

CORRECTIONAL SERVICE CANADA DETAILED ACTION PLAN
2022 Reports 1 to 4 of the Auditor General of Canada—Report 4—Systemic Barriers—Correctional Service Canada

Report Ref No.	OAG Recommendation	Agency Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Point of Contact	OPI Status Update – January 2023
4.33	Correctional Service Canada should improve the initial security classification process for offenders by <ul style="list-style-type: none"> undertaking a review, with external experts, of the Custody Rating Scale and its use in decision making—in particular for women, Indigenous, and Black offenders—and, on the basis of the results, taking action to improve the reliability of security classification decisions monitoring the level and reasons for overrides to the Custody Rating Scale results across institutions and security levels—in particular for Indigenous offenders—and ensuring the proper consideration of Indigenous social history for security classification decisions. 	<p>Agreed. Correctional Service Canada's Research Branch will undertake a validation exercise of the Custody Rating Scale for Black men offenders and a revalidation for women and Indigenous offenders in collaboration with external experts. This work will commence this fiscal year and will be identified on the current year Research Plan. The results of this review in December 2023, as well as those from an Indigenous-led initiative currently underway to develop an Indigenous-informed security classification process, will inform any action that may be required to improve the reliability of security classifications for these groups.</p> <p>Correctional Service Canada will start conducting a quarterly review of the reasons the initial Offender Security Classification decision differs from the Custody Rating Scale, in particular for Indigenous offenders, and ensure the proper consideration of Indigenous Social History for initial security classification decisions and placements.</p>	Continued use of a reliable and valid initial security classification tool.	2023-12-29	<p>Action(s): Establish a Memorandum of Understanding or contract with external experts who can provide input and peer review the results of Custody Rating Scale validation and revalidation studies with Black, Indigenous and Women Offenders</p> <p>Deliverable(s): Establishment of a Memorandum of Understanding or contract signed by Correctional Service Canada and an academic institution(s).</p> <p>Timeline for Implementation: 2022-10-28</p> <p>Action(s): Validation/Revalidation of the Custody Rating Scale – Men, Women, Indigenous and Black offenders</p> <p>Deliverable(s): Draft research reports/one-page research summaries submitted to the Director General, Research.</p> <p>Timeline for Implementation: 2023-03-31</p> <p>Action(s): Peer review of validation/revalidation of the Custody Rating Scale with external experts</p> <p>Deliverable(s): Input from external experts on draft research reports/one-page summaries</p> <p>Timeline for Implementation: 2023-06-30</p> <p>Action(s): Internal consultation of draft peer-reviewed research products and identification of implications for security classifications.</p> <p>Deliverable(s): Input from internal stakeholders (Correctional Operations and Programs, Women Offender Sector, and the Indigenous Initiatives Directorate) to feed into results and recommendations section of draft research reports and identify any actions to be taken to improve security classifications.</p> <p>Timeline for Implementation: 2023-09-29</p> <p>Action(s): Finalization and publication of research products</p> <p>Deliverable(s): Approved and published research products</p> <p>Timeline for Implementation: 2023-12-29</p> <p>Action(s): Starting this fiscal year, for a duration of two years, each region will report on the level and reasons for overrides to the initial security classification of Indigenous offenders.</p> <p>Deliverable(s): Regional quarterly reports National Headquarters analysis of regional submissions</p> <p>Timeline for Implementation: 2022-10-01</p>	Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180	<p>Four (4) external experts (Dr. Hamm, Dr. Olver, Dr. Wong, and Dr. McMillan), who have been engaged by CSC through a contracting process, are part of the expert advisory panel. These experts will bring valued insight in the areas of offender risk assessment, instrument validation, and diversity and inclusion. To date, two expert advisory panel virtual meetings have taken place (November 28, 2022 and January 25, 2023) to discuss the research framework and methodology. A CRS validation database is in development and will be comprised of six years (2013-14 to 2018-19) of new consecutive federal admissions (23,068, including 1,821 Black men). A third meeting with the expert panel is scheduled for February 22, 2023.</p> <p>Quarterly reporting implemented with first reports provided to NHQ for 2022-23 quarter 3 and the results are currently being analysed.</p>
4.45	Correctional Service Canada should examine options in the delivery of correctional programs and take action to improve timely access and	Agreed. Starting immediately, Correctional Service Canada will flag offenders serving short sentences with an identified program need in order to expedite their timely access	For offenders serving short sentences with an identified need for a nationally recognized correctional program,	2024-12-01	Action(s): Strengthen uptake of the Prioritization Tool for offenders waitlisted for correctional programs to enhance timely access to correctional programs.	France Gratton, Assistant Commissioner, Correctional	The Prioritization Tool Orientation and Posters were developed and posted on the Hub, in both official languages. A memo was sent from ACCOP to the RDCs, a message from the Commissioner was published, and an announcement was made in 'This Week at CSC', which was sent to all staff in September 2022.

	<p>completion by offenders. Building on its recent evaluations of correctional programs, it should specifically examine their effectiveness with visible minority populations in custody, in particular with Black offenders.</p>	<p>into, and completion of, correctional programs.</p> <p>Correctional Service Canada has also undertaken a longer-term innovative Virtual Correctional Program Delivery initiative to modernize the program scheduling, referral and assignment in order to improve the timely access and completion of correctional programs. This key component of the broader Virtual Correctional Program Delivery initiative will be implemented by the end of 2024.</p> <p>Correctional Service Canada will disaggregate the results of the most recent Evaluation of Correctional Reintegration Programs and will validate their effectiveness for the Black offender population by March 2023.</p>	<p>an increase in the percentage who complete their program prior to first release.</p> <p>A decrease in the number of median days from admission to start of the first institutional readiness program.</p> <p>Validation of the effectiveness of the programs for Black offenders.</p>		<p>Deliverable(s): Develop and distribute communication materials to the regional staff promoting the use of the Prioritization Tool.</p> <p>Develop and distribute orientation sessions to ensure that staff understand how to appropriately use the Prioritization Tool.</p> <p>Timeline for Implementation: 2022-09-30</p> <p>Action(s): Develop and implement the Program Scheduling and Reporting component of the Virtual Correctional Program Delivery initiative.</p> <p>Deliverables(s): Implement a technical solution with program referral, scheduling and assignments components.</p> <p>Timeline for Implementation: 2024-12-01</p> <p>Action(s): The Internal Audit and Evaluation Sector will re-examine the 2020 Evaluation of Correctional Reintegration Program data to validate the effectiveness of reintegration programs for the Black offender population.</p> <p>Deliverable(s): Report on findings</p> <p>Timeline for Implementation: 2023-03-31</p>	<p>Operations and Programs (613) 943-0499</p> <p>Christian D'Auray, Chief Audit and Evaluation Executive (613) 762-5494</p>	<p>The first action and all deliverables are complete. Results on timely access to correctional programs:</p> <p>For offenders serving short sentences with an identified need for a nationally recognized correctional program, an increase in the percentage who complete their program prior to first release.</p> <ul style="list-style-type: none"> In Q3 2022-23, 63.7% of offenders serving a sentence of 4 years or less with an identified need for correctional programming completed their program prior to first release, an improvement from 60.6% in Q2 2022-23. <p>A decrease in the number of median days from admission to start of the first institutional readiness program.</p> <ul style="list-style-type: none"> The median number of days from admission to first readiness program improved from 103 days in Q2 2022-23 to 91 days in Q3 2022-23. <p>(Source: Program Inventory, Extraction Dates: 2022.10.09; 2023.01.08)</p> <p>A preliminary review of the proposed solution to replace OMS has demonstrated the potential to support the business requirements for a Program Scheduling and Reporting tool for Virtual Correctional Program Delivery. The procurement and funding process is anticipated to be completed by fall 2023.</p> <p>The re-examination of the 2020 Evaluation of Correctional Reintegration Program data to validate the effectiveness of reintegration programs for the Black offender population is completed. Internal discussions concerning the supplementary analysis and its conclusions are currently taking place between the Internal Audit and Evaluation Sector, the Correctional & Operations Program Sector and the Research Branch. This action item is well advanced and on track to meet its implementation deadline of March 31st.</p>
4.46	<p>Correctional Service Canada should improve its collection of diversity information for offenders, ensure that the information is complete, and align its collection methodology with that of Statistics Canada. It should use this information to monitor the impact of its correctional policies and practices on diverse groups of offenders and to recognize and remove barriers to their successful reintegration.</p>	<p>Agreed. To continue evolving its comprehensive data collection on the diversity of offenders, Correctional Service Canada will undertake a review of its approach to ensure its continued accuracy and alignment with Statistics Canada methodology. Correctional Service Canada will continue to monitor the diversity of the offender population to inform the development of its policies, programs and practices, and will continue to examine and report on results and outcomes of its diverse offender population. This ongoing work will be tied to the anticipated dissemination of the 2021 Census data relative to the Indigenous and ethnocultural composition of the population in Canada in Fall 2022.</p>	<p>Enhanced offender diversity data collection and reporting.</p> <p>Improved monitoring of correctional and reintegration results for diverse groups of offenders.</p>	2024-03-31	<p>Action(s): In collaboration with Reintegration Services Division (the Office of Primary Interest for the collection of ethnocultural data on offenders), examine Correctional Service Canada's approach and the Fall 2022 Census data relative to diversity information.</p> <p>Deliverable(s): Report on the findings and recommendations to review Correctional Service Canada's data collection methodology, as applicable.</p> <p>Timeline for Implementation: 2023-03-31</p> <p>Action(s): In collaboration with Reintegration Services Division (the Office of Primary Interest for the collection of ethnocultural data on offenders), implement necessary changes to the Offender Management System and corporate reporting systems, as applicable.</p> <p>Deliverable(s): Business Requirements to be documented and implemented.</p> <p>Timeline for Implementation: 2024-03-31</p>	<p>Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180</p>	<p>CSC's review of its approach for collecting data on the diversity of offenders is ongoing. Reintegration Services Division (COP) and Performance Measurement and Management Reports (Policy) are consulting with relevant internal partners to determine the most effective approach to collecting ethnocultural data on offenders to both reflect Statistics Canada methodology and maintain the integrity of CSC's historic data on offenders.</p> <p>Recent progress was made on simplifying and defining race categories, which has been implemented in CSC's corporate reporting, including the Structured Intervention Unit dashboard, as well as in custom data extractions. The revised race groupings were approved by the Director General, Offender Programs and Reintegration (COP-OPR) and Director General, Strategic Policy and Planning (POLICY) through the Change Management process and implemented in reporting.</p>
4.58	<p>Correctional Service Canada should identify and take action to address root causes contributing to delays in the preparation of offenders—particularly Indigenous offenders—for first release. Correctional Service Canada should also</p>	<p>Agreed. Correctional Service Canada has already initiated an operational case review exercise to identify the root causes that contribute to the delays in the preparation and release of offenders by their first eligibility date, particularly Indigenous offenders and, based on the findings, necessary actions will be taken.</p>	<p>An increase in the percentage of Indigenous offenders who are granted a discretionary release at the time of their first release.</p>	2024-04-01	<p>Action(s): Examine the factors contributing to the non-release of Indigenous offenders by first eligibility date.</p> <p>Deliverable(s): A case review study will be completed.</p> <p>Timeline for Implementation: 2023-04-30</p>	<p>Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180</p>	<p>The Special Projects and Data Management (SPDM) team of the Research Branch has recently completed analysis of an in-custody snapshot that was used to explore the case characteristics of Indigenous offenders in custody past Day Parole Eligibility Date. The population included those with ($N = 770$) and without ($N = 2,042$) a release history, with the latter including offenders who had ($N = 600$) and had not ($N = 1,442$) been reviewed for parole. A smaller sample ($n = 78$) was drawn to explore thematic considerations in administrative processes, case management, and parole decision-making. Upon internal review of the</p>

	improve the timely completion of reassessments of offenders' security levels, to facilitate their safe transitions into the community.	CSC has also undertaken a case management initiative to enhance correctional planning, which will provide more robust tools to staff to ensure the timeliness of case preparation for release. Correctional Service Canada will implement a more robust tracking of cases by Summer 2022 to ensure the timely completion of reassessments of an offender's security level and enhance national oversight to address non-compliance.	An increase in the number of security level reassessments completed according to the timeframes specified in policy, for Indigenous offenders who have successfully completed a correctional program.		<p>Action(s): Develop and implement the Correctional Planning and Decisions initiative. Deliverable(s): National implementation of the Correctional Planning and Decisions application. Timeline for Implementation: 2024-04-01</p> <p>Action(s): Strengthen compliance with policy requirement to reassess Indigenous offenders' security levels following a significant event, through the implementation of a proactive tracking mechanism. Deliverable(s): Development and implementation of a proactive national tracking process. Timeline for Implementation: 2022-10-01</p>	France Gratton, Assistant Commissioner, Correctional Operations and Programs (613) 943-0499	<p>Research Report entitled 'Barriers to Timely Release among Indigenous Federal Offenders' by Policy, Correctional Operations and Programs, and the Indigenous Initiatives Directorate, the study will be complete.</p> <p>A preliminary review of the proposed solution to replace OMS has demonstrated the potential to support the business requirements to enhance correctional planning. The procurement and funding process is anticipated to be completed by fall 2023. In the interim, business requirement documentation is ongoing whereas further IT development of a separate solution will be on hold pending review. Previous implementation dates will need to be revised accordingly.</p> <p>All five regions have implemented a proactive tracking process as of November 2022.</p>
4.69	Correctional Service Canada should develop workforce representation objectives that align with the offender population in custody, with particular attention to overrepresented groups (such as Indigenous and Black offenders), and should formalize gender representation objectives at women's institutions. In both cases, CSC should monitor progress according to an established timeline and consider which roles and functions (such as front-line, institution-based officers) are priorities.	<p>Agreed. Correctional Service Canada has historically exceeded the workforce availability for Indigenous peoples and visible minorities. In 2021, Correctional Service Canada set representation objectives for Indigenous and visible minority employees that further exceed workforce availability and take into account the offender population.</p> <p>Correctional Service Canada will formalize its gender representation objectives for women's institutions by March 2023.</p> <p>Correctional Service Canada will review its progress against established representation objectives and prioritize its staffing efforts at sites and for occupational groups where larger gaps between staff and the offender population exist.</p> <p>Correctional Service Canada will monitor its progress against these objectives and report on the results annually.</p>	<p>Reduction in the gap in representation between staff and the offender population.</p> <p>Optimal ratio of women to male Primary Workers in women's facilities to ensure sufficient gender representation at women's institutions and the healing lodge.</p>	2025-04-01	<p>Action(s): Identify sites and functional groups that should be prioritized to better reflect the offender population. Deliverable(s): List of sites/functional groups that should be staffed according to employment equity needs in order to better reflect the offender population. Timeline for Implementation: 2023-03-31</p> <p>Action(s): Develop representation objectives for Indigenous peoples that aligns with the offender population for the prioritized sites and functional groups Deliverable(s): Objectives are set Timeline for Implementation: 2023-09-30</p> <p>Action(s): Develop representation objectives for visible minorities that aligns with the offender population for the prioritized sites and functional groups Deliverable(s): Objectives are set Timeline for Implementation: 2023-09-30</p> <p>Action(s): Develop a Business Intelligence tool to monitor progress against objectives. Deliverable(s): Business Intelligence tool is developed. Timeline for Implementation: 2024-03-31</p> <p>Action(s): Dedicate seats for Correctional Training Program for women sites, in keeping with identified gender ratio. Deliverable(s): Trained and competent frontline staff for women's sites, respecting the identified female/male ratio. Timeline for Implementation: 2025-04-01 and ongoing</p> <p>Action(s): Conduct a review of the targeted Primary Worker staffing ratio for women's institutions and the healing lodge. Deliverable(s): Review is completed and targeted ratio is confirmed to meet the needs of the sites. Timeline for Implementation: 2023-09-30</p>	<p>Jay Pyke, Assistant Commissioner, Human Resource Management (613) 995-8899</p> <p>Brigitte Bouchard, A/Deputy Commissioner for Women (438) 336-8807</p>	<p>On track. HRM (POLEE - EEDI team) is developing an evidence-based plan, in consultation with internal stakeholders, to identify sites and functional groups to be prioritized to reduce the gap in representation between staff and the offender population. This plan will be formally submitted for Commissioner approval in early March.</p> <p>The review of the targeted Primary Worker staffing ratio for women's institutions and the healing lodge is currently on track. The Women Offender Sector has developed a Statement of Work and is currently in the tendering process.</p>
4.76	To address employment equity representation gaps and increase the diversity and inclusivity of its	Agreed. Correctional Service Canada will complete its employment system review by September 2022. This review, and the results of the Public Service Employee Survey, will inform the new Comprehensive	Reduction of systemic and attitudinal barriers for equity-seeking groups throughout the employment experience	2026-03-31	<p>Action(s): Conduct a review of Public Service Employee Survey results Deliverable(s): Gaps are identified Timeline for Implementation: Completed for 2020 survey and following each Public Service Employee Survey</p>	Jay Pyke, Assistant Commissioner, Human	Review of PSES results will commence upon receipt of survey results, anticipated to be received in Spring 2023. This will include engagement with EXCOM and other stakeholders.

<p>workforce, Correctional Service Canada should</p> <ul style="list-style-type: none"> • finalize and implement its plan to address diversity and inclusion gaps, informed by an employment systems review and the results of the Public Service Employee Survey, to address systemic barriers to underrepresented groups • ensure that all staff complete required diversity training and implement refresher training to ensure that they have the most up-to-date knowledge on these topics, in order to support a diverse and inclusive workforce 	<p>Plan for Employment Equity, Diversity and Inclusion. The plan will be finalized by December 2022 and provide an action plan to address issues affecting equity-seeking employee groups.</p> <p>Correctional Service Canada will monitor its progress against the Comprehensive Plan for Employment Equity, Diversity and Inclusion and report on the results annually.</p> <p>Correctional Service Canada will complete the implementation of its Diversity Cultural Competency Training by March 2023 for existing staff. Correctional Service Canada will conduct an ongoing review of its Diversity Cultural Competency Training and all other diversity training that is provided in order to ensure staff have the most up-to-date knowledge on the topic of diversity and cultural competency.</p>	<p>(recruitment, hiring, promotion, career development).</p> <p>Increase in the cultural competencies of employees in support of a diverse and inclusive workforce.</p>	<p>Action(s): Finalize the Employment Systems Review Deliverable(s): Employment Systems Review is finalized Timeline for Implementation: 2022-09-30</p> <p>Action(s): Finalize the Comprehensive Plan for Employment Equity, Diversity and Inclusion. Deliverable(s): Comprehensive Plan for Employment Equity, Diversity and Inclusion is finalized. Timeline for Implementation: 2022-12-31</p> <p>Action(s): Monitor and track implementation of the Comprehensive Plan. Deliverable(s): Annual update is completed. Timeline for Implementation: 2023-03-31</p> <p>Action(s): Finalize delivery of Unconscious Bias and anti-racism/discrimination training. Deliverable(s): Training compliance rates for target groups. Timeline for Implementation: 2026-03-31</p> <p>Action(s): Conduct a formal review of our Diversity and Cultural Competency Training Deliverable(s): Recommendation(s) related to changes in our Diversity and Cultural Competency Training (Learning and Development Board presentation) Timeline for Implementation: 2024-01-01</p> <p>Action(s): Finalize delivery of Diversity and Cultural Competency Training. Deliverable(s): Training compliance rates for target groups. Timeline for Implementation: 2023-03-31</p>	<p>Resource Management (613) 995-8899</p>	<p>Complete. The Employment Systems Review was approved in August 2022. HRM (POLEE-EEDI team) will be consulting with EE groups on how to close the gaps and remove barriers.</p> <p>Complete. The Comprehensive Plan for Employment Equity was approved and published in December 2022. It will be reviewed and updated on an annual basis, with the next update to be completed by March 31, 2023.</p> <p>The Comprehensive Plan for Employment Equity was approved and published in December 2022. It will be reviewed and updated on an annual basis, with the next update to be completed by March 31, 2023.</p> <p>On track</p> <p>On track</p> <p>In progress – National compliance as of January 26, 2023 is 85.36%</p> <p>Regional Rates as of January 26, 2023:</p> <p>Atlantic: Online training - 77.15% In-class training - 59.60%</p> <p>Quebec: Online training – 89.16% In-class training – 73.97%</p> <p>NHQ: Online training – 100.00% In-class training – 100.00%</p> <p>Ontario: Online training - 88.30% In-class training - 83.47%</p> <p>Prairies: Online training - 94.60% In-class training - 92.74%</p> <p>Pacific: Online training - 86.94% In-class training - 82.04%</p>
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