

## CORRECTIONAL SERVICE CANADA DETAILED ACTION PLAN

### 2023 Reports 5 to 9 of the Auditor General of Canada – Report 5 – Inclusion in the Workplace for Racialized Employees – 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  (For Committee Use Only)
5.26	Each of the 6 organizations, using the guidance and best practices we recommend the Treasury Board of Canada Secretariat prepare, should implement performance measurement frameworks to assess and report on progress toward its equity and inclusion outcomes. Furthermore, each of the 6 organizations should develop and implement its performance measurement indicators and related benchmarks or comparator groups using an extensive and comprehensive approach driven by racialized employees, as they are the employees affected by racism in the workplace.	Agreed. Based on guidance from the Treasury Board of Canada Secretariat, Correctional Service Canada, in collaboration with racialized employees, will develop a departmental performance measurement framework.  By March 2025, Correctional Service Canada will assess its progress of diversity, equity, and inclusion using the Maturity Model on Diversity and Inclusion.	Develop performance measurement framework to assess CSC progress against equity and inclusion objectives.	March 31, 2025	<p><b>Action(s):</b> Consult Public Safety portfolio partners and collaborate with CSC’s racialized employees and other Employment Equity group employees and relevant stakeholders to develop updates to CSC’s performance measurement indicators and outcomes for the next iteration of the Comprehensive Plan on Employment Equity, Diversity and Inclusion.</p> <p><b>Deliverable(s):</b> Establish working groups with racialized employees and other employment equity group employees and relevant stakeholders to collectively begin an update and develop performance measurement indicators and outcomes*.</p> <p><b>Timeline for implementation:</b> March 31, 2024</p> <p><b>Deliverable(s):</b> Update the Comprehensive Plan on Employment Equity, Diversity and Inclusion and include updated desired outcomes, indicators, and performance measures within the next iteration.</p> <p><b>Timeline for implementation:</b> March 31, 2025</p> <p><b>Action(s):</b> Following the implementation of the Self-Identification Modernization Initiative, review the quantitative benchmarks from the Treasury Board of Canada Secretariat and create representation and hiring objectives to help focus efforts on achieving a diverse workforce that is representative of the populations that we serve.</p> <p><b>Deliverable(s):</b> Implement performance measurement indicators and related benchmarks or comparator groups using a comprehensive approach driven by racialized employees as they are the employees affected by racism in the workplace.</p> <p><b>Timeline for implementation:</b> September 31, 2025*</p> <p><b>Action(s):</b> Implement the Centre of Diversity and Inclusion’s Maturity Model on Diversity and Inclusion to enhance monitoring progress on diversity and inclusion at CSC.</p> <p><b>Deliverable(s):</b> Implement the Centre of Diversity and Inclusion’s Maturity Model on Diversity and Inclusion to support and share progress on diversity and inclusion at CSC.</p> <p><b>Timeline for implementation:</b> Internal reporting to CSC March 31, 2025</p> <p><i>*Timeline may be adjusted once Treasury Board of Canada provides its guidance and framework, CSC will adjust as needed</i></p>	Guy Morissette, Assistant Commissioner, Human Resources Management (ACHRM)	
5.31	So that all employees are meaningfully informed of and engaged in how the work environment is changing, the	Agreed. Correctional Service Canada will develop a communication plan to provide all employees with regular and comprehensive updates of		February 29, 2024	<p><b>Action(s):</b> Progress Report Anti-Racism, Equity, Diversity and Inclusion 2021-2023.</p> <p><b>Deliverable(s):</b> Publish the Progress Report Anti-Racism, Diversity and Inclusion 2021-2023.</p> <p><b>Timeline for implementation:</b> Report published in October 2023</p> <p><b>Deliverable(s):</b> Publicly communicated the Progress Report’s findings through:</p>	Assistant Commissioner, Communications and Engagement (ACCE), Kirstan	

	<p>Canada Border Services Agency, Correctional Service Canada, the Public Prosecution Service of Canada, Public Safety Canada, and the RCMP should have either communication plans or reporting frameworks that provide all employees with regular and comprehensive updates of measurable progress toward desired equity and inclusion outcomes. Communication plans should include updates on both quantitative and qualitative results.</p>	<p>progress toward desired equity and inclusion outcomes. Quantitative and qualitative results will be included in the plan. The communications plan will be finalized by March 2024.</p>			<ul style="list-style-type: none"> <li>o Social media: Ex:<a href="https://www.linkedin.com/posts/csc_scc_read-our-2021-2023-progress-report-on-the-activity-7120507292462043137-M1W8/">https://www.linkedin.com/posts/csc_scc_read-our-2021-2023-progress-report-on-the-activity-7120507292462043137-M1W8/</a></li> <li>o A dedicated webpage: <a href="https://www.canada.ca/en/correctional-service/campaigns/anti-racism-diversity-equity-inclusion.html">https://www.canada.ca/en/correctional-service/campaigns/anti-racism-diversity-equity-inclusion.html</a></li> <li>o Development of a summary 'Report Card': (available for download: <a href="https://www.canada.ca/content/dam/csc-scc/images/campaigns/anti-racism-diversity-equity-inclusion1/ARDEI%20PROGRESS%20REPORT%20CARD%20EN%20.pdf">https://www.canada.ca/content/dam/csc-scc/images/campaigns/anti-racism-diversity-equity-inclusion1/ARDEI%20PROGRESS%20REPORT%20CARD%20EN%20.pdf</a>)</li> <li>o Communications with employees: <a href="https://www.canada.ca/en/correctional-service/corporate/commissioner/employees/2023-11-20.html">https://www.canada.ca/en/correctional-service/corporate/commissioner/employees/2023-11-20.html</a></li> </ul> <p><b>December 2023 – February 2024:</b> Consult sectors on draft communications plan and put forward final for consideration. It will be a multi-channel, multi-year plan that addresses the recommendation of the audit as well as expectations from the Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service and Forward Direction for Deputies.</p> <p>April 2024 and beyond: implement communications plan to provide all employees with regular and comprehensive updates on progress toward anti-racism, diversity, equity and inclusion actions and results.</p>	<p>Gagnon (supported by Guy Morissette, ACHRM)</p>	
5.50	<p>All 6 organizations should undertake data-informed analysis to understand how racialized employees experience their workplace in comparison with others. By using quantitative data together with qualitative data, such as the lived experiences of racialized employees and other designated groups, organizations should take concrete and measurable actions to correct situations of employment disadvantage.</p>	<p>Agreed. Correctional Service Canada will improve its data analysis to include quantitative and qualitative data from sources, including the Public Service Employee Survey and internal surveys, to better understand how racialized employees experience their workplace in order to implement actions to address situations of employment disadvantage.</p>		<p>March 31, 2025</p>	<p><b>Action(s):</b> CSC will undertake a quantitative and qualitative data review, through consultation and other forms of information gathering, to better understand how racialized employees experience their workplace and to identify gaps and barriers.</p> <p><b>Deliverable(s):</b> Develop an HR data strategy to support CSC and provide clear parameters and considerations for the collection and use of available employment equity data (as available subject to legislations and privacy concerns) to better explore the links between program outcomes with employment equity groups and to support inclusive HR planning cycles.</p> <p><b>Timeline for implementation:</b> March 31, 2025</p>	<p>Guy Morissette, ACHRM</p>	

5.66	All 6 organizations, supported by the Treasury Board of Canada Secretariat, should examine their existing complaint resolution processes, and ensure that these processes specifically address instances of racism in the workplace and that complaints are received and managed by professionals trained and experienced in the area of racism.	Agreed. Correctional Service Canada is committed to reviewing its employee complaint resolution processes to ensure they address instances of racism and that the staff receiving and managing the complaints are trained in the area of racism. As such, Correctional Service Canada will add training on racism to its 2023–2024 training plan for all employees from the Harassment and Violence Prevention Unit by March 31, 2024.	Increased awareness and understanding of the factors that can lead to racism.  Increased cultural competency of "designated recipients".	October 31, 2024	<p><b>Action(s):</b> The Harassment and Violence Prevention Unit will develop an anti-Black racism and systemic racism training plan for designated recipients. The unit is responsible for following up on workplace harassment and violence notice of occurrence (complaints).</p> <p><b>Deliverable(s):</b> Compliance rate for the follow-up of targeted training in the target group.  <b>Timeline for implementation:</b> March 31, 2024, for the majority of targeted training and October 2024 for virtual classroom training (CSPS English training is full until March 31, 2024).</p>	Guy Morissette, ACHRM	
5.67	All 6 organizations, supported by the Treasury Board of Canada Secretariat, should collect, and analyze information gathered through complaint resolution processes to identify root causes of disadvantage for racialized employees. Analysis of this information should contribute to preventing and resolving racism in the workplace.	<p>Agreed. Correctional Service Canada has begun an initial analysis of data from harassment and violence notices filed since implementation of the <i>Work Place Harassment and Violence Prevention Regulations</i>. In addition to a quantitative review of the data, this analysis will focus on elements, such as the types of incidents (including elements of discrimination) and the most common types of recommendations. As a result, Correctional Service Canada, with support from the Treasury Board of Canada Secretariat, will be able to better target training needs for employees, supervisors, managers, and executives.</p> <p>In addition, the employee complaint form was amended (July 2023) to include a component for statistical and trend analysis. This addition</p>	<p>Analysis and understanding of overall and specific trends (gender and employment equity groups) in the number and types of harassment and violence notice of occurrence, and recommendations issued as a result of harassment and violence investigations, which are based on the root causes of the situations raised.</p> <p>This analysis has the potential to better target training and awareness needs for employees</p>	October 31, 2024	<p><b>Action(s):</b> Given the presence of a self-declaration section in the Harassment and Violence Notice of Occurrence Form, CSC will be able, as part of the production of the annual report, to consider and analyze the data from the Notices of Occurrence filed by employees subject to gender and employment equity groups.</p> <p><b>Deliverable(s):</b> CSC Annual Report for 2023-2024.  <b>Timeline for implementation:</b> CSC's Annual Report to be tabled in October 2024.</p>	Guy Morissette, ACHRM	

		focuses on self-reporting on gender and employment equity groups. Therefore, this information, combined with data analysis, will provide a better understanding, and help prevent and resolve notifications of incidents with a racism component. The 2023–2024 Correctional Service Canada Annual Report on Harassment and Violence will contain data on gender, and employment and equity groups, and will be analyzed to inform decision making.	and members of management and to guide the component dealing with options for resolving situations of racism.				
5.79	Each of the 6 organizations and the Treasury Board of Canada Secretariat should establish expected behaviours needed for an anti-racist and inclusive work environment and against which performance should be assessed for employees. These behaviours should be aligned with specific equity and inclusion outcome indicators and the performance measurement frameworks.	Agreed. Once available, Correctional Service Canada will implement the new Treasury Board of Canada Secretariat leadership competency profiles and ensure information around expected behaviours is available to employees and managers. Correctional Service Canada will also improve its best practice of creating mandatory work objectives for all supervisors and managers in the area of diversity and inclusion annually as part of the Performance Management Program, by developing new indicators specific to anti-racism in consultation with employee diversity networks.	Enhanced integration of anti-racism as part of the Performance Management Program.	March 31, 2026	<p><b>Action(s):</b> Provide interim guidance on behaviours associated with diversity and cross-cultural sensitivity through the annual Standardized Work Objectives exercise.</p> <p><b>Deliverable(s):</b> Publish the 2024-25 Standard Work Objectives for all employees and for all supervisors/managers which will continue to include performance indicators related to diversity and cross-cultural sensitivity. <b>Timeline for implementation:</b> April 1, 2024</p> <p><b>Action(s):</b> Work with the ARDEI Directorate, HRM EEDI employee working groups, and employee equity networks in the development of new performance indicators related to anti-racism, equity, diversity, and inclusion.</p> <p><b>Deliverable(s):</b> Publish the 2025-26 Standard Work Objectives for all employees and for all supervisors/managers and include performance indicators related to anti-racism, equity, diversity, and inclusion. <b>Timeline for implementation:</b> April 2025</p> <p><b>Action(s):</b> Implement the Treasury Board of Canada Secretariat's Competency Framework and develop resources to help managers align new indicators with Performance Management Program expectations.</p> <p><b>Deliverable(s):</b> Provide information sessions and resources for managers. <b>Timeline for implementation:</b> March 2026</p>	Guy Morissette, ACHRM, with Kirstan Gagnon, ACCE	