to effectively manage the full spectrum of employee performance at all levels.

CSC identifies mandatory commitments for senior staff, and these cascades through EX levels. Commitments for all executives are reviewed by the CSC Executive Committee (EXCOM) at mid-year to ensure overall integrity and alignment, and evaluate the progress made on the commitments. A quality assurance exercise is also performed at mid-year and year-end to ensure consistency with performance commitments, measures and results.

CSC will introduce a peer review process for the Commissioner's direct reports. This process will provide a comprehensive approach to evaluating performance and allow for the thorough evaluation of executives.

²⁰ Privy Council Office, 2009-2010 Public Service Renewal Action Plan. (www.pco.gc.ca/2009-2010/plan-eng.htm)

CSC also will review its performance management program for non-executives with a view to developing a new program for implementation in 2010-2011. Consultations will occur with employees and bargaining agent representatives.

The following key activities will be undertaken in regards to Learning and Development to support the Government’s vision for CSC and its Transformation Agenda:

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Review the learning and development function and develop action plans in order to fully implement the approved recommendations.</p>	<p>A learning and development function that better supports the needs of the organization at all levels.</p>	<p>A learning and development function that addresses the needs of the organization.</p>	<p>Complete</p> <p>Five-year Strategic Framework for Learning and Development developed and communicated to CSC management in 2009.</p> <p>Governance Board established in 2009 in response to a National Training Standard Review calling for a new governance model and training structure. The Board comprises members of CSC’s Executive Committee, for the approval of funding related to training and ensuring the alignment between training and corporate priorities.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Review the National Training Standards and develop action plans in order to fully implement the approved recommendations.</p>	<p>Effective and efficient National Training Standards aligned with operational requirements.</p>	<p>National Training Standards aligned to operational requirements to provide employees with the necessary skills and competencies.</p>	<p>Complete</p> <p>Curriculums reviewed as required, in accordance with Learning and Development Governance Board objectives. Recently revised curriculums and training programs include: induction training programs for Correctional Officers; Primary Workers; Parole Officers; and new employees, as well as operational training curriculums related to Dynamic Security; Firearms; Personal Safety/Security Skills; management training for Correctional Managers; and Values and Ethics training for Executives.</p>
<p>Review the Correctional Training Program (CTP) included in the Correctional Officer Recruitment Process and CTP Review Project.</p>	<p>A program tailored to meet the competencies and skills required by correctional officers / primary workers.</p>	<p>The number of vacancies at the entry level is reduced and the number of successful completions of CTP is increased.</p>	<p>Complete</p> <p>Revised CTP (2008) has been implemented across regions.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Replace the Personal Development Plan (PDP) with the Individual Learning Plan (ILP).</p>	<p>The capacity to roll up data and plan L&D activities effectively and efficiently.</p> <p>Employees are provided with learning and development identified to provide the skills and knowledge to perform their duties</p>	<p>Results of public service-wide or CSC specific employee surveys</p>	<p>In progress</p> <p>Electronic ILP pilot exercise was conducted in 2009. Noted issues in functionality resulted in a new commitment to revamp the PDP form.</p> <p>Review of available options in terms of leveraging technology will eventually be conducted, in keeping with the organizational commitment of enhancing the career development process for CSC employees through effective means.</p>
<p>Implement key programs such as the Leadership Development Program, the Career Management Program for CSC Employees on International Missions Middle manager development programs and development initiatives for Aboriginal and visible minority employees.</p>	<p>Responsive programs that meet the learning and development needs of key groups.</p>	<p>CSC has the talent required to fill middle and senior management vacancies.</p>	<p>Complete</p> <p>Leadership Development Program implemented in 2009 for EX minus one and minus two employees. The Program's second cohort (2010-11-2011-12) intends to develop EE group members. Participants of this cohort are currently entering their first of three assignments.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
<p>Participate, with the support of the Chief Human Resource Officer at the Treasury Board Secretariat, in programs to equip executives and managers with the tools and training needed to effectively manage the full spectrum of employee performance at all levels.</p>	<p>More open and timely dialogue on performance and results</p>	<p>Results on Public Service wide and CSC specific employee surveys are improved</p>	<p>In progress</p> <p>Casual coaches are currently hired within regions to support new senior leaders.</p> <p>Talent Management exercises, used to plan and develop succession for senior positions, were conducted in 2009 (for EX and EX minus one positions) and 2010 (for EX and EX minus one positions, as well as LDP participants).</p> <p>Potential candidates are discussed as scheduled at CSC's Executive Committee, as well as regionally.</p> <p>Language training for Executives now funded nationally based on Talent Management Plans.</p>

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Strengthen the performance review process for Executives and introduce a new performance review process for all employees.	Employees are provided with regular feedback through a comprehensive approach to performance evaluation. Learning and career development are directly linked to performance discussions.	Results on Public Service wide and CSC specific employee surveys are improved	<p>Complete</p> <p>Strengthened performance review process for Executives includes a new in-depth Quality Assurance exercise (mid-year and year-end), which includes a post-mortem report intended to build on improvements and best practices; as well as a peer-review process for Senior Executive members, which includes peer and subordinate feedback.</p> <p>CSC's Executive Committee now reviews non-EX performance management exercises for consistency and Talent Management purposes.</p>

Official Languages

CSC must reflect Canadian values and serve as a model of linguistic duality. Through leadership, commitment and action, CSC must continue to incorporate linguistic duality more effectively into daily work practices, and ensure that the equal status of English and French is respected in those offices and institutions with the obligation to communicate with and serve members of the public in the official language of their choice.

In accordance with the [Official Languages Act](#), offices or service points, or third parties acting on their behalf, are required to provide services in both official languages and ensure an active offer of these services in both languages. The right of members of the

public to be served in the official language of their choice takes precedence over the language-of-work rights of employees.

The results of the 2008 Public Service Employee Survey show that CSC employees feel they can work in the language of their choice. CSC has approved and is in the process of implementing the Official Languages Accountability Framework and the three-year Official Languages Action Plan 2008-2011.

The following key activities will be undertaken with respect to official languages:

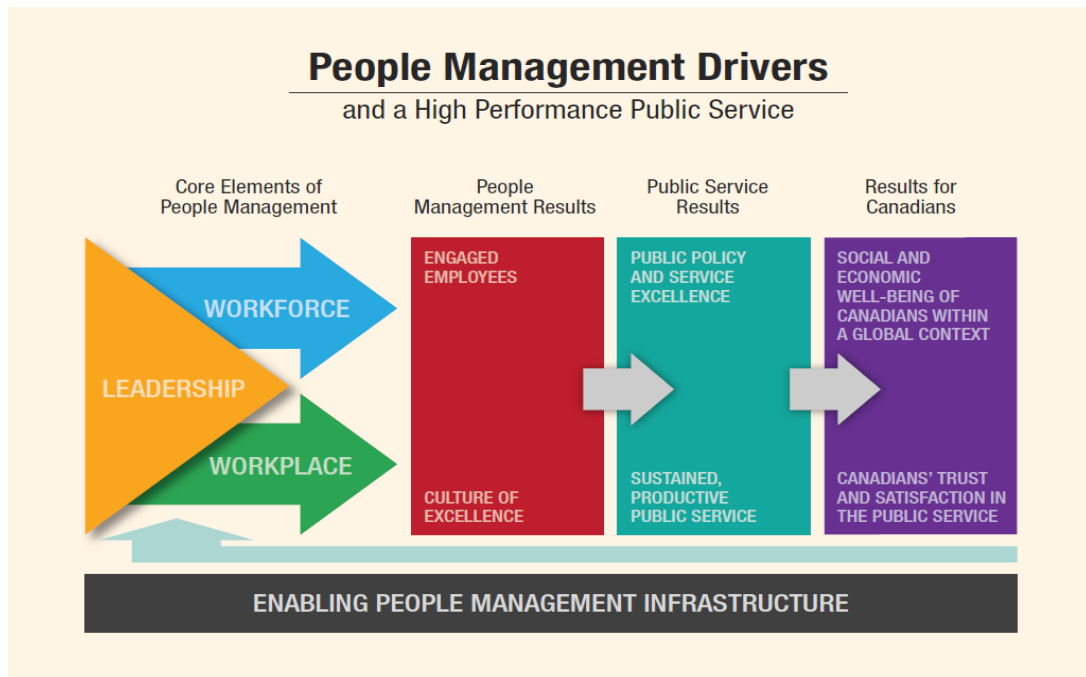
<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
Include accountabilities related to increasing the visibility of official languages in the Performance Agreements of Deputy Commissioners and Assistant Commissioners.	Increased senior management leadership and commitment in promoting official languages.	Improved results in assessment by TBS and the Office of the Commissioner of Official Languages.	Complete Performance agreements of CSC's senior executives include official languages as a standing commitment.
Monitor to ensure compliance with official languages obligations regarding service to the public, language of work, and the equitable participation of Anglophones and Francophones in the workplace.	Increased application of active offer and bilingual signage in reception areas and points of service.	Improved results in assessment by TBS and the Office of the Commissioner of Official Languages.	In progress Three-year departmental action plan (2008-2011) currently in place, and is monitored and updated as required. CSC's Champion of Official Languages, the Assistant Commissioner of Health Services, serves to oversee initiatives; identify gaps; and monitor progress on an ongoing basis – in collaboration with HRM. Regional champions have now been identified.

<i>Key Activities</i>	<i>Resulting in</i>	<i>Measured by</i>	<i>Status (as of March 2011)</i>
			Results of the Office of the Commissioner of Official Languages Report Card were discussed at senior management level. A robust action plan that includes targeted measures to correct shortcomings now developed and in implementation.
Develop and implement a national Official Languages Communication Plan to promote the visibility of official languages.	Greater awareness of official languages obligations related to official languages in CSC.	Improved results in assessment by TBS and the Office of the Commissioner of Official Languages	In progress Communication Plan, intended to align with existing three-year action plan, is currently under development.

Measurement Strategy

The expected results are indicated in the tables outlined at the end of each of the above sections addressing each priority in the Strategic Plan. In addition, the Office of the Chief Human Resource Officer at the Treasury Board Secretariat is realigning the measurement system for people management to better support Deputy Heads and departmental Human Resource Management Regimes. As these new measurements are introduced, CSC and the key activities in the Strategic Plan will be aligned against these.

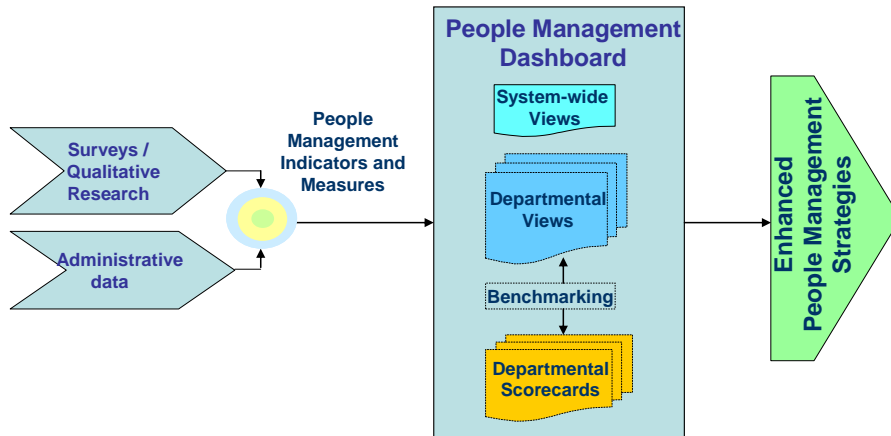
The current People Component of the Management Accountability Framework will be replaced. There will be eight key performance indicators. Departmental people management strategies with new assessments products such as dashboards will be introduced.²¹



²¹ As presented at the Human Resource Council in March 2009.

Indicators and Measures in the Public Service People Management dashboard are illustrated below.

New People Management Performance Measurement System



Looking Ahead

The Correctional Service of Canada is a national organization that through excellent corrections contributes in a meaningful way to the public safety of Canadians. CSC contributes to the maintenance of a just, peaceful and safe society by carrying out sentences imposed by courts through the safe and humane custody and supervision of offenders; and by 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 strength of CSC continues to be the professional and dedicated people who are genuinely engaged in “*Changing Lives and Protecting Canadians*”.

This *CSC Strategic Plan for Human Resource Management 2009-2012* covers a period of great opportunity for CSC brought about by an important change agenda. The priorities and key activities and anticipated results outlined in the *Plan* are geared towards supporting the success of this important change.

Meeting the challenges outlined in this Strategic Plan will require strong leadership and a sustained commitment to making the human resource function a true strategic partner in corrections. To this end, the Plan will support the improvement of services through the development of relationships and by adopting a client focused approach; it will support working better and applying innovative solutions to support the business. The Plan invests in our most valuable resource, our people to position CSC for the future and to sustain a positive healthy workplace where lives are changed and Canadians are protected.

ANNEX A

National*

HR Planning 2010-11 CX Occupational Group Requirements

		CX 04	CX 02	CX 01	Total	
Deployment Standards		#	#	#	#	A
Substantive Employees (own position)		#	#	#	#	B
Incoming	Actings/Assigns from non-CX	#	#	#	#	C
	Total Entries	#	#	#	#	
Outgoing	Long-Term Leave	#	#	#	#	D
	Other Long-Term Leave (expected to return)	#	#	#	#	
	Paid Leave (e.g. interchange, language training etc.)	#	#	#	#	
	Actings/Assigns to Non-CX	#	#	#	#	
	Total Exits from the CX Group	#	#	#	#	
Average Exits Last 5 Years	Average Annual Retirements	#	#	#	#	E
	Average Annual Terminations	#	#	#	#	
	Average Annual Promotions out of the CX Group	#	#	#	#	
	Average Annual Departures	#	#	#	#	
Avg. Last 5 Yrs	Average Annual Deployments OUT TO Other Regions	#	#	#	#	F
	Average Annual Deployments IN FROM Other Regions	#	#	#	#	
	Deployment Net Gain or Loss**	#	#	#	#	

Forecasted Impact for 2010-11

		CX 04	CX 02	CX 01	Total		CTPs
Deployment Standards		#	#	#	#	G	
Forecasted Surplus (+) / Gap (-) = (B+C+D+E+F) - G		#	#	#	#	H	#
Regional Considerations	Atlantic Regional Considerations	#	#	#	#	I	#
	Quebec Regional Considerations	#	#	#	#		
	Ontario Regional Considerations	#	#	#	#		
	Prairie Regional Considerations	#	#	#	#		
	Pacific Regional Considerations	#	#	#	#		
	Total Surplus/Gap = H-I	#	#	#	#	J	
***	C-25 Requirements	#	#	#	#	K	#
Total Surplus/Gap (Incl. C-25) =J-K		#	#	#	#		
CX Hiring Requirement		#					#

CTP success rate assumption is 16 out of 20.

ANNEX B



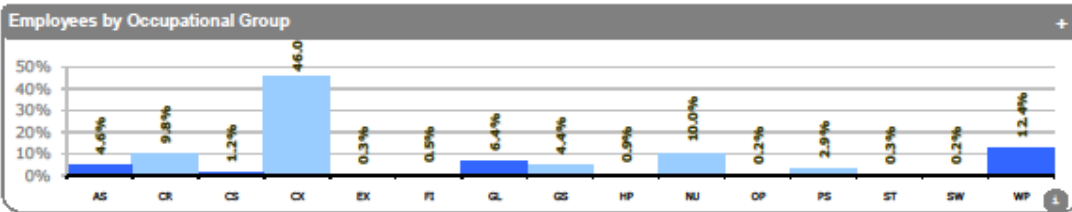
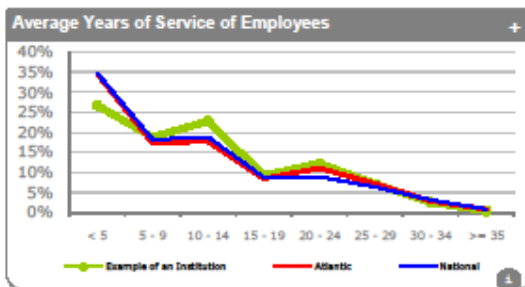
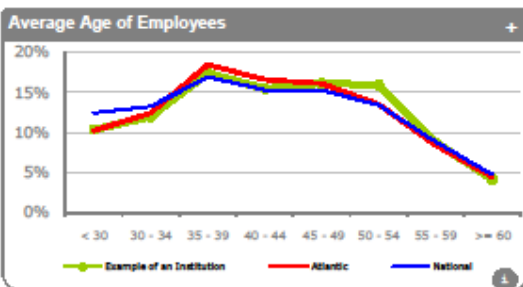
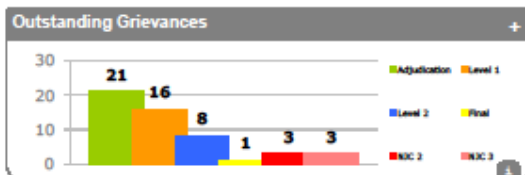
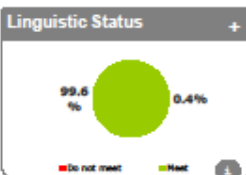
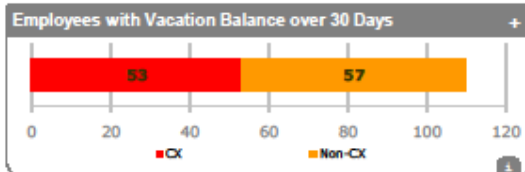
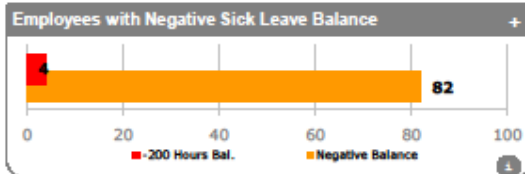
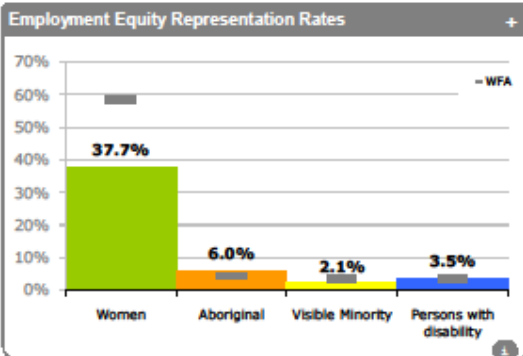
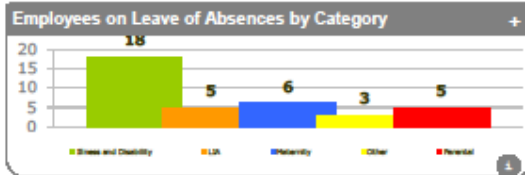
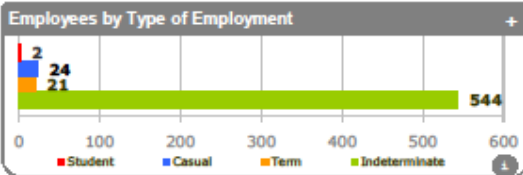
Direction des Services
 Canada
 Services administratifs
 Canada



Human Resources Management Dashboard Example of an Institution

Protected B

Quick Overview - HRMS Data as of October 31, 2010 [Reset Sheets](#) [Français](#)



Source: HRMS | October 31, 2010 Link: <http://infopoint-secteurs/HRM/PROJECTS/PT/>

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