

**GOVERNMENT OF THE NORTHWEST TERRITORIES RESPONSE TO
COMMITTEE REPORT 19-17(5) REPORT ON THE REVIEW OF THE 2015 REPORT
OF THE AUDITOR GENERAL OF CANADA ON CORRECTIONS IN THE
NORTHWEST TERRITORIES**

Preamble

The Office of the Auditor General released its *Report of the Auditor General of Canada to the Northwest Territories Legislative Assembly - 2015: Corrections in the Northwest Territories – Department of Justice*. This report contained 14 recommendations to the Department of Justice grouped into the areas of inmate case management and facility management.

On June 4, 2015, the Standing Committee on Government Operations released its Committee Report 19-17(5) in the Legislative Assembly. The *Report on the Review of the 2015 Report of the Auditor General of Canada on Corrections in the Northwest Territories* puts forward nine recommendations to the Department of Justice, including a recommendation that the Government of the Northwest Territories (GNWT) provide a comprehensive response to the report within 120 days.

Recommendation 1

The Standing Committee on Government Operations endorses the 14 recommendations made by the Office of the Auditor General in its report. The Standing Committee recommends that the Department of Justice take the steps necessary to ensure that all recommendations are implemented in a timely manner.

GNWT Response

The GNWT has accepted the Auditor General's 14 recommendations to improve and strengthen the Corrections Service. The recommendations have and will continue to guide the Department in meeting its responsibilities to inmates, staff and the general public across correctional programs and services in all NWT facilities. The Department of Justice has developed and updated the *Corrections Action Plan* to the end of August 2015 (attached as Appendix A). The updated plan outlines actions in response to each of the recommendations, progress and time frames for completion.

Recommendation 2

The Standing Committee on Government Operations recommends that the Department of Justice adjust the Action Plan to focus on procedural changes that will enable more effective implementation of existing directives, standing orders and policies, rather than the review and revision of these rules, which may take place over the longer-term.

GNWT Response

The Department has updated the *Corrections Action Plan* to reflect procedural changes made and underway. The review of directives provides the context within which procedural changes can be made.

The Department has reviewed all existing Corrections directives. All directives identified as a priority, including those identified in the Auditor General's *Report on Corrections in the Northwest Territories*, have been amended with required changes communicated to staff and implemented. As of August 2015, procedural changes have been implemented in all priority areas, including:

- case management services for remanded and intermittent serving inmates;
- program access and delivery;
- dynamic supervision and inmate security classifications;
- contraband recording and reporting;
- occupational health and safety;
- fire prevention; and
- administrative segregation.

All procedural changes resulting from the review of the remaining directives will be communicated to staff and implemented by November 2015. Through the *Corrections Performance Assurance and Accountability Framework*, the Department will ensure that as updated policies and procedures are implemented, regular monitoring is conducted to ensure compliance.

Recommendation 3

The Standing Committee on Government Operations recommends that the Department of Justice include the performance measures from the Auditor General's Report in future reports on the Department's progress in implementing the Auditor General's recommendations and in future departmental Business Plans.

GNWT Response

The Department has included measures on facility occupancy and capacity as well as safety requirements in the updated *Corrections Actions Plan*. Other performance measures are still being developed in line with changes to directives, such as in the area of case management. These measures will be reflected in revisions to the *Corrections Performance Assurance and Accountability Framework*. The Department will consider indicators for inclusion in future business plans.

Recommendation 4

The Standing Committee recommends that the Department of Justice provide a status report to the Committee at least once before the end of the 17th Assembly, and then annually during the 18th Assembly, outlining actions taken in response to the Auditor General's report.

GNWT Response

The updated *Corrections Action Plan*, which is appended to this response, incorporates updated status information as of August 31, 2015. Early in the 18th Legislative Assembly, the Department will be pleased to again provide a status update to Standing Committee on the actions taken in response to the Auditor General's report.

Recommendation 5

The Standing Committee on Government Operations recommends that the Department of Justice take immediate steps to ensure that all inmates undergo case management assessments regardless of the length of their sentences.

GNWT Response

The Department is committed to effective rehabilitation planning and as a result has expanded its use of assessments to ensure that each inmate receives an assessment regardless of the length of incarceration. Case management assessment tools used are based on the custody and community status of the offender and their risk factors.

This recommendation is addressed under Theme 1, Offender Reintegration and Rehabilitation in the *Corrections Action Plan*.

Recommendation 6

The Standing Committee on Government Operations recommends that the Department of Justice find innovative ways to increase inmate access to rehabilitation programs and to ensure that all inmates have access to the programs they most need to meet their rehabilitation goals.

GNWT Response

An analysis of Corrections programs in the context of the needs of persons placed in correctional custody, as well as existing officer training and structures has been initiated for completion in fall 2015. Feedback already gathered from both inmates and staff will be used. The review will include an analysis of both the length of programs currently offered, and potential programs of shorter duration which might be better suited to the average length of incarceration and the needs of inmates in the NWT. Through this analysis, the Department will then identify the most appropriate programs to meet the rehabilitation goals of inmates and offenders for full implementation of a renewed strategic approach in March 2017.

This recommendation is addressed under Theme 1, Offender Rehabilitation and Reintegration in the *Corrections Action Plan*.

Recommendation 7

The Standing Committee on Government Operations recommends that the Department of Justice develop better plans for inmate release and reintegration, including examining the merits of having a dedicated reintegration coordinator.

GNWT Response

The coordination of community reintegration is a critical component of the work conducted by Corrections case managers and probation staff. Offender reintegration also constitutes the first theme for action in the *Corrections Action Plan*. The guiding principles and policy on case management are being amended to include all inmates. The Department has developed and provided a detailed workbook and new training for case managers to streamline case management responsibilities, including the development and monitoring of inmate reintegration plans.

This recommendation is addressed under Theme 1, Offender Rehabilitation and Reintegration in the *Corrections Action Plan*.

Recommendation 8

The Standing Committee on Government Operations recommends that the Department of Justice develop the processes and safeguards necessary to ensure that staff are knowledgeable about the rules they are required to enforce and that they have the training necessary to do their jobs effectively.

GNWT Response

Corrections quality assurance processes and safeguards have been reinforced to ensure that policies are fully read, explained and understood so that staff have the required knowledge to enforce policies and procedures effectively. Ongoing monitoring and compliance in this area is a key part of the *Corrections Performance Assurance and Accountability Framework*.

The Department continues to implement the *Corrections Staff Training, Learning and Development Framework*, providing leadership and mentoring initiatives as a foundation for the future of the Corrections Service. Mandated training standards for specific positions in Corrections are in place and a training management database has been acquired and implemented.

This recommendation is addressed under Theme 4, Staff Training and Development in the *Corrections Action Plan*.



Department of Justice - Corrections Action Plan

Current as of August 2015



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1. Introduction/Context

The GNWT Department of Justice Corrections Service provides the safe custody and supervision of adult and youth offenders in support of public safety. This is achieved through the operation of correctional facilities as well as the supervision of offenders sentenced to community based orders such as conditional sentences and probation orders. The Corrections Service also delivers culturally relevant programs to support inmate rehabilitation and reintegration.¹ As such, the Corrections Service is a complex, multi-faceted 24 hour, seven days a week operation.

The *Report of the Auditor General of Canada to the Northwest Territories Legislative Assembly - 2015: Corrections in the Northwest Territories – Department of Justice* was released on March 3, 2015. The report resulted from an audit by the Office of the Auditor General of Canada, covering the period from April 1, 2012 to September 1, 2014. The audit assessed the extent to which the Department adequately managed inmates in compliance with the NWT *Corrections Act* and reviewed key policies and procedures related to the management of facilities. The Office of the Auditor General selected a combined random sample of 48 male inmate files from the North Slave Correctional Centre and the Fort Smith Correctional Complex Men’s Facility over the time period.

The audit of cases did not include inmate files at the Fort Smith Correctional Complex Women’s Facility, the South Mackenzie Correctional Centre, the North Slave Young Offender Facility or any of the Community Corrections (Probation Offices). However the audit did examine the Fort Smith Correctional Complex Women’s Facility solely in the area of facility management.

1.1 Themes for Action

The Office of the Auditor General of Canada made 14 recommendations to improve inmate case management and facility management. Each recommendation was accepted and reflected in the Department’s Corrections Action Plan for improving and strengthening the NWT Corrections Service. The Department has categorized the 14 recommendations and associated Department responses and actions into four themes:

Theme 1 – Offender Reintegration and Rehabilitation

Recommendations detailed in OAG’s Report Paragraphs: **27, 31, 42, 48, 52**

¹ The term “inmates” refers to all persons who are incarcerated (remanded and sentenced). The term “offenders” refers to those who are under Corrections supervision in the community. The only exception is youth who are not referred as inmates but rather as young offenders, both in and outside the institution.

Theme 2 – Operations Management

Recommendations detailed in OAG's Report Paragraphs: **78, 88, 99, 110, 129**

Theme 3 – Performance Assurance and Accountability

Recommendations detailed in OAG's Report Paragraphs: **54, 100**

Theme 4 – Staff Training and Development

Recommendations detailed in OAG's Report Paragraphs: **121, 132**

These recommendations have and will continue to guide the Department's work to meet our responsibilities to inmates, staff and the general public across all correctional programs and services in all NWT facilities.

2. The Corrections Service

2.1 Vision and Mission

The Department of Justice vision and mission as outlined in its Strategic Plan guide the work in support of public safety. The Department's vision is one where the NWT is a safe society where the rights and freedoms of residents are protected, and the residents have confidence in the justice system. As per its mission, the Department of Justice protects and promotes the rights and safety of all people in the NWT with efficient and responsive programs and services.

The Corrections Service provides key services to the public and supports the Department of Justice's principles through its vision, mission and values:

Vision

The Corrections Service shall be the leader in facilitation of holistic healing in a progressive manner that meets the unique needs of offenders and contributes to a safer community.

Mission

The Corrections Service manages offenders in the least restrictive manner possible, and provides opportunity for their rehabilitation and reintegration through holistic and culturally relevant approaches for the common good of society.

Values

The Corrections Service is committed to a transparent holistic delivery of services that promotes respect and encourages integrity, accountability, acceptance and growth.

2.2 Facilities

The Corrections Service is responsible for the detention and safe custody of youth and adult inmates in five correctional facilities, two located in Yellowknife, one in Hay River and two in Fort Smith. Correctional facilities ensure the safe custody and detention of inmates, provide programs in support of offender rehabilitation and reintegration in preparation for release upon completion of sentences, and thus support public safety. NWT correctional facilities provide programming and services to both adult and youth offenders. Offenders may be subject to a continuous custodial sentence, an intermittent sentence or remand. Inmates are transferred between the various facilities to ensure appropriate placement based on security risk factors, the inmate's needs and program availability. All NWT correctional facilities house territorial, as well as federal and Nunavut offenders, the latter under an Exchange of Services Agreement.

As indicated earlier, the recent audit by the Office of the Auditor General of Canada primarily focused on two NWT correctional facilities regarding case management and facility management, the North Slave Correctional Centre and the Fort Smith Correctional Complex Men's Facility.

North Slave Correctional Centre

The North Slave Correctional Centre (NSCC) located in Yellowknife is a multi-level security facility with a capacity of 148 inmates. This facility is the largest correctional facility in the NWT providing reception, custody, supervision and programming for adult males including those on remand. In addition, NSCC provides custody for a number of Nunavut offenders and approximately 10 to 15 percent of federal offenders.

A majority of the inmates entering custody do so at NSCC. The facility offers programming and services focused on offender rehabilitation in many core risk areas including sex offender treatment, violence and domestic violence prevention, substance abuse treatment, anger management, education and traditional counselling. In addition to facility size, the range of types of offenders housed at NSCC means that staff have to work in the context of addressing often differing and complex offender needs.

Fort Smith Correctional Complex Men's Facility

One of two separate facilities at the Fort Smith Correctional Complex (FSCC), the Men's Facility has a capacity of 18 inmates and provides custody, supervision and programming for adult males, many of whom live with some form of cognitive impairment.

The FSCC Men's Facility provides case management services and programs in the areas of addictions and recovery, traditional healing, anger management, family counselling, sex offender treatment and land based programming. The Men's Facility has developed positive working relationships with local community, such as through the provision of assistance to Elders by selected inmate volunteers.

The Fort Smith Correctional Complex is comprised of two facilities, the Men's Facility as well as a Women's Facility. The Complex benefits from shared services and oversight of a single management team.

Remaining NWT Correctional Facilities

The current NWT Women's Facility within the Fort Smith Correctional Complex is a minimum security facility with a maximum capacity of 20 adult female inmates. In addition to core programming, the Women's Facility includes traditionally based programs as well as other educational and life skills programs. Inmates have access to a community based addictions program that includes education, relapse prevention and is based on cognitive behavioural skills, motivational skills, and harm reduction.

The South Mackenzie Correctional Centre (SMCC) in Hay River has a capacity of 54 inmates. Under the new facility designation adopted in August 2015, SMCC provides custody, supervision and programming for adult offenders with minimum security ratings. In special circumstances, remanded inmates may also be held at SMCC for a limited period of time. The SMCC offers a variety of programming and services with a particular focus on substance abuse and traditional healing.

The North Slave Young Offender Facility (NSYOF) in Yellowknife provides custody, supervision and rehabilitation programming for up to 25 young offenders, males and

females who are sentenced to open or secure custody as well as remanded young offenders.

2.3 Community Corrections

The Community Corrections area provides supervision of offenders in the 33 NWT communities. Community Corrections supervises both adult and youth offenders who are subject to various orders and conditions, including Probation Orders, Conditional Sentence Orders, bail conditions, recognizance/undertaking conditions, community supervision, conditional supervision, and more. In all communities except Yellowknife, Probation Officers also provide supervision to federal offenders on Parole.

2.4 Dynamic Relationship Between Correctional Facilities and Community Corrections

The Corrections Service achieves supervision and treatment goals through an integrated case management process involving assessments, case management services, opportunities to participate in rehabilitation programs, release planning, and aftercare.

Facilities, probation offices, program staff and community partners work together to enhance the successful reintegration of offenders in their return to the community. This holistic approach involves a dynamic ongoing process in support of offender rehabilitation and the long term protection of society.

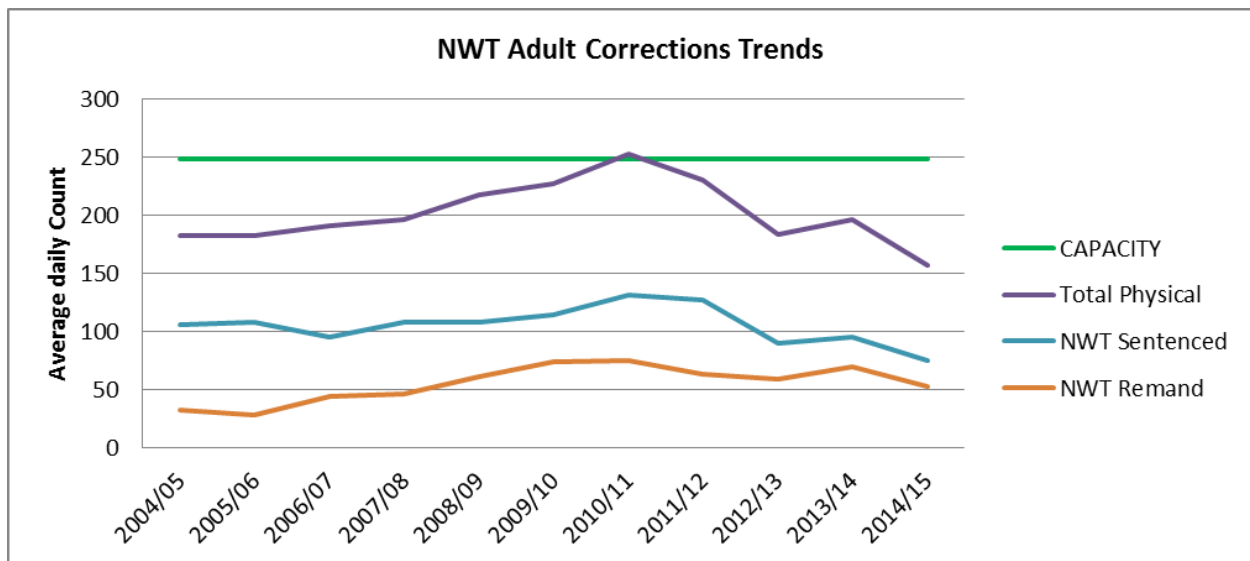
3. Operating Environment

The NWT Corrections Service operates within a complex geographic, social and political context, providing critical work that supports residents, communities, and public safety. The primary responsibility of the Corrections Services is to administer the sentence handed down by the Courts.

3.1 Inmate Population

As noted previously, NWT Correctional facilities hold inmates of various security levels and for differing lengths of stay. In order to house each inmate appropriately in the multi-level facilities, it is necessary to determine the inmate’s immediate personal needs in the context of diverse programming needs, to assign security classification specific to the inmate and to preparing personalized case management and release plans.

Between 2007-08 and 2013-14, statistics show a 52% increase in remand inmates. Although there has been a decrease in 2014-15, this has implications for the operation and management of correctional facilities as the average length of incarceration is significantly lower for remanded inmates. The significant increase in the remand population is challenging in providing required programming for rehabilitation and positive reintegration into the community as the time for doing so is short.



Average Length of Incarceration*

Gender	Sentenced	Remanded
Male Adult	157 days	73 days
Female Adult	110 days	18 days
Male Youth	275 days	56 days
Female Youth	109 days	53 days

*Note: Numbers do not include federal or Nunavut offenders

As the number of remanded inmates increases so does the associated requirement for more escorts outside of the facility including court appearances and medical treatment, which creates pressure on existing staff resources.

3.2 Range and Complexity of Inmate Transactions²

Providing a safe, secure living environment for a diverse inmate population requiring different levels of security and programming, presents an operational challenge. This is particularly noticeable given the number and complexity of transactions each inmate requires over the period of incarceration.

In 2013-14³ overall, the Department coordinated a total of:

- 5,494 inmate transactions within the Correctional facilities, which represents an average of 458 inmate transactions per month.
- Of these, there were 773 admissions and a comparable number of discharges from custody

Each transaction requires a level of assessment, case management and program options.

3.3 Inmate Support and Programming

The term “program” has been used broadly in NWT Corrections to include a wide variety of services made available to offenders. This includes rehabilitation and reintegration programs as well as academic upgrading, spiritual and religious programs, recreational and work activities. All are intended to bring about change to behaviours and attitudes of offenders and promote their return to the community as contributing members of society.

Inmate programs include those to address substance abuse, sex offender treatment, domestic violence, anger management, education and traditional counseling. The spectrum of programming required to meet the identified needs of inmates is complicated by short sentences, the number of remanded inmates, the high number of transactions and limited resources. An innovative approach to meeting the needs of inmates includes transferring inmates between facilities to ensure they can access specific programs. Mental illness and cognitive impairment within the inmate population require specialized interventions, detailed release planning and community support. A significant portion of our population present health care needs, which adds further complexity to the context within which programs are delivered.

² “Transaction” is a technical term used by correctional services across the country which refers to incidents of inmate admission, release, movement, as well as transfer in and out of correctional facilities and community corrections.

³ The Department is working to finish compiling 2014/15 statistics in a number of categories, including transactions.

The NWT Corrections Service takes care to ensure programs are delivered in a manner that encourages a positive experience for all participants. Inmates must meet program criteria which includes being willing and able to participate in the program. If an inmate meets other criteria but is not really willing to participate in a program, this not only jeopardizes the inmate's own likelihood of success in the program, but could also jeopardize the success for other program participants. Typically if an inmate is not fully committed, he or she will become disruptive, which increases risk. This approach may result in a lower percentage of inmates meeting the criteria for program participation; however it ensures that those participating have a higher chance of succeeding, which decreases the risk they present upon release.

Statistics for 2013-14 indicate that 89% of the inmates in NWT correctional facilities are Aboriginal and this statistic remains consistent from year to year. In response, NWT correctional facilities offer a range of programs that incorporate Aboriginal culture and traditions. These programs are designed to help offenders address the issues that led to their incarceration and help reintegrate them into their communities. Elders are a significant part of this programming and land based programs aim to build on the positive steps an inmate takes while in the correctional facility.

3.4 Change in a Corrections Context

Security, inmate assessment, case management, programming and correctional services overall are constantly evolving, bringing opportunities for change and improvement. Yet change management in a corrections setting is complex. Successful implementation requires that changes be well communicated and understood by managers, staff and offenders alike. Corrections staff must be provided with the necessary training to ensure comprehensive and consistent implementation. The NWT Corrections Service, like other corrections service, must implement change through measured and systematic processes that include ongoing monitoring, analysis and review to improve results. In addition, there is a need to ensure sufficient resources are available to implement and sustain the proposed changes.

3.5 Implementing Change

The Action Plan provides both planned and completed actions to date to ensure the Department of Justice fully addresses and implements the recommendations in the Auditor General of Canada's Report on Corrections in the NWT. A key element in the Action Plan is the continued development and implementation of the Performance Assurance and Accountability Framework for the NWT Corrections Service.

Actions in the Corrections Action Plan are presented in such a way as to facilitate reference to the relevant overall Corrections theme identified by the Department as well as to each of the recommendations made by the Office of the Auditor General of Canada, using their paragraph number for the recommendation as a reference. Actions are then grouped and listed in chronological order by recommendation and numbered for ease of reference.

4. Corrections Action Plan Progress Highlights

The Department has made considerable progress since the release of the Auditor General's *Report on Corrections in the NWT*, and since the release of an earlier version of the *Corrections Action Plan – as of April 2015*.

Procedural change and progress has been made across Corrections as outlined in the pages that follow. Under *Corrections Action Plan* Theme 1 on Offender Reintegration and Rehabilitation, directives have been reviewed and amended for all priority areas, including those identified in the Auditor General's report. Priority areas are those on the use of assessments, case management services for remanded and intermittent serving inmates, program access and delivery, dynamic supervision and inmate security classifications, contraband recording and reporting, segregation use, contingency planning and health and safety requirements. Case management policy has been amended to include all inmates. Analysis continues on the best approach to program delivery to meet the rehabilitation goals of inmates and offenders, with full implementation of a renewed strategic approach anticipated in March 2017.

Under Theme 2 on Operations Management, the Department has clarified policy pertaining to inmate security risk classification and facility placement. Below is data first generated for the Auditor General's report, which has been updated for 2014-15. Such measures are updated as appropriate, in line with definitions used by the Department.

Facility Occupancy, Capacity and Security Designation Profiles

Facility	Gender	Location	Year Built	Facility Designation	Inmate Security Classification	Purpose	Inmate Capacity	Occupancy 2014-15 (Inmates)	
								Average	Peak
North Slave Correctional Centre (NSCC)	<u>Adult</u> Male	YK, NWT	2004 - replaced YK Correctional Centre	Multi-Level (Min, Med, Max)	Low Med High	Placement and programs for most remanded inmates and higher-risk inmates who need additional security measures.	148	112	130
Fort Smith Correctional Complex (FSCC) – Male Facility	<u>Adult</u> Male	Ft. Smith, NWT	1989	Minimum Medium	Low Med	Placement and programs for inmates who have special needs, brain injuries or other cognitive impairments.	21	13	18
South Mackenzie Correctional Centre (SMCC)	<u>Adult</u> Male	Hay River, NWT	1979 - major renovations completed in 1988	Minimum	Low	Placement and programs for lower-risk inmates, with a greater focus on Aboriginal programs and substance abuse treatment.	54	26	41
FSCC – Female Facility	<u>Adult</u> Female	Ft. Smith, NWT	1960s - partial renovations in early 1990s	Minimum Medium	Low Med	Placement and programs specifically for adult female inmates	20	7	14
North Slave Young Offender Facility (NSYOF)	<u>Youth</u> Male Female	YK, NWT	2002	Multi-Level (Min, Med, Max)	Low Med High	Placement and programs for all young offenders incarcerated (remanded, sentenced to open and/or secure custody)	25	5	10

A revised policy on contraband has been implemented. The 186 incidents reviewed in 2014-15 in all NWT correctional facilities, only 15% were truly contraband (such as involving drugs or weapons); with the remaining 85% involving an unauthorized item (such as an extra pillow or food items).

The Department has met all safety and security requirements.

Security and Safety Requirements

Key Security and Safety Requirements	Requirements met (Yes/No) in fiscal year 2014-15				
	At NSCC	AT FSCC (Male Unit)	AT FSCC (Female Unit)	AT SMCC	At NSYOF
Quarterly emergency evacuation drills	Yes (4 of 4 drills conducted)	Yes (4 of 4 drills conducted)	Yes (4 of 4 drills conducted)	Yes (4 of 4 drills conducted)	Yes (4 of 4 drills conducted)
Annual fire inspections	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)
Annual health inspections	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)	Yes (1 of 1 inspection conducted)

Note: Health inspections are considered to be the mandatory annual health and safety inspections identified in policy.

The Department has clarified the overtime management policy and will continue to monitor peaks and trends for action as and when required.

Under Theme 3 on Performance Assurance and Accountability, facility operational reviews have been conducted and contingency plans reviewed. Use of Force Reviews have been conducted. Enhanced segregation monitoring in line with legal and policy requirements has been implemented.

Under Theme 4 on Staff Training and Development, the Department has acquired a training database with the capacity to monitor training numbers and type across the Corrections Service. The database will enable managers to ensure that staff maintain mandatory certifications. Full implementation of the database is anticipated by spring 2016, which will support the strategic approach to training and succession planning as outlined in the Corrections *Staff Training, Learning and Development Framework* developed in 2015.

5. Corrections Action Plan

Theme 1: Offender Reintegration and Rehabilitation

OAG Recommendation Paragraph 27		
Office of the Auditor General (OAG) Recommendation	The Department of Justice should ensure that inmates receive case management assessments, consistent with requirements of the corrections service directives, to identify their needs, risks, and the appropriate programs to assist in their rehabilitation. The Department should ensure that this information forms part of inmates' case management plans.	
Department Response	<p>Agreed. The Department of Justice, Corrections Service incarcerates inmates for continuous sentences, intermittent sentences and remanded periods of time. The Department begins an assessment process when an inmate arrives. Various assessments are used in the Corrections Service to assist in offender management including use of the Inmate Security Assessment, Suicide Risk Assessment, medical clearance process, security rating process, case management meetings, counseling or psychologist sessions, assessments or interviews by a program delivery officer and offence-specific assessment tools (e.g. anger, violence, sex offender).</p> <p>The Department will be conducting a review of all corrections service directives by the fall of 2015 which will include inmate case management assessments to ensure that all assessments are properly reflected in the directives.</p> <p>The Department will be reviewing options regarding assessments and will expand its approach to ensure that all inmates, regardless of incarceration status, (sentenced, remanded and intermittent) receive appropriate assessments.</p> <p>The Department will complete an initial review and analysis of options for assessments by fall 2015.</p>	
Priority Actions		Progress
27.1	Develop a structured project plan to facilitate the review of all Corrections Service directives	Completed February 2015
27.2	Conduct a review of all Corrections Service directives	<p>Completed August 2015 (ahead of schedule)</p> <p>All Corrections Service directives have been reviewed through Corrections Committees established in 2015, As a first step, the Department examined priority chapters within the directives, including those on case management assessments and reintegration planning, inmate programs, mental health,</p>

Priority Actions		Progress
		dynamic supervision, contraband, staff training and overall facility operations. Subsequently, the remaining sections of all Corrections Service directives were reviewed.
27.3	Prepare draft revisions to the Corrections Service directives	Initiated February 2015 Corrections Committees have reviewed all Corrections Service directives and provided proposed revisions to directives as necessary. As of August 31, 2015, 70% of revisions to directives have been approved for implementation with the remaining scheduled for completion in the fall. Anticipated completion by November 2015
27.4	Draft an implementation plan to cover any communication and training needs associated with approved amendments, recommendations and revisions	Initiated February 2015 Communication and training implementation plans pertaining to the priority areas have been drafted by the Committees and are currently in various stages of implementation. Anticipated completion by November 2015
27.5	Implement required amendments to the Corrections Service directives	Initiated January 2015 Changes to priority directives reviewed early on have already been implemented. This includes the areas of contraband reporting, occupational health and safety, fire prevention, administrative segregation and earned remission. Implementation of any required amendments to other directives will follow immediately upon Director of Corrections approval of review recommendations as these are completed. Anticipated completion by November 2015
27.6	Implement required amendments to the individual facilities and regional community corrections standing orders	Initiated January 2015 Following implementation of approved amendments to a directive, the corresponding standing order is updated to provide detailed direction to frontline staff. This process is currently underway. Anticipated completion by November 2015
27.7	Compile an inventory of all assessments and pre-program interviews currently utilized by the Corrections Service	Completed December 2014

Priority Actions		Progress
27.8	Research best practices from other correctional jurisdictions in the area of inmate assessments	Completed February 2015
27.9	Conduct an initial review and cost benefit analysis on increasing use of the Level of Service Case Management Inventory assessments (e.g. amending the assessment policy to include offenders sentenced to 90 days or more). These assessments identify offender needs that are linked to criminal behaviour. The results of these assessments form part of the offender's case plan	<p>Completed July 2015 (ahead of schedule)</p> <p>An initial review and cost benefit analysis on increasing use of the Level of Service Case Management Inventory assessments was completed and use of this tool for more offenders approved as outlined under Action 27.10 below.</p>
27.10	Pending results of cost benefit analysis, develop work plan to address further changes in policy, Directives and training pertaining to the Level of Service Case Management Inventory assessments	<p>Completed July 2015 (ahead of schedule)</p> <p>The Department has amended its Level of Service Inventory assessment policy to include all sentenced offenders serving 90 days or more. This information has been communicated to staff and implemented. Regular monitoring to ensure compliance is and will continue to be conducted on an ongoing basis.</p>

Theme 1: Offender Reintegration and Rehabilitation

OAG Recommendation Paragraph 31	
Office of the Auditor General (OAG) Recommendation	The Department of Justice should ensure that case plans to guide inmate rehabilitation are developed for inmates, as required by the corrections service directives and supporting guidance. The Department should ensure that each plan includes key information and recommendations to address inmate's needs and includes a release plan to help prepare inmates for return to the community. Progress against the case plans should be documented, monitored, and adjustments should be made as necessary.
Department Response	<p>Agreed. The Department of Justice, Corrections Service will ensure that case plans are developed for all inmates as currently case plans are a requirement only for sentenced offenders. In November 2014, the Department revised the Case Management Process – Adult Directive. Case managers are required to complete case plans on all sentenced offenders. There is a requirement to also update these case plans, complete an offender profile on each inmate, create a release plan for each inmate prior to release and complete a file closure summary upon the release of each inmate.</p> <p>The Department plans to build on existing processes for case management documentation to include remanded inmates and those serving intermittent sentences. This work will proceed in concert with work on case assessment tools and processes, with an initial examination of approaches to be completed by fall 2015.</p>
Priority Actions	Progress
31.1	Completed July 2015
Establish a committee to review case plan, release plan and progress monitoring options for remanded inmates and those serving intermittent sentences. Committee to make recommendations for implementation in this area	A committee of senior case management staff reviewed case plan, release plan and progress monitoring options for remanded inmates and those serving intermittent sentences. The committee's recommendations for policy revisions were accepted. Each offender, regardless of judicial status, will have a case plan and release plan to assist in their rehabilitation. Case managers will ensure appropriate assessments are completed and that progress is monitored on a regular basis.
31.2	Completed February 2015
Research best practices from other correctional jurisdictions in the area of case plans, release plans and progress monitoring	
31.3	Completed August 2015
Complete a work load analysis of facility Case Management duties and responsibilities to establish resource implications for enhanced case plan,	A workload analysis was initiated with facility case managers through the collection of logged duties over a period of 21 days. The

Priority Actions		Progress
	release plans and progress monitoring responsibilities for remanded and intermittent serving inmates.	<p>Department has reviewed the results and will move forward with enhancing case management services for remanded inmates and those serving intermittent sentences. Any resource implications would be considered as part of the Government's business planning process.</p> <p>After careful consideration, the previously listed action element on documenting release plans for sentenced inmates in case plans has been removed. In the interest of streamlining operations and maximizing the effectiveness of procedures, separate release plans will be created for all inmates.</p>
31.4	Draft an implementation plan to cover communication and training needs associated with approved amendments, recommendations and revisions to the case management process for remanded and intermittent serving inmates	<p>Completed August 2015 (ahead of schedule)</p> <p>The communication and training implementation plan on case management services for remanded inmates and those serving intermittent sentences was drafted and put into effect. A key element is the new Case Management Workbook developed to streamline standardized case management services for sentenced offenders, remanded inmates and those serving intermittent sentences. Alongside the Case Management directives, the Workbook guides case managers in the use of specific templates and information to meet case management requirements. Workbook mentors at each facility and regional probation office have provided training on using the Workbook.</p>
31.5	Provide case management training for case managers and probation officers in Hay River from March 3 to 12, 2015, which included emphasis on release planning and reintegration for sentenced offenders	Completed March 2015

Priority Actions		Progress
31.6	Implement required amendments to the Corrections Service directives regarding case plan, release plan and progress monitoring responsibilities for remanded and intermittent serving inmates	<p>Completed August 2015 (ahead of schedule)</p> <p>Amendments have been made to Corrections Service directives in the areas of case planning, release planning and progress monitoring for remanded and intermittent serving inmates. A Case Management Workbook was developed to guide case managers in implementing these amendments.</p>
31.7	Implement required amendments to the individual facilities' Standing Orders regarding case plan, release plan and progress monitoring responsibilities for remanded and intermittent serving inmates based on updated Corrections Service directives	<p>Initiated August 2015</p> <p>Facilities and community corrections offices are currently updating individual standing orders in line with policy changes to directives and implementation of procedures as outlined in the Case Management Workbook.</p> <p>Anticipated completion by November 2015</p>

Theme 1: Offender Reintegration and Rehabilitation

OAG Recommendation Paragraph 42	
Office of the Auditor General (OAG) Recommendation	The Department of Justice should identify the needs and risks of its inmate population and assess its rehabilitation programs. It should also ensure that inmates have access to rehabilitation programs that reflect their needs and risks.
Department Response	<p>Agreed. The Department of Justice, Corrections Service will be conducting an initial review of its directives that guide program access and delivery to be completed by fall 2015.</p> <p>The Department will subsequently develop work plans to support the review of all programs. Some reviews will require collaboration with Corrections Service Canada in regards to the federal programs that are delivered in territorial facilities. Given the number of programs, these reviews will take place over the 2015-16 and 2016-17 fiscal years.</p> <p>The Department will be conducting a further analysis of the existing inmate profile, including inmates serving less than 120 days, paying closer attention to inmates' access to programming, supported through an assessment process. This analysis will be complete in the 2015-16 fiscal year. Information gathered through the program reviews as well as the inmate profile analysis will be used to inform future program development.</p>
Priority Actions	
42.1	Establish a committee to review Corrections Service directives and policy pertaining to programs, services and resources. In addition this committee will have an enhanced focus on the areas of program access and delivery to ensure appropriate recommendations for implementation
42.2	Convene a workshop of all Program Delivery Officers to review program areas linked to frequency of programs, gaps in available programs, supports and training needs
42.3	Compile the 2014-15 NWT Inmate Profile to establish trends within the offender population and assist the Department with appropriate focus for programs and interventions
Progress	
42.1	<p>Completed July 2015 (ahead of schedule)</p> <p>The Committee tasked with the review of the Corrections Service directives and policy pertaining to rehabilitative programs and services has completed its review. Proposed revisions to directives along with recommendations for implementation were put forward for consideration (the latter detailed under Action 42.5 below).</p>
42.2	Completed February 2015
42.3	<p>Completed May 2015</p> <p>The 2014-15 NWT Inmate/Offender Profile was compiled and considered by the Corrections Leadership Team. This annual profile will continue to inform Department decisions on the most appropriate programs and interventions in line with offenders' needs.</p>

Priority Actions		Progress
42.4	Draft an implementation plan to cover any communication and training needs associated with approved amendments, recommendations and revisions to policy relating to inmates access to programming and the Corrections Service delivery of programs	Completed August 2015 (ahead of schedule) The communication and training implementation plan regarding inmate's access to programming and the Corrections Service delivery of programs was drafted and put into effect. A key element of the plan is enhanced communication between the program manager, facility wardens and probation managers, and program delivery staff.
42.5	Implement required amendments to the Corrections Service Directives regarding program access and delivery	Completed August 2015 (ahead of schedule) Amendments have been made to the program access and delivery elements in Corrections Service Directives.
42.6	Implement required amendments to individual facilities Standing Orders regarding program access and delivery based on updated Corrections Service directives	Initiated August 2015 Immediately upon the approval and release of policy changes to directives, Corrections facilities and probation offices begin the formal process of updating affected individual standing orders in line with the changes. Formal amendments to Standing Orders constitute a standard step in the change implementation process, but implementation of procedural changes occurs as and when detailed in Corrections Service Directives.
42.7	Develop a plan for the review of all Corrections Service programs.	Completed August 2015 (ahead of schedule) As a strategic approach, the Department developed a terms of reference and contracted an external subject matter expert to analyze current and potential future programming in line with identified needs of inmates as well as staff capacity and training.
42.8	Conduct a review of all programs offered by the Corrections Service to determine levels of effectiveness for inmate and offender populations Review plan to include: certifications of facilitators, Program Delivery Officer training, completion of course reports, standards, quality control, program length, gaps in services,	Initiated February 2015 The Department has contracted an external subject matter expert to conduct the review of all Corrections Service Programs. To prepare for the review the Department compiled an inventory of Corrections programs that have been delivered over the last two fiscal years, facilitated a program delivery officer workshop, conducted a programming gap analysis (in areas of sexual and violent offenders and

Priority Actions		Progress
	needs of the inmates and availability of the programs	those with identified substance abuse issues), conducted a programming/case management staff survey and an inmate survey on inmate rehabilitation programs/services. The information collected is currently being analyzed by the external expert as part of the review and analysis. Anticipated completion by November 2015
42.9	NEW: Corrections Service to use the results of the program review and analysis to modify the Corrections Service Program delivery model to ensure program access and appropriate delivery for inmate programs	This action item emphasizes the Department's focus on making informed and effective changes to programs based on analysis underway. Anticipated completion by March 2017

Theme 1: Offender Reintegration and Rehabilitation

OAG Recommendation Paragraph 48	
Office of the Auditor General (OAG) Recommendation	The Department should review and, where required, increase its capacity to identify inmates' mental health concerns and ensure that inmates requiring mental health services are provided with access to sufficient counselling and psychological support.
Department Response	<p>Agreed. The Department of Justice, Corrections Service recognizes the needs of the NWT inmate population in the area of mental health and will continue to develop and implement strategies to effectively meet the needs of inmates. A majority of staff are currently trained in Mental Health First Aid (MHFA). In November 2014, the Department hosted an instructor session and added certified staff to its instructor pool. The Department plans to ensure that MHFA is a part of its annual training plan.</p> <p>The Department will continue discussions with the Department of Health and Social Services to collaborate on the sharing of information that will better address mental health concerns for inmates.</p> <p>In addition, by the fall of 2015, the Department will conduct a review of its capacity to address the mental health needs of inmates, which will include mental health services, counselling and psychological supports as a part of program delivery. This is an initiative that will require an ongoing review and analysis of inmates' mental health needs and may require additional resources as the work progresses.</p>
Priority Actions	
48.1	Progress
Establish additional Mental Health First Aid instructors with the division to ensure the sustainability of this training within the Department	Completed November 2014
48.2	Ensure that Mental Health First Aid is included in the Corrections Service annual training plan
48.3	<p>Establish a Mental Health Services Working Group to help review Corrections Service capacity to identify Mental Health Services for inmates</p> <p>Initiated February 2015 The Department established a Mental Health Services Working Group chaired by a Corrections psychologist. The Working Group has conducted a preliminary review of the Department's capacity to identify Mental Health Services for inmates and will assist the external subject matter expert conduct the overall review of mental health services, counseling and psychological supports as detailed under item 48.6 Anticipated completion by November 2015</p>

Priority Actions		Progress
48.4	Research best practices from other Correctional Jurisdictions in the area of Mental Health identification and services in correctional facilities	Completed February 2015
48.5	Engage partners from outside the Department of Justice (e.g. Health and Social Services)	<p>Completed May 2015</p> <p>The Department has and continues to engage with partners on the issue of mental health services, which remains a priority. Dialogue with Stanton Territorial Health Authority in Yellowknife, the Department of Health and Social Services and regional Health and Social Services Authorities continues.</p> <p>The Department has also engaged with Corrections Service Canada for assistance. Resource materials have been received from the federal Regional Psychiatric Centre in Saskatoon.</p>
48.6	Conduct an analysis of options on how to proceed with the review of the Department's capacity to address the Mental Health needs of inmates	<p>Initiated July 2015</p> <p>The Department has consulted with Corrections Service Canada and retained an external Corrections mental health expert to conduct this analysis. The Department has drafted a terms of reference for this review and analysis of mental health services, counseling, as well as psychological supports, to begin in September 2015.</p> <p>Anticipated completion by fall 2015</p>
48.7	Create an implementation plan to cover any communication and training needs associated with any changes to current policy/processes regarding identifying and addressing inmates needs for Mental Health Services	<p>Initiated February 2015</p> <p>A draft communication and training implementation planning structure has been initiated by the Departmental working group in this area; however, the formal plan will follow the review and analysis being led by the Mental Health subject matter expert as detailed in item 48.6.</p> <p>Anticipated completion by November 2015</p>

Theme 1: Offender Reintegration and Rehabilitation

OAG Recommendation Paragraph 52		
Office of the Auditor General (OAG) Recommendation	The Department of Justice should examine the corrections service directives to ensure that case managers are provide with sufficient guidance for inmate release planning, and ensure that it is providing inmates with the support they need to help reintegrate back into the community.	
Department Response	<p>Agreed. The Department of Justice, Corrections Service implemented a revised Case Management Process – Adult Directive in November 2014, which includes guidance for case managers in the area of inmate release planning and integrated case management.</p> <p>The Department will continue to ensure that improvements are made to overall quality in the completion of inmate release plans. This will include ongoing monitoring of the case management process, which includes assessment, case plans, program referrals, progress monitoring and release planning. Revisions have been made to the Integrated Case Management approach, which details communication and collaboration with various departments, community resources and supports, including, the Department of Health and Social Services, the Department of Education, Culture and Employment (Income Assistance), community organizations, Aboriginal groups and families to assist inmates in successfully reintegrating back into the community.</p>	
Priority Actions		Progress
52.1	Implement a revised Corrections Service Directive providing clear direction for Case Managers in the area of release planning for sentenced inmates	Completed November 2014
52.2	Establish a committee to review Corrections Service Directives and policy pertaining to inmate release planning for remanded inmates and those serving intermittent sentences. In the course of its review the committee will make recommendations for policy revision and implementation in this area	<p>Completed August 2015</p> <p>A committee of senior case management staff was established to review case plan, release plan and progress monitoring options for remanded inmates and those serving intermittent sentences. The committee has completed its reviews and provided policy revisions to ensure each offender, regardless of judicial status, has a case plan and release plan to assist in their rehabilitation. Case managers ensure appropriate assessments are completed and progress is monitored as required.</p>
52.3	Research best practices from other correctional jurisdictions in the area of	Completed February 2015

Priority Actions		Progress
	inmate release planning	
52.4	Conduct an internal file audit of active facility Case Management files at each of the adult facilities	Completed February 2015
52.5	Create an implementation plan to cover any communication and training needs associated with any changes to current policy and processes regarding release planning for remanded inmates and those serving intermittent sentences	<p>Completed August 2015</p> <p>The communication and training implementation plan on release planning for remanded inmates and those serving intermittent sentences is in force. The Department has developed and implemented a Case Management Workbook to streamline case management services and expectations for sentenced offenders, remanded inmates and those serving intermittent sentences. This workbook, which is in addition to the Case Management directives, outlines when specific templates are to be used and provides information on case management requirements. Overviews have been provided to facility staff at general staff meetings. Directives pertaining to Case Management have been updated, with changes implemented.</p>
52.6	Implement required amendments to the Corrections Service directives regarding inmate release planning	<p>Completed August 2015 (ahead of schedule)</p> <p>Amendments have been made to Corrections Service directives in the areas of case planning, release planning and progress monitoring for remanded and intermittent serving inmates. A Facility Case Management Workbook has been drafted and provides the tools for implementation in this area.</p>
52.7	Implement required amendments to the individual facilities and regional community corrections standing orders regarding inmate release planning	<p>Initiated August 2015</p> <p>Facilities and community corrections offices are currently updating individual standing orders in line with policy changes to directives and implementation of the Case Management Workbook.</p> <p>Anticipated completion by November 2015</p>

Theme 2: Operations Management

OAG Recommendation Paragraph 78	
Office of the Auditor General (OAG) Recommendation	<p>The Department of Justice should:</p> <ul style="list-style-type: none"> • Undertake an immediate assessment of actions to mitigate risks resulting from each of the critical deficiencies in the current Territorial Women’s Correctional Centre, to ensure that all safety risks are sufficiently mitigated; and • Establish a regular monitoring regime and report on safety risks and efforts undertaken by facility management to mitigate these risks to ensure the safety and security of inmates and staff until the new facility becomes operational.
Department Response	<p>Agreed. The Department of Justice, Corrections Service received prior notification from the Auditor General regarding this recommendation and has taken steps to ensure compliance in this area. In January 2015, a new Corrections Service directive was provided to wardens which details that inspections addressing safety requirements are to be carried out in accordance with standards found in legislation. The Department will be collaborating, on an ongoing basis, with the Department of Public Works and Services, the Office of the Fire Marshall, and the Fort Smith Health and Social Services Authority to ensure compliance.</p> <p>The Department has established a regular reporting process of information to Corrections Service headquarters regarding safety risks and facility management that will be tracked through the Performance Assurance and Accountability Framework (PAAF). The Department also has an Occupational Health and Safety Specialist position working with the warden of the Fort Smith Correctional Complex to ensure compliance in this area.</p> <p>The Department is currently working on the areas noted in Exhibit 6 about deficiencies related to the security camera blind spots (cost/benefit analysis) and medical clearance process at the Fort Smith Correctional Complex. The Department anticipates completion of both these pieces of work by the summer of 2015.</p>
Priority Actions	
Priority Actions	Progress
78.1	Implement a revised Corrections Service directive providing clear direction for wardens and managers regarding reporting responsibilities pertaining to safety risks and facility management
78.2	Complete an Annual Risk Management Matrix for the Corrections division to analyze areas of risk within the division and measures for mitigation

Priority Actions		Progress
78.3	Collaborate with Public Works and Services, the Office of the Fire Marshal and the Fort Smith Health and Social Services Authority	Completed May 2015 The Department is engaged in ongoing collaborative efforts with Public Works and Services, the Office of the Fire Marshal and the Fort Smith Health and Social Services Authority. Most recently, an arrangement was made for the timely medical clearance of inmates in Fort Smith at the local health center in Ft. Smith, pending construction of the new correctional facility.
78.4	Conduct a cost benefit analysis on the reported security camera blind spots at the Fort Smith Correctional Complex	Completed May 2015 (ahead of schedule) A cost benefit analysis was completed on the reported security camera blind spots at the Fort Smith Correctional Complex (FSCC). As a result, appropriate camera equipment will be installed in key areas, in addition to door alarms for security staff notification of unauthorized movement.
78.5	Conduct an analysis of options regarding the timeliness of inmate medical clearance at the Fort Smith Correctional Complex	Completed May 2015 (ahead of schedule) An analysis of options for medical clearance at FSCC was completed. As a result, medical clearance now occurs on the day of an inmate's admission to the facility.
78.6	Research appropriate data collection tool(s) for the Performance Assurance and Accountability Framework. Provide a database structure for the overall tracking and monitoring of compliance in this area	Preliminary research has been conducted in this area but more research and development is required. In the meantime, an area on the Corrections SharePoint is being developed for monitoring and tracking to facilitate follow up on findings and recommendations. Anticipated completion by November 2015

Theme 2: Operations Management

OAG Recommendation Paragraph 88		
Office of the Auditor General (OAG) Recommendation	<p>The Department should:</p> <ul style="list-style-type: none"> Develop guidance on dynamic supervision for all corrections staff; and Actively and systematically monitor risks associated with housing inmates of varying security levels together, including remanded and sentenced inmates, to assess whether it is ensuring inmates' safety and security under the <i>Corrections Act</i>. 	
Department Response	<p>Agreed. A dynamic supervision method underpins facility design, programming, training and everyday interactions between inmates and staff. The Department of Justice will examine its training programs to determine how best to offer ongoing support to staff on the principles of dynamic supervision. This will augment the training already provided to new staff through the Corrections Northern Recruit Training Program. A review of the Corrections Service directives security chapter is scheduled to be conducted by the fall of 2015. This will include examining how to better incorporate dynamic supervision.</p> <p>The Department will be conducting a review of the Inmate Security Assessment and Security Rating Process. Research of applicable legislation and other jurisdictions' approaches to inmate classification and housing will be completed to ensure the most appropriate method of assessing the security level of inmates is being applied to those incarcerated in NWT facilities. The Department anticipates this review to be completed by the winter of 2015. A work plan for the 2015-16 fiscal year and subsequent implementation plan will be developed based on the findings of the review.</p>	
Priority Actions		Progress
88.1	Establish a committee to review Corrections Service directives and ensure that policy pertaining to the underpinnings of dynamic supervision are detailed within the directives	<p>Completed June 2015</p> <p>The Committee tasked with the review of Corrections Service directives and policy pertaining to dynamic supervision has completed its review and provided proposed revisions for implementation.</p>
88.2	Develop a training module that can be provided to all staff on the principles of dynamic supervision	<p>Initiated February 2015</p> <p>In consultation with external partners the dynamic supervision module is currently under development and will be incorporated into the current fiscal year training plan once it is finalized.</p> <p>Anticipated completion by January 2016.</p>

Priority Actions		Progress
88.3	Establish a Security Assessment and Classification Review Committee. Committee to conduct a review of the Department's processes and policies in applying appropriate Institutional Security Ratings to inmates	Completed August 2015 The Committee tasked with the review of the Department's processes and policies in applying appropriate inmate Institutional Security Ratings has completed its review and recommendations for policy revisions have been approved.
88.4	Research best practices from other correctional jurisdictions in the area of inmate security assessment and security rating process (housing of various security levels and custody status together)	Completed February 2015
88.5	Create an implementation plan to cover any communication and training needs associated with any changes to current policy/processes regarding dynamic supervision	Completed August 2015 An implementation plan on communication and training needs associated with dynamic supervision has been developed.
88.6	Develop a work plan based on the findings of the Security Assessment & Classification Review	Completed August 2015 The work plan has been developed and approved and is being implemented.
88.7	Implement required amendments to the Corrections Service directives regarding dynamic supervision	Completed August 2015 Changes to the Corrections Service directives have been implemented to include Dynamic Supervision principles and practice as a foundation.
88.8	Create an implementation plan to cover any communication and training needs associated with any changes to current policy/processes regarding inmate security assessment and classification	Completed August 2015 The communication and training implementation plan on inmate security assessment and classification was developed and put into effect.
88.9	Implement required amendments to Facility Standing Orders regarding dynamic supervision based on updated Corrections Service directives	Initiated August 2015 The Department has made amendments to dynamic supervision policy in applicable Directives. Individual facilities are completing updates to their corresponding standing orders. Revised anticipated completion by October 2015

Priority Actions		Progress
88.10	Implement required amendments to the Corrections Service directives regarding inmate security assessment and classification	<p>Completed August 2015</p> <p>The Department has implemented amendments to directives in this area. The security classification of inmates across the correctional facilities has been standardized, resulting in formal facility security designations.</p>
88.11	Implement required amendments to facility Standing Orders regarding inmate security assessment and classification based on updated Corrections Service directives	<p>Revised anticipated completion by October 2015</p> <p>The Department has implemented policy on inmate security assessment and classification and individual facilities will be completing updates to their corresponding standing orders.</p>

Theme 2: Operations Management

OAG Recommendation Paragraph 99	
Office of the Auditor General (OAG) Recommendation	The Department should analyze trends related to contraband, including the types of contraband and how it enters the facilities.
Department Response	<p>Agreed. The Department of Justice, Corrections Service will conduct an analysis of trends related to contraband, including, types and ways of entering its facilities. All Corrections Service directives and facility standing orders pertaining to contraband will be reviewed by the fall of 2015, contraband severity and types will be clearly defined, and a tracking process for contraband will be developed, implemented and managed within each facility.</p> <p>The Department is currently reviewing the <i>Corrections Act</i> (for the NWT) and will examine whether changes are required to legislation in relation to contraband. This review of the <i>Corrections Act</i> is ongoing with expected completion in the 2016-17 fiscal year.</p>

Priority Actions		Progress
99.1	Examine whether changes are required to legislation in relation to contraband in the review of the <i>Corrections Act</i> (NWT). A Corrections Act committee was established in August of 2014	<p>Initiated August 2014</p> <p>The review of the <i>Corrections Act</i> (NWT) continues with representation from correctional facilities, probation and headquarters. The results of the contraband review and ensuing policy amendments on contraband reporting and recording will form part of the legislation review process.</p> <p>Anticipated completion in the 2016-17 fiscal year</p>
99.2	Establish a Contraband Review Committee with members from each correctional facility. Committee to conduct an analysis of the reported number of contraband incidents in the past fiscal year (security related vs. nuisance contraband)	<p>Completed April 2015</p> <p>The Department's Contraband Review Committee conducted a full review and analysis of contraband related incidents reported at all Correctional facilities in the 2014-15 fiscal year. Results detail that only 15% of contraband related incidents were for security related contraband, while 85% of incidents reported pertained to unauthorized items.</p>
99.3	Conduct a review of Corrections Service directives and individual facility's Standing Orders relating to contraband	Completed March 2015

Priority Actions		Progress
99.4	Implement required amendments to the Corrections Service directives regarding the reporting of contraband	Completed May 2015 The Department has updated policy direction on the reporting of contraband related incidents in the Incident Recording and Reporting directive. Changes were implemented in May 2015.
99.5	Implement required amendments to the individual facility's Standing Orders regarding the reporting of contraband	The Department has amended and implemented policy changes in directives on the reporting of contraband. Corrections facilities are currently completing updates to the individual standing orders in line with policy changes Revised anticipated completion by September 2015
99.6	Contraband review committee to conduct ongoing review and analysis of trends related to contraband at each facility (types and avenues of entrance into facilities)	Completed April 2015 The ad hoc contraband review committee completed its task in this area and ongoing monitoring will be overseen through the Performance Assurance and Accountability Framework.
99.7	The Performance Assurance and Accountability Framework will include processes for monitoring, tracking and reporting of contraband	Completed August 2015 (ahead of schedule) The Performance Assurance and Accountability Framework (PAAF) includes processes for the governance of contraband related information. The continued monitoring of contraband types and trends is included in PAAF.

Theme 2: Operations Management

OAG Recommendation Paragraph 110	
Office of the Auditor General (OAG) Recommendation	The Department of Justice should ensure that fire inspections are conducted annually, and that emergency evacuation drills are conducted quarterly as required. It should document these inspections and drills and take any corrective actions necessary.
Department Response	<p>Agreed. The Department of Justice, Corrections Service received prior notification from the Auditor General regarding this recommendation and took immediate steps to ensure compliance in this area. A revised Corrections Service directive was implemented in October 2014 and all facilities have reported that the necessary updates to standing orders have been completed and that a reporting procedure will be followed.</p> <p>An operational review was conducted at all facilities in October 2014. All facilities are currently in compliance and are following the monthly and annual inspection requirements. The Department's Occupational Health and Safety Specialist is working with the facilities to ensure monthly compliance.</p> <p>The Performance Assurance and Accountability Framework has identified the areas of inspections and emergency evacuation drills for an annual audit to be completed at the end of each calendar year. The Department will continue to monitor this with the first yearly audit to be completed by December 2015.</p>
Priority Actions	
Progress	
110.1	Implement a revised Corrections Service directive providing clear direction for wardens and managers regarding reporting responsibilities in the areas of fire inspections and emergency evacuation drills
110.2	Conduct Operational Reviews of the facilities in the areas of security management and select workplace safety (high risk areas)
110.3	Develop collaboration and communication between the Department's Occupational Health and Safety Specialist and the facility wardens to ensure monthly compliance in this area
	<p>Completed May 2015</p> <p>The Department has developed collaboration and communication between the Department's Occupational Health and Safety (OH&S) Specialist and facility wardens. A standing invitation is in place for the OH&S Specialist to attend the monthly Corrections Leadership Team Meetings and regular performance of site visits. The Department recently facilitated a full fire evacuation drill of</p>

Priority Actions		Progress
		the South Mackenzie Correctional Center, which was completed in consultation with the OH&S Specialist.
110.4	Performance Assurance and Accountability Framework to conduct a yearly audit of compliance in the area of fire inspections and emergency evacuation drills	<p>Initiated May 2015</p> <p>As outlined in PAAF, compliance by individual facilities was recently canvassed in the areas of fire inspections and emergency evacuation drills. Results indicate that all facilities are 100% compliant in these areas. The audit will be updated in December of each year to confirm ongoing compliance.</p> <p>Anticipated completion by December 2015</p>

Theme 2: Operations Management

OAG Recommendation Paragraph 129		
Office of the Auditor General (OAG) Recommendation	The Department of Justice should determine an acceptable level of overtime for its facilities, and establish a mechanism to regularly monitor overtime usage in correctional facilities. It should also use the information it gathers to better manage overtime to help achieve acceptable overtime levels.	
Department Response	<p>Agreed. The Department of Justice, Corrections Service will continue to examine approaches to effectively manage overtime for its facilities. There are significant challenges in managing overtime given the many provisions of the collective agreement and the nature of corrections operations, which are 24 hours a day, 7 days a week.</p> <p>The Department will have a more focused management of overtime by establishing overtime review committees to monitor and manage the use of overtime in each facility. In November 2014, the North Slave Correctional Centre implemented an overtime review committee and is reporting monthly to headquarters. The facility is monitoring the attendance management policy, schedule patterns, overtime, absenteeism, and the relief staff program and making adjustments as required, including intervention in individual situations and providing training and support to managers and employees.</p> <p>The Department is currently examining options for a more appropriate shift scheduling system to assist with reporting management and trend analysis. This review, and further collaboration with human resources as well as departmental information technology support staff, will continue through the spring and summer of 2015. Included in this review will be an examination of resources to support system implementation or changes.</p>	
Priority Actions		Progress
129.1	Conduct a review of overtime management, as well as staff scheduling and deployment at the North Slave Correctional Centre	Completed September 2014
129.2	Establish an Overtime Review Committee at the North Slave Correctional Centre to monitor and manage the use of overtime at the facility	Completed November 2014 An Overtime Review Committee was established at the North Slave Correctional Centre. The Committee assists management with the ongoing monitoring of trends, frequency and policy interpretation related to overtime use at the facility
129.3	Establish Overtime Review Committees at each facility. Each committee to review the	Completed May 2015 Overtime review committees have been implemented at each facility to closely monitor

Priority Actions		Progress
	recommendations provided in the Overtime Management review of the North Slave Correctional Centre and incorporate best practices	the use of overtime. These committees are coordinated by the Financial Project Officer at Corrections Headquarters. During monthly Corrections Leadership Team meetings overtime performance is reviewed by the director with wardens and managers.
129.4	Ensure that Overtime Management is a standing item during Corrections Leadership Team Meetings	Completed May 2015 Overtime Management is a standing item for discussion at monthly Corrections Leadership Team Meetings. Wardens and managers are then tasked with taking applicable information back to their workplace and sharing with staff.
129.5	Acquire a shift scheduling software that is more appropriate for reporting management and trend analysis	Completed March 2015
129.6	Create an implementation plan to cover communication and training needs associated with the introduction of the advanced shift scheduling software	Completed August 2015 The Department has developed an implementation plan to cover communication and training needs associated with introduction of the advanced shift scheduling software.
129.7	Implement the enhanced shift scheduling software to assist with reporting management and trend analysis	Anticipated completion by November 2015

Theme 3: Performance Assurance and Accountability

OAG Recommendation Paragraph 54		
Office of the Auditor General (OAG) Recommendation	The Department should ensure that it continues to develop and implement a performance assurance framework focused on improving compliance with case management requirements and improving inmates' access to rehabilitative programs.	
Department Response	<p>Agreed. The Department will continue to develop and have a staged implementation, of the Performance Assurance and Accountability Framework (PAAF) to ensure consistency for inmate case management and access to rehabilitation programs. The PAAF is being designed to strengthen the Department's capacity to provide oversight to facilities to ensure compliance and success. The key areas of PAAF include monitoring, reporting, compliance audits, investigations, analysis, measurement and evaluation in the areas of facility management, case management, programs and staff training. The PAAF structure includes operational security reviews, program audits, monitoring of procedures and protocols to address inmate surveillance, use of segregation, and searches.</p> <p>The Department is reviewing resources to determine how best to support the PAAF as data collection tools (for example Corrections Offender Management System) may need to be modified or enhanced. Strong leadership and oversight of the PAAF is required for success.</p> <p>The Department anticipates that the PAAF components will be fully developed by the fall of 2015; however, complete implementation will be dependent upon outcomes of the resource review to be completed by January 2016. If it is determined that additional resources are required, the Department will request these resources in the 2016-17 budgeting process.</p>	
Priority Actions		Progress
54.1	Develop a Performance Assurance and Accountability Framework	The Performance Assurance and Accountability Framework has been developed and is undergoing refinements which will assist in full implementation in March 2016 as planned. Elements of the Framework have and will continue to be implemented as they are completed. Anticipated Completion March 2016
54.2	Conduct Operational Reviews of the facilities in the areas of Security Management and select Workplace Safety (high risk areas)	Completed October 2014
54.3	Conduct a review of all facilities individual Contingency Plans	Completed November 2014

Priority Actions		Progress
54.4	Conduct contingency planning exercises at all facility locations	Completed November 2014
54.5	Compile detailed Segregation Monitoring Reports	Completed November 2014
54.6	Conduct an analysis of all facility Use of Force Reviews.	Completed December 2014
54.7	Establish enhanced Incident Recording and Reporting	Completed January 2015
54.8	Conduct case management compliance audits of all regional probation offices' active offender files	Completed April 2015 Case management audits of offender files were conducted at each of the regional probation offices (Yellowknife, Inuvik and Hay River) by the Assistant Director and regional Probation managers.
54.9	Conduct case management compliance audits of all adult facilities active inmate files.	Completed February 2015
54.10	Develop a 12 month Action Plan detailing the staged implementation of the Performance Assurance and Accountability Framework	Completed February 2015
54.11	Research appropriate data collection tool(s) for the Performance Assurance and Accountability Framework. Provide a database structure for the overall monitoring of quality assurance and policy compliance	Preliminary research has been conducted in this area but more research and development is required. In the meantime, an area on the Corrections SharePoint is being developed for monitoring and tracking to facilitate follow up on findings and recommendations. Anticipated completion by November 2015
54.12	Fully Implement a Performance Assurance and Accountability Framework	Anticipated completion by March 2016
54.13	Access to rehabilitative programs is linked to and detailed under Action Plan item 42.1 Establish a committee to review Corrections Service Directives and policy pertaining to Programs, Services and Resources. In addition this committee will have an enhanced	Completed July 2015 (ahead of schedule) The Committee tasked with the review of Corrections Service directives and policy pertaining to rehabilitative programs and services has completed its review and provided proposed revisions to the directives.

Priority Actions		Progress
	focus on the areas of Program Access and Delivery to ensure appropriate recommendations for implementation	
54.14	<p>Program audits is linked to and detailed under Action Plan item 42.7</p> <p>Develop a plan for the review of all Corrections Service Programs.</p>	<p>Completed August 2015 (ahead of schedule)</p> <p>As a strategic approach, the Department developed a terms of reference and contracted an external subject matter expert to analyze current and potential future programming in line with identified needs of inmates as well as staff capacity and training.</p>

Theme 3: Performance Assurance and Accountability

OAG Recommendation Paragraph 100		
Office of the Auditor General (OAG) Recommendation	The Department of Justice should exercise oversight of facility management to ensure compliance with its policies, directives and operating procedures for inmate surveillance and segregation, searches of inmates and visitors, and searches of cells and common areas.	
Department Response	<p>Agreed. The Department of Justice, Corrections Service is committed to enhancing oversight of facility management through the Performance Assurance and Accountability Framework (PAAF), further described in response to paragraph 54. The PAAF will support improved quality assurance. This will be achieved through the review of Corrections Service directives, facility standing orders, operational reviews, audits of programs, annual monitoring of procedures and protocols to address inmate surveillance, use of segregation, and searches.</p> <p>In October 2014, the Department initiated ongoing operational reviews, facilitated through the PAAF. Information gathered from these operational reviews will form the basis for any changes to Corrections Service directives. The PAAF also provides for the oversight of facility management and through its review and audit processes ensures compliance with policy and directives.</p>	
Priority Actions		Progress
100.1	Conduct an Operational Review of Security related areas (e.g. inmate surveillance, segregation, searches) in all facilities	Completed October 2014
100.2	Conduct a review of Corrections Service Directives and individual Facilities Standing Orders relating to surveillance, segregation and searches	Completed October 2014
100.3	Establish regular report monitoring of segregation use through the Performance Assurance and Accountability Framework (segregation report identifies segregation use and monitors/tracks based on law and policy)	Completed November 2014
100.4	Develop a Segregation definition chart for Administrative Segregation (Voluntary Segregation and Involuntary Segregation) and Disciplinary Segregation	Completed November 2014

Priority Actions		Progress
100.5	Develop Action Plans to address any gaps from the Operational Reviews and reviews of Corrections Service Directives and individual facility Standing Orders relating to surveillance, segregation and searches	Completed July 2015 Action Plans were developed in December 2014 to address review results. These action plans have been fully implemented, with all actions completed.
100.6	Implement required amendments to the Corrections Service Directives regarding surveillance, segregation and searches	Completed August 2015 Amendments made to Corrections Service Directives in the areas of surveillance, segregation and searches have been implemented.
100.7	Implement required amendments to the individual facility's Standing Orders regarding surveillance, segregation and searches	Initiated October 2014 Standing Orders have been updated for segregation and searches. The surveillance directive has been implemented, with associated Standing Orders being updated by October 2015. Revised completion October 2015
100.8	Performance Assurance and Accountability Framework to provide oversight for ongoing quality assurance and compliance in the area of policies, directives and operating procedures	The Performance Assurance and Accountability Framework has been developed and is undergoing refinements which will assist in full implementation in March 2016 as planned. Elements of the Framework have and will continue to be implemented as they are completed. Anticipated Completion March 2016

Theme 4: Staff Training and Development

OAG Recommendation Paragraph 121	
Office of the Auditor General Recommendation	The Department should evaluate its current staffing approach for correctional facilities to ensure that it has the number and types of staff needed to meet its core obligations under the <i>Corrections Act</i> .
Department Response	<p>Agreed. In the 2010-11 fiscal year, the Department of Justice conducted a review of correctional officer positions within correctional facilities, which assisted in obtaining additional resources and the funding of previously unfunded positions. To build upon the review in the 2010-11 fiscal year, a further review began in the fall of 2014, which included scheduling, overtime and attendance at the North Slave Correctional Centre.</p> <p>The Department continues to face challenges in staffing its operations 24 hours a day, 7 days a week, and as a result, it will be reviewing corrections staffing models to further optimize resources. The Department has determined that a more in-depth review and analysis of position needs is required. A staffing model framework needs to be developed for all aspects of the obligations in the <i>Corrections Act</i> (for the NWT).</p> <p>The Department anticipates that a work plan to support this examination will be developed by the spring of 2015. This work plan will include links to the Corrections Human Resource Plan, where appropriate, and include engagement with the Department of Human Resources.</p>
Priority Actions	
Progress	
121.1	Conduct an external review of overtime management, as well as staff scheduling and deployment at the North Slave Correctional Centre
121.2	Develop a work plan to support the review of Corrections Staffing Models
121.3	Develop a staffing model framework for all aspects of the Department's obligations detailed in the existing <i>Corrections Act</i> (NWT). Capacity building at Corrections Headquarters and individual facilities are being reviewed to ensure appropriate support to the field.

Theme 4: Staff Training and Development

OAG Recommendation Paragraph 132		
Office of the Auditor General Recommendation	The Department of Justice should develop and use an effective tracking system to ensure that all correctional staff member receive the required training.	
Department Response	<p>Agreed. The Department of Justice, Corrections Service has a well-developed pool of correctional instructors and a dedicated training position within corrections headquarters. To further enhance the area of training and tracking, the Department will be collaborating with Human Resources to determine the best approach for a training tracking system. This system must engage employees and managers to ensure that mandatory training needs are being met. It is anticipated that implementation of a training tracking system is feasible by the spring of 2016.</p> <p>The Department is committed to the creation of a staff training, learning and development framework. The framework will focus on providing leadership and mentoring initiatives that support a solid foundation for the future of the Correction Service. Initial consideration of this framework has identified a need to examine resources for training. This examination will be undertaken over the remainder of the 2014-15 fiscal year. If there is a need for additional resources, the Department will include a request in the 2016-17 business planning process. The Department anticipates an extended period of time to fully implement a complete training framework.</p>	
Priority Actions		Progress
132.1	Identify a Staff Training, Learning and Development Framework	Completed November 2014
132.2	Acquire a staff training tracking database for the Corrections Service	Completed January 2015
132.3	Create an implementation plan to cover any communication and training needs associated with the introduction of the training tracking database	<p>Completed August 2015</p> <p>The implementation plan for the roll out of the training tracking database has been completed. Data entry procedures and information on the new database have been presented to facility wardens and managers.</p>
132.4	Establish a Staff Training, Learning and Development Governance Board	<p>Completed August 2015</p> <p>The Department has established a Staff Training, Learning and Development Governance Board.</p>
132.5	Develop an implementation plan for the Staff Training, Learning and Development Framework	<p>Completed August 2015</p> <p>The Department has developed an implementation plan for the Staff Training, Learning and Development Framework.</p>

Priority Actions		Progress
132.6	Implement the Staff Training, Learning and Development Framework	<p>Initiated August 2015</p> <p>The Department is in the early stages of implementation of the Staff Training, Learning and Development Framework.</p> <p>Anticipated completion by November 2015</p>