

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	Indicator of Achievement <i>(For Committee Use Only)</i>
4.33	<p>Correctional Service Canada should improve the initial security classification process for offenders by</p> <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>	<p>Continued use of a reliable and valid initial security classification tool.</p> <p>Increase in the number of final security classification that</p>	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 Deliverable(s): Establishment of a Memorandum of Understanding or contract signed by Correctional Service Canada and an academic institution(s). Timeline for Implementation: 2022-10-28</p> <p>Action(s): Validation/Revalidation of the Custody Rating Scale – Men, Women, Indigenous and Black offenders Deliverable(s): Draft research reports/one-page research summaries submitted to the Director General, Research. Timeline for Implementation: 2023-03-31</p> <p>Action(s): Peer review of validation/revalidation of the Custody Rating Scale with external experts Deliverable(s): Input from external experts on draft research reports/one-page summaries 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. 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. Timeline for Implementation: 2023-09-29</p> <p>Action(s): Finalization and publication of research products Deliverable(s): Approved and published research products 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</p>	<p>Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180</p> <p>France Gratton, Assistant Commissioner,</p>	

			properly take into consideration the Indigenous Social History, which may result in a reduction in the percentage of Indigenous offenders receiving an initial security classification of maximum.		overrides to the initial security classification of Indigenous offenders. Deliverable(s): Regional quarterly reports National Headquarters analysis of regional submissions Timeline for Implementation: 2022-10-01	Correctional Operations and Programs (613) 943-0499	
4.45	Correctional Service Canada should examine options in the delivery of correctional programs and take action to improve timely access and 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>Agreed. Starting immediately, Correctional Service Canada will flag offenders serving short sentences with an identified program need in order to expedite their timely access 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>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> <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>	2024-12-01	<p>Action(s): Strengthen uptake of the Prioritization Tool for offenders waitlisted for correctional programs to enhance timely access to correctional programs.</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>France Gratton, Assistant Commissioner, Correctional Operations and Programs (613) 943-0499</p> <p>Christian D'Auray, Chief Audit and Evaluation Executive (613) 762-5494</p>	
4.46	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	<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</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</p>	Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180	

	and remove barriers to their successful reintegration.	the 2021 Census data relative to the Indigenous and ethnocultural composition of the population in Canada in Fall 2022.			changes to the Offender Management System and corporate reporting systems, as applicable. Deliverable(s): Business Requirements to be documented and implemented. Timeline for Implementation: 2024-03-31		
4.58	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 improve the timely completion of reassessments of offenders' security levels, to facilitate their safe transitions into the community.	<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>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.</p> <p>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.</p>	<p>An increase in the percentage of Indigenous offenders who are granted a discretionary release at the time of their first release.</p> <p>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>	2024-04-01	<p>Action(s): Examine the factors contributing to the non-release of Indigenous offenders by first eligibility date. Deliverable(s): A case review study will be completed. Timeline for Implementation: 2023-04-30</p> <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>	<p>Larry Motiuk, Assistant Commissioner, Policy (613) 996-2180</p> <p>France Gratton, Assistant Commissioner, Correctional Operations and Programs (613) 943-0499</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>	Reduction in the gap in representation between staff and the offender population.	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.</p>	Jay Pyke, Assistant Commissioner, Human Resource Management (613) 995-8899	

		Correctional Service Canada will monitor its progress against these objectives and report on the results annually.	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>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>	Brigitte Bouchard. A/Deputy Commissioner for Women (438) 336-8807	
4.76	To address employment equity representation gaps and increase the diversity and inclusivity of its workforce, Correctional Service Canada should <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>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 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>Reduction of systemic and attitudinal barriers for equity-seeking groups throughout the employment experience (recruitment, hiring, promotion, career development).</p> <p>Increase in the cultural competencies of employees in support of a diverse and inclusive workforce.</p>	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> <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</p>	Jay Pyke, Assistant Commissioner, Human Resource Management (613) 995-8899	

					<p>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>		
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