

Recommendations/Action Plan

1. That chaplains develop the means to more intentionally visit all areas of the institution on a regular basis and identify themselves as chaplains.
 - **Action:** Each chaplaincy team to develop a visitation plan/schedule; chaplains to address how they identify themselves to the Institutional community;
 - **Accountability:** RDC, DW, AWCP, Regional Chaplain, Contractor;
 - **Timeframe:** April, 2005.

2. That facility planning for sacred spaces in the future include dialogue with institutional authorities about offenders' access to the chapel while respecting security considerations;
 - **Action:** This issue to be raised when a new facility is being planned;
 - **Accountability:** RDC, Regional Chaplain;
 - **Timeframe:** Ongoing.

3. That the Chaplaincy Leadership Team (CLT) consider the uniqueness of each institutional context in order to identify the skills, aptitudes, style of ministry, and training required for effective chaplaincy services in each setting.
 - **Action:** Working groups of Minimum, Medium, Maximum, Women's, Psychiatric and Multi-faith chaplains formed at the Chaplains' Conference to develop the profile;
 - **Accountability:** RDC, Regional Chaplain;
 - **Timeframe:** June, 2004.

4. That the institutional chaplaincy teams initiate a dialogue with their institutional administrators to discuss whether the strategies and objectives of chaplaincy services are suitably aligned with institutional directions and expectations, taking into account chaplaincy's unique mission and role. A concurrent dialogue should also be initiated with the chaplain's employer, the faith community contractor. The contractor may wish to engage the interfaith Committee in this process.
 - **Action:** Regular dialogue between the Institution and chaplains;
 - **Accountability:** RDC, Chaplains, Regional Chaplain, Contractor, DW, AWCP;
 - **Timeframe:** April, 2005 – Ongoing.

5. That 'invitations to tender' include institution-specific characteristics and requirements for chaplaincy services.
 - **Action:** Invitations to tender include a profile of the institutional context and the nature of chaplaincy services required; develop a profile of the nature of chaplaincy services at the different

types of Institutions;

- **Accountability:** RDC, Regional Chaplains to coordinate working groups;
- **Timeframe:** December, 2004.

6. That the CLT consider implementing national service delivery standards for traditions requiring leadership beyond that provided by the institutional chaplains.

- **Action:** CLT to explore the issue of hiring thresholds for minority faith chaplains to insure adequate human and financial resources for services to minorities;
- **Accountability:** ACCOP, CLT (re: Religious Services Audit);
- **Timeframe:** April, 2005.

7. That the Regional chaplains consider the inclusion of leaders from all religious traditions who are providing services to offenders at regional meetings and retreats.

- **Action:** Minority faith chaplains to attend Regional Retreats and meetings;
- **Accountability:** RDC, Regional Chaplains;
- **Timeframe:** Immediate action.

8. That the CLT facilitate a process to make chapels more accommodating for all faith groups.

- **Action:** Regional task force formed to assess and make recommendations concerning “user friendliness” of Chapel spaces to minority faith groups in each Region; guidelines to be included in Handbook for Chaplains
- **Accountability:** ACCOP, DG Chaplaincy, Regional Chaplains, Institutional Chaplains, Inter Faith Committee representatives (Minority faith representative);
- **Timeframe:** November, 2005;

9. That the CLT develop a training and awareness program for staff utilizing the Manual on Religious and Spiritual Accommodation and representatives from Canada’s faith communities.

- **Action:** Development of “staff in-service training” on minority faith groups/issues utilizing the Religious Accommodation Manual;
- **Accountability:** ACCOP, DG Chaplaincy, Institutional Chaplaincy Team;
- **Timeframe:** March, 2006.

10. That the CLT consider strategies to optimize the level of integration of chaplaincy at the institutional level by further examining chaplaincy teams where the balance of integration appears to have been achieved.

- **Action:** Drawing on examples of balanced, well-integrated chaplaincies, a profile to be drawn up and presented to the Institutional chaplains;

- **Accountability:** ACCOP, DG Chaplaincy, CLT, Institutional Chaplains;
 - **Timeframe:** September, 2005.
11. That the CLT examine the need for the formal inclusion of chaplains on the institutional Critical Incident Stress Management teams and/or the options for providing this essential pastoral service by other means.
- **Action:** A letter outlining what chaplaincy offers during times of crisis to be sent to Institutional Managers;
 - **Accountability:** ACCOP, DG Chaplaincy;
 - **Timeframe:** Immediate action by the Director General of Chaplaincy.
12. That institutional chaplains develop an approach to more intentionally, if not formally, introduce themselves and their respective services to new offenders and staff.
- **Action:** Presentations on chaplaincy services at staff orientation and staff meetings; in-service training; offender intake;
 - **Accountability:** RDC, Annual review with Regional Chaplain, Pastoral planning process with Chaplaincy team;
 - **Timeframe:** Immediate Action – Ongoing.
13. That the regional chaplains and institutional chaplains seek to be included in the recruit training program at the Regional Staff College for the purpose of presenting chaplaincy services to new recruits.
- **Action:** Understanding time and priority constraints, Regional Chaplains will consult with Staff College managers in order to utilize creative methods to ensure that new recruits have sufficient information to understand the role of chaplaincy in the CSC.
 - **Accountability:** RDC, Regional Chaplains;
 - **Timeframe:** Immediate Action – Ongoing.
14. That the CLT devise and implement a strategy to inform and train chaplains in the development and use of pastoral plans.
- **Action:** NHQ to provide education and training at Regional meetings in the development and implementation of Pastoral Plans;
 - **Accountability:** ACCOP, DG Chaplaincy, Regional Chaplains;
 - **Timeframe:** December, 2005.
15. That chaplaincy teams employ a formal pastoral planning process to express their mission objectives, plans, programs, and strategies each year, and that this plan be shared with the institutional authority, contracting body, and Regional chaplain.

- **Action:** Chaplains to implement Pastoral Plans, sharing with Institutional authorities, contracting bodies, and the Regional chaplains;
 - **Accountability:** RDC, Institutional Chaplains, Regional Chaplains, Annual Review;
 - **Timeframe:** December, 2005.
16. That a brief, on-going staff awareness module be developed for each institution to inform staff of the range of services available;
- **Action:** Regional Chaplains to make Institutional Chaplains aware of this recommendation requesting them to include this in the Pastoral Plan;
 - **Accountability:** RDC, Regional Chaplains, Institutional Chaplains;
 - **Timeframe:** December, 2005 and ongoing.
17. That the CLT facilitate on-going dialogue within the chaplaincy community about information exchange between chaplains and OMS.
- **Action:** Discussion at Regional and National gatherings; Ongoing dialogue with Institutional administrators; Formation of working group to clarify the issue for CLT.
 - **Accountability:** ACCOP, DG Chaplaincy, Institutional Chaplains, CLT;
 - **Timeframe:** September, 2005.
18. That chaplaincy considers creative ways in which it can affirm and support the importance offenders attach to spirituality in their lives.
- **Action:** A national focus group to be formed to bring recommendations on the issue of how chaplaincy can expand its reach to those who do not consider themselves “religious but spiritual”;
 - **Accountability:** ACCOP, DG Chaplaincy, National Focus Group comprised of Chaplains, staff, ex-offenders, IFC and contractors;
 - **Timeframe:** September, 2005.
19. That chaplaincy seeks to explore strategies to support the importance that the staff attaches to spirituality in their lives.
- **Action:** A national focus group to be formed to bring recommendations on the issue of how chaplaincy can expand its reach to those who do not consider themselves “religious but spiritual”;
 - **Accountability:** ACCOP, Director General Chaplaincy;
 - **Timeframe:** September, 2005.
20. That the CLT, recognizing the extent to which offenders are relying on the faith community for support in their reintegration, examine the feasibility of increasing the profile and scope of community chaplaincy.

- **Action:** To be communicated to CSC policy and decision makers and to the faith communities on whom this expectation is laid;
 - **Accountability:** ACCOP, DG Chaplaincy, CLT, Regional Chaplains, Community Chaplains, Institutional Chaplains;
 - **Timeframe:** Immediate action – Ongoing.
21. That institutional chaplains assist offenders in making connections with the faith community or community chaplain during the final six months of incarceration.
- **Action:** Institutional chaplains to be encouraged to access the continuum of care in the community. Information systems to circulate community re-entry information to Institutional and Community chaplains.
 - **Accountability:** RDC, Regional Chaplains, Community Chaplains, Institutional Chaplains, IFC, Institutional administrators;
 - **Timeframe:** Immediate action – Ongoing.
22. That the CLT and the Interfaith Committee examine in depth the implications of daytime faith-based programming and make recommendations for implementation by institutional managers.
- **Action:** AWCPs/DWs to be polled to gauge support for paid daytime chaplaincy/spirituality programming; Discuss implications with Institutional chaplains; Proceed on a trial basis;
 - **Accountability:** ACCOP, DG Chaplaincy, CLT, Regional Chaplains, Institutional Chaplains & Managers;
 - **Timeframe:** December, 2005.
23. That, as it works with the contracting model, the chaplaincy Management Team engage in an on-going assessment of whether or not it continues to meet the needs of CSC, chaplains and offenders. The results of this examination should be communicated to institutional administrators and faith communities to ensure clarity of expectations and responsibilities.
- **Action:** Identify areas that disadvantage chaplains or hinder chaplaincy services in the current MOU review;
 - **Accountability:** ACCOP, DG Chaplaincy, CLT;
 - **Timeframe:** April, 2006.
24. That the Chaplaincy Leadership Team (CLT) in consultation with the Personnel Security Branch explore the possibility of assigning chaplains their own identification colour to reflect their special status under the contract model.
- **Action:** The CLT to pursue the course of action in the recommendation;
 - **Accountability:** ACCOP, DG Chaplaincy, CLT;

- **Timeframe:** June, 2005;