

## STATUS REPORT – HUMAN RESOURCES IN THE CORRECTIONS SERVICE

The Department has prepared the following status report on the recommendations of the report. This report includes the recommendations, the proposed actions by the Department, actions taken to date and status of any actions being addressed, the timeline, and accountability.

### Introduction

In August 2004, the Deputy Minister of Justice requested an external review of human resource management practices in the Corrections Service. The review was to identify strengths, challenges and opportunities for improvement, and address whether changes would be needed to structures, practices, communications, or to all areas of human resources.

In November 2004, Corporate Human Resources presented the *Department of Justice Corrections Service Human Resource Plan and Review – Final Report and Recommendations*. This report identified 35 recommendations grouped into 12 themes.

In response to this review, the Justice Department released *An Action Plan for Human Resources in the Corrections Service*. The plan responded to the 35 items, noting those actions that had been met, the immediate actions that were being taken and the long-term actions that would be addressed. The action team was directed to complete its recommendations/ actions by April 30, 2005.

In December 2004, the Deputy Minister met with and retained Mr. Rawn Phalen, a senior correctional administrator from British Columbia, to work as an independent evaluator to the action plan. An action team worked with Mr. Phalen. Members of the team included Ms. Lindsay Grundy, Human Resources Officer, Justice; Mr. Roy Kaiser, Applications Development Officer, Information Services, Justice; Ms. Evelyn McLeod, Coordinator, Corporate Services, Corrections Services; Mr. Darin Reeves, Coordinator, Training and Development, Corrections Services and Mr. Orrell Sheets, Acting Warden, North Slave Correctional Centre. This core team has been working closely with staff from the Correctional Centres on the implementation.

The Values, Mission and Vision have guided the development and implementation of the action plan.

# **Values, Mission and Vision of the Corrections Service of the NWT**

## **VALUES**

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

## **MISSION**

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

## **VISION**

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

## **SUMMARY – Current Status by Theme**

*(Details of the recommended actions to which these actions relate are contained in the table beginning on page 8)*

### **Review**

- The survey results for the action plan have been distributed to all Corrections staff through e-mail and have been posted in staff meeting areas.

### **Communications**

- Comprehensive lists of all corrections staff including casual staff have been compiled; government e-mail addresses are being provided for all casual staff.
- Computer stations exist in all workplaces, enabling staff to access GNWT e-mail.
- An area has been designated at each work site to post messages, policies and information for staff attention.
- A monthly newsletter has been established to keep staff informed of the progress of the action plan. The newsletter is intended to evolve into a departmental publication, giving staff an opportunity to generate articles.
- An internal, facility-based, electronic message system is being piloted to enhance the sharing of information between shift personnel.
- Supervisors and managers have been directed to ensure that staff are seen daily and that rounds have been completed.
- Department meetings have been scheduled at all levels, from the front line to senior management, to enhance the level of communication.
- Senior management conferences, monthly teleconferences and site visits to facilities have been scheduled for the next four years.
- Facilities and regions have been directed to address communication issues, including regional and institutional staff meetings.

### ***Human Resource Planning***

- A process to establish short- and long-term goals is currently under development. The process will include front line and management involvement, via committee, and will involve annual review and evaluation.
- An employee recognition plan has been formulated. The plan involves criteria, awards committees and recognition at the regional and territorial levels.
- Four staff members will be receiving national awards, three for the Corrections Exemplary Service Medal and one for St. John Ambulance.

### ***Human Resources – General***

- Employee records are currently being audited to ensure accuracy, proper maintenance and to determine trends and issues.
- Regional managers and supervisors have addressed those trends identified to date.
- File audits have begun and will be conducted on a regular basis.
- Deficiencies are being addressed as identified.
- An administrative orientation manual is under development for casual and indeterminate employees.

### ***Organization Design/ Job Descriptions***

- Mr. Rawn Phalen has interviewed staff within the corrections service in the regions and Yellowknife to develop an organizational model.
- The model takes into consideration environmental factors, position reviews, correlation of people and position numbers, consultation with human resource and finance personnel to identify potential deficiencies.
- In evaluating the organizational structure, Mr. Phalen has proposed a reorganization of Corrections Headquarters and the North Slave Correctional Centre including post-specific duties that shall increase organizational efficiency.
- Competencies are being finalized to be incorporated into the job descriptions, which are scheduled for review and revision in April.

## ***Management Responsibilities***

- The roles of managers and supervisors are currently being reviewed, including the reflection of delegated responsibilities and reporting structure.
- A performance evaluation specifically for Corrections casual staff is being drafted and will be reviewed by supervisors and managers.
- Performance evaluations after 6 months of employment will be initiated for front-line staff. The evaluations will then be reviewed, finalized and submitted to headquarters each December.
- Training for managers and supervisors will be reflected in the training plan.
- Schedules for supervisors have been established.

## ***Hiring***

- A staffing plan is under development as part of the comprehensive human resources plan.
- Mr. Rawn Phalen is to present recommendations to the Justice Department by the end of February 2005. The recommendations will reflect staffing ratios, vacancies and models to increase organizational effectiveness.
- Draft Recruitment Plan completed.
- A PowerPoint presentation entitled 'A Career in Corrections - Where People Make the Difference' has been created.
- A recruitment kit has been developed that includes background information on careers in corrections, information on building a resume and methods to prepare for interviews with Corrections.
- A formalized hiring process is under development and information about the process will be included in the recruitment kit.
- Training is being tentatively scheduled for managers and supervisors on the staffing guidelines, affirmative action and policies. Front-line staff who will participate in the future hiring of entry level staff will receive the same training program.

## ***Casuals***

- A process is near completion that will address required training for future and existing casuals.
- Current casuals are being scheduled to participate in training programs to meet position requirements.
- Casuals have been offered the opportunity to attend professional development training, effective January 2005.

## ***Employee Development***

- A training plan has been created to address deficiencies and will be delivered on a formal three-year cyclical program. This includes training for both line staff and supervisors/managers.
- Several internal training courses offered within Corrections have been accredited at Lethbridge Community College. Course credit can be applied towards a Diploma in Corrections.
- Competencies for all positions have been researched and will be used in the job description process.
- A process to develop supervisors has been created, including the identification of shadowing, mentoring and formalized training and evaluation.
- A mentoring workshop and resource materials have been developed.
- The North Slave Correctional Centre hosted a work exchange with Corrections Service Canada – Fenbrook institution in December of 2004. Corrections staff left on February 12, 2005 to work at the Fenbrook institution.
- Two regional Corrections self-defense instructors are attending Cell Extraction training and will be delivering the program upon their return.
- The health care manager will be attending a national advisory committee conference on HIV issues in the Corrections Service this month.
- A regional staff member will be representing the Corrections Service at the National Fetal Alcohol Syndrome/Effects conference.
- A standardized Corrections Entry Level Training program model is under development.
- Training is ongoing within the facilities for distribution of medication, first aid and offender management.
- Research to define and build a training database has been completed.
- A request for proposals (RFP) to develop a training and personal development databank is in process.

## ***Labour Relations***

- A communication process for grievance and arbitration results for managers and supervisors has been put in place for institutions and community offices.
- Joint consultation meetings are scheduled on a quarterly basis. Minutes from the meetings are submitted to headquarters.

## ***Safety***

- Equipment deficiencies identified by the report have been investigated and acted upon.
- Additional security equipment has been ordered and will be installed.
- Safety inspections of security equipment have been completed and a territorial safety and security audit has been scheduled.
- A health services manager has been hired to help address issues related to prescription drugs and narcotics.
- Standards of practice regarding use of narcotics and access to contraband drugs have been reviewed and appropriate procedures established.
- An intelligence-gathering capacity has been developed at the North Slave Correctional Centre to detect illicit drugs and to improve drug interdiction.
- Occupational health and safety meetings have been scheduled on a quarterly basis within the correctional facilities, and monthly meetings will be held as needed.
- A staff member has been assigned within each facility to monitor incident reporting. Corrections staff will evaluate the risk of inmates, and a method of response will be identified.
- A training checklist system has been established for facility support staff.
- A standardized orientation/training course is under development for volunteers and facility support staff.

## ***Vision, Mission and Values***

- The vision, mission and values of the Corrections Service have been incorporated into departmental training and publications, signage has been posted in facilities and community corrections offices, and facilities have been instructed to review and revise standing orders to ensure that they reflect the vision, mission and values.

## ***Project***

- A Financial Management Board submission to address costs associated with the action plan recommendations is currently being drafted.
- The project timelines are being met and the April 30, 2005 due date will be adhered to.

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Review</b>		
<p>1. It is recommended that the survey results be e-mailed to Corrections employees.</p>	<p>Survey results will be mailed to Corrections employees immediately following release of the <i>Report and Action Plan</i>.</p>	<p><b>Item completed</b></p> <ul style="list-style-type: none"> <li>• The survey results for the action plan have been distributed to all Corrections staff through e-mail and have been posted in staff meeting areas.</li> </ul>
<b>Communications</b>		
<p>2. It is recommended that internal communications be improved within Corrections by:</p> <ol style="list-style-type: none"> <li>a. establishing and maintaining a more complete and effective e-mail list;</li> <li>b. providing all employees, including casuals, access to a GNWT e-mail account and to a computer in the workplace to check their e-mail on a regular basis; and</li> <li>c. developing and implementing a timely method of providing hard-copy messages to all employees.</li> </ol>	<ol style="list-style-type: none"> <li>a. A comprehensive e-mail list for each facility will be developed and maintained.</li> <li>b. The Department will determine the relative merits of implementing either an electronic bulletin board or generic e-mail account for casuals. A standing order will be issued directing on-call casuals to check e-mail/bulletin board each day they are in the facility.</li> <li>c. Bulletin boards will be installed in all staff common areas; facility managers will print hard copies of all relevant messages and post on bulletin boards.</li> </ol>	<p><b>Item completed</b></p> <ul style="list-style-type: none"> <li>• Comprehensive lists of all corrections staff, including casual staff, have been compiled; government e-mail addresses are being provided for all casual staff.</li> <li>• Computer stations exist in all workplaces, enabling staff to access GNWT e-mail.</li> <li>• An area has been designated at each work site to post messages, policies and information documentation for staff attention.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>3. It is recommended that a plan be developed to improve communication channels between HQ, facilities, supervisors and staff including:</p> <ol style="list-style-type: none"> <li>establishing methods of communication which will allow regular communications with all staff in a variety of forms (in person, in writing, and electronically);</li> <li>effective intra-facility communications which would include shift briefings, staff meetings, informal discussions, e-mails, memos, bulletin board utilization, etc.;</li> <li>ensuring Senior Managers have regular face-to-face meetings with subordinates and regularly visit all facilities to engage in two-way communication with operational management and staff;</li> <li>daily supervisor/staff meetings take place to provide an opportunity to de-brief at each shift change.</li> </ol>	<p>A comprehensive communications strategy will be developed and implemented. This will include:</p> <ul style="list-style-type: none"> <li>monthly newsletter from Director;</li> <li>electronic bulletin boards in facilities;</li> <li>regular scheduled meetings between staff, supervisors and managers as well as senior managers;</li> <li>supervisors will circulate throughout facility to meet with individual staff on daily basis;</li> <li>warden to do morning rounds with COII Supervisor;</li> <li>a schedule for Senior Management to visit each facility.</li> </ul>	<p><b>Item completed</b></p> <ul style="list-style-type: none"> <li>A monthly newsletter has been established to keep staff informed of the progress of the action plan. The newsletter is intended to evolve into a departmental publication, giving staff the opportunity to generate articles.</li> <li>An internal, facility-based, electronic message system is being piloted to enhance the sharing of information between shift personnel.</li> <li>Supervisors and managers have been directed to ensure that staff are seen daily and that rounds have been completed.</li> <li>Department meetings have been scheduled at all levels, from front line to senior management to enhance the level of communication.</li> <li>Senior management conferences, monthly teleconferences and site visits to facilities have been scheduled for the next four years.</li> </ul>
<p>4. It is recommended that management develop more inclusive management approaches that solicit ideas and input from staff and work with the staff to discuss those ideas and, where possible, put them into action.</p>	<p>Regular meetings with staff will be held at all facilities on an on-going basis. A directive will be issued requiring that all communications received from staff will receive a timely response.</p>	<p><b>Item completed</b></p> <ul style="list-style-type: none"> <li>Facilities and regions have been directed to address communication issues, including regional and institutional staff meetings.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Human Resource Planning</b>		
<p>5. It is recommended that Corrections develop and implement a human resource plan. The plan should</p> <ol style="list-style-type: none"> <li>a. be developed with input from a cross-section of Corrections staff;</li> <li>b. involve short-, medium- and long-term goals; and</li> <li>c. be reviewed and updated on an annual basis, again with input from a broad cross-section of Corrections staff.</li> </ol>	<p>A comprehensive Human Resource Plan will be completed by March 31, 2005.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• A process to establish short- and long-term goals is currently under development. The process will include front-line and management involvement via committee, and will involve annual review and evaluation.</li> </ul>
<p>6. It is recommended that the Human Resource Plan include development of an employee Recognition Program.</p>	<p>Employee recognition (ER) program will be included in comprehensive HR Plan.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• An employee recognition plan has been formulated. The plan involves criteria, awards committees and recognition at the regional and territorial levels.</li> <li>• Four staff will receive national awards, three for the Corrections Exemplary Service Medal and one for St. John Ambulance.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Human Resources – General</b>		
7. It is recommended that Corrections make increased efforts to keep up-to-date employee records.	Human Resources will establish an audit process to ensure records are accurate and maintained properly.  File audits will be conducted on a regular basis.	<b>Item completed and administratively ongoing</b>  <ul style="list-style-type: none"> <li>• Employee records are currently being audited to ensure accuracy, proper maintenance and to determine trends and issues.</li> <li>• Regional managers and supervisors have addressed those trends identified to date.</li> <li>• File audits will be conducted on a regular basis.</li> </ul>
8. It is recommended that sick leave usage, overtime and lieu time at all facilities be examined to determine trends and issues which can be addressed through the Human Resource Plan or through appropriate staffing mixes.	Review will be conducted within the context of the Human Resource planning activities and issues will be addressed as part of the HR Plan.	<b>Ongoing</b>  <ul style="list-style-type: none"> <li>• File audits will be conducted on a regular basis.</li> <li>• Deficiencies are being addressed as they are identified.</li> </ul>
9. It is recommended that an administrative orientation package be developed and used with all new staff which will include an orientation checklist to be used with each new permanent and casual employee.	Orientation package will be reviewed and revised as part of the overall Human Resource Plan.	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• An administrative orientation manual is under development for casual and indeterminate employees.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p><b>Organization Design/Job Descriptions</b></p>		
<p>10. It is recommended that an up-dated organizational model and design be immediately developed and implemented at the adult facilities to reflect new VMV, new facilities, and new methods.</p>	<p>A revised model will be developed and implemented.</p>	<p><b>Item Completed</b></p> <ul style="list-style-type: none"> <li>• Mr. Rawn Phalen has interviewed staff within the corrections service in the regions and Yellowknife to develop an organizational model.</li> <li>• The model takes into consideration environmental factors, position reviews, correlation of people and position numbers, and consultation with human resource and finance personnel to identify potential deficiencies.</li> <li>• In evaluating the organizational structure, Mr. Phalen has proposed a reorganization of Corrections Headquarters and the North Slave Correctional Centre, including post-specific duties that shall increase organizational efficiency.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>11. It is recommended that all job descriptions (including all management and supervisor positions) be reviewed and, where necessary, rewritten to:</p> <ul style="list-style-type: none"> <li>a. ensure that the education and experience requirements are at appropriate levels for the work being done (not so high as to create a systemic barrier but not too low so those hired are not able to complete the required duties in a safe and effective manner); and</li> <li>b. accurately reflect responsibilities and duties consistent with the VMV and with facility design.</li> </ul>	<p>Review of job descriptions will be commenced immediately for completion of all revised JDs by end of fiscal year.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Competencies are being finalized to be incorporated into the job descriptions, which are scheduled for review and revision in April.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Management Responsibilities</b>		
<p>12. It is recommended that the roles, responsibilities and authorities for managers, supervisors and squad leaders be clarified and further, that all supervisors are given supervisory responsibilities and accountabilities including staffing, performance management, conflict resolution/labour relations, participation in shift and leave planning: and employee recognition.</p>	<p>Revised JDs will reflect appropriate roles and level of responsibility and authority.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• The roles of managers and supervisors are currently being reviewed, including the reflection of delegated responsibilities and reporting structure.</li> </ul>
<p>13. It is recommended that performance reviews should be a joint process led by the immediate supervisor rather than by the warden or deputy warden, and that all direct supervisors should be trained in the performance management process.</p>	<p>A process for conducting Performance Reviews that includes supervisors and deputy wardens will be developed and implemented for the next round of appraisals to be completed by January 31, 2005. CHRS will provide training in Performance Management to supervisory staff by February 15, 2005.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• A performance evaluation specific for Corrections casual staff is being drafted and will be reviewed by supervisors and managers.</li> <li>• Performance evaluations will be initiated at the sixth month of employment at the front-line level. The evaluations will then be reviewed, finalized and submitted to headquarters each December.</li> <li>• Training for managers and supervisors will be reflected in the training plan.</li> </ul>
<p>14. It is recommended that management hours of work be reviewed to ensure that all managers have regular contact with all supervisors working for them.</p>	<p>Options for ensuring managers have contact regularly with all supervisors will be examined (for financial and program feasibility). Schedules will then be established to ensure all supervisors have contact with managers.</p>	<p><b>Ongoing, Initial implementation completed</b></p>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Hiring</b>		
<p>15. It is recommended that a staffing plan be developed and implemented to address the staffing situation at NSCC, which would include:</p> <ol style="list-style-type: none"> <li>a. Determining the appropriate number and ratio of permanent staff to casual/relief staff necessary to address stability and security needs;</li> <li>b. Staffing vacant positions to meet the needs and ratios identified;</li> <li>c. After analysis of leave needs, plan for an appropriate pool of as and when casuals to address coverage.</li> </ol>	<p>Staffing plan will be developed as part of the comprehensive HR plan.</p>	<p><b>Draft plan completed</b></p> <ul style="list-style-type: none"> <li>• A staffing plan is under development as part of the comprehensive human resources plan.</li> <li>• Mr. Rawn Phalen is to present recommendations to the Justice Department by the end of February 2005. The recommendations will reflect staffing ratios, vacancies and models to increase organizational effectiveness.</li> </ul>
<p>16. It is recommended that a proactive, long-range recruitment plan be developed for the entire Corrections service.</p>	<p>Recruitment plan will be developed as part of the comprehensive HR plan.</p>	<p><b>Ongoing, Draft plan completed</b></p> <ul style="list-style-type: none"> <li>• Draft Recruitment Plan has been developed and is being reviewed by Corrections staff prior to submission for review by CHR.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>17. It is recommended that information and training on the hiring process should be provided as follows:</p> <ol style="list-style-type: none"> <li>a. all managers involved in the staffing process should receive training on the staffing guidelines and policies.</li> <li>b. in-service should be provided to managers to ensure a common understanding of the AA Policy and consistent application throughout Corrections.</li> <li>c. information on the staffing process and the AA Policy, its purpose and application should be communicated to all employees.</li> </ol>	<p>Recruiting package will be reviewed and revised to reflect the new staffing plan.</p> <p>Templates for resumes and interview preparation will be developed.</p> <p>Information will be developed and distributed following development of the staffing plan.</p> <p>Training will be provided to managers; provision of information on the staffing process and related policies will be included in the Communications Plan.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• A PowerPoint presentation entitled "A Career in Corrections - Where People Make the Difference" has been created.</li> <li>• A recruitment kit has been developed that includes background information on careers in corrections, information on building a resume and methods to prepare for interviews with Corrections.</li> <li>• A formalized hiring process is under development and the process will be included in the recruitment kit.</li> <li>• Training is being tentatively scheduled for managers and supervisors on the staffing guidelines and affirmative action policies.</li> <li>• Front-line staff who will participate in the future hiring of entry-level staff will receive the same training program.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Casuals</b>		
18. It is recommended that the human resource plan address the recruitment, training and promotion of casuals across the service, both long- and short-term.	The HR plan will address all staff, including casuals.	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• A process is near completion that will address required training for future and existing casuals.</li> </ul>
19. It is recommended that clear education and experience requirements be set for casual hiring at all facilities. Those requirements should be adhered to or formal training be provided for those who don't meet the requirements.	<p>This will form part of the training plan.</p> <p>Established education and experience requirements will be adhered to in hiring casuals.</p> <p>Training will also be made available for current or potential staff who do not meet the requirements.</p>	<b>Item completed</b> <ul style="list-style-type: none"> <li>• Current casuals are being scheduled to participate in training programs to meet position requirements.</li> </ul>
20. It is recommended that all casuals be required to have CELT or, where CELT is not available immediately, another program of training that would include a significant component of job shadowing on a fully staffed unit.	<p>This will be included in the training plan.</p> <p>Casuals will be offered the opportunity to attend professional development training, effective January 2005.</p>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• Casuals have been offered the opportunity to attend professional development training, effective January 2005.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Employee Development</b>		
<p>21. It is recommended that the Human Resource Plan for Corrections address tools to support employee development including:</p> <ol style="list-style-type: none"> <li>guidelines for the appropriate use of direct appointments to promote staff;</li> <li>a consistent and fair approach to filling transfer, acting and other developmental assignments, reflective of the Affirmative Action Policy;</li> <li>a formal mentoring and job shadow process in all adult facilities; and</li> <li>the development of a progressive approach to advancement within the service.</li> </ol>	<p>A detailed training plan will be developed as part of the comprehensive Human Resource Plan.</p> <p>The Department will explore the potential for partnering with an accredited educational institution that can award up to degree-level courses in correctional studies.</p> <p>In-house training programs will be developed and implemented.</p> <p>The Coordinator of Training and Development will supervise or appoint at the regional level an alternate to supervise during the mentoring period for all new casual and indeterminate hires.</p> <p>All supervisors and acting supervisors will be required to attend mentoring orientation.</p> <p>The Training and Development Coordinator now has an office at the North Slave complex and will spend 50% of his/her time there to support training initiatives. The remaining 50% will be supporting employees in the Region- and service-wide training initiatives.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>A training plan has been created to address deficiencies and will be delivered on a formal three year cyclical program. This includes training for line staff and supervisors</li> <li>Several internal training courses offered by Corrections have been accredited by Lethbridge Community College. Credits can be applied towards a Diploma in Corrections.</li> <li>Competencies for all positions have been researched and will be used in the job description process.</li> <li>A process to develop supervisors has been created including the identification of shadowing, mentoring and formalized training and evaluation.</li> <li>A mentoring workshop and resource materials have been developed.</li> <li>The North Slave Correctional Centre has hosted a work exchange with Corrections Service Canada – Fenbrook institution in December of 2004. Corrections staff left on February 12, 2005 to work at the Fenbrook institution.</li> <li>Staff will be attending Cell Extraction training and will be delivering the program upon their return.</li> <li>Staff will be attending conferences on HIV issues in the Corrections Service and Fetal Alcohol Syndrome/Effects.</li> </ul>

<b>RECOMMENDATION</b>	<b>PROPOSED ACTIONS</b>	<b>STATUS</b>
22. It is recommended that CELT be standardized and include both classroom and job-shadowing time.	CELT program is under review; standards will be reflected in a revised curriculum and standards outline.	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• A standardized Corrections Entry-Level Training program model is under development.</li> </ul>
23. It is recommended that all staff, including casuals have up-to-date training as required in First Aid and CPR and regular COMS training.	<p>First Aid, CPR and COMS training will be provided on a regular basis and reflected in the Training Plan.</p> <p>First Aid training is scheduled for January and February 2005; COMS training will be scheduled for the new year.</p>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• Training is ongoing within the facilities for medical distribution, first aid and offender management.</li> </ul>
24. It is recommended that a training calendar be developed for each facility twice a year; a more effective system be developed for tracking training needs and training taken and that the training be offered in a way that allows staff to access that training.	<p>A training calendar will be developed and set up on a database.</p> <p>Individual training needs will be identified through the Performance Appraisal system and included in the development of the calendar for each fiscal year.</p> <p>The calendar will be made available over the Internet and circulated by e-mail.</p>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• Research to define and build a training database has been completed.</li> <li>• A request for proposals (RFP) to develop a training and personal development databank is in process.</li> </ul>
25. It is recommended that the performance review and planning process for Corrections: <ol style="list-style-type: none"> <li>a. be reviewed and revised to be more useful for employees and their supervisors;</li> <li>b. ensures that performance appraisals are prepared for all staff, including casual staff; and</li> <li>c. includes mandatory training for all supervisory staff on performance management (which includes giving feedback to staff).</li> </ol>	<p>This review will be completed as part of the development of the HR Plan.</p> <p>Professional development courses for supervisors will be identified in the training calendar.</p>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• The training plan being developed will address training for supervisors as well as line staff.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Labour Relations</b>		
26. It is recommended that management communicate grievance and arbitration results in general terms to all supervisors to ensure consistency in dealing with staff.	A method for communicating results to all wardens, managers and supervisors when appropriate will be developed and implemented immediately.	<b>Item completed</b> <ul style="list-style-type: none"> <li>• Communication process for grievance and arbitration results for managers and supervisors has been put in place for institutions and community offices.</li> </ul>
27. It is recommended that regular joint consultation meetings should take place at each facility.	Effective immediately, all facilities will be required to hold joint consultation meetings at least quarterly.  Minutes of meetings will be forwarded to Director of Corrections.	<b>Item completed</b> <ul style="list-style-type: none"> <li>• Joint consultation meetings are scheduled on a quarterly basis and minutes from the meetings are submitted to headquarters.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Safety</b>		
28. It is recommended that Corrections establish a maximum number of hours that any officer may work in any 24-hour period to ensure the safety of themselves, their co-workers and the inmates.	Maximum will be determined and incorporated into the HR Plan, recognizing that there will be emergencies that may require an exception. A monitoring system for exceptions will be established.	<b>Item Completed</b>
<p>29. It is recommended that an independent safety review be undertaken at each facility as well as a WCB Safety Inspection at each facility. These reviews would examine immediate safety issues including:</p> <ul style="list-style-type: none"> <li>▪ Kevlar safety gloves not available,</li> <li>▪ Maintenance employees not fully trained on how to repair equipment (doors, laundry equipment, lock smithing, etc.),</li> <li>▪ Cameras: Cameras do not cover all areas of the facility (Kitchen at NSCC),</li> <li>▪ Incident reporting (Increased inmate abuse – verbal and physical),</li> <li>▪ Confirm acceptable employee-to-offender ratios,</li> </ul>	<p>Safety Reviews will be undertaken at all facilities.</p> <p>Use of Kevlar gloves will be discussed in the safety committee and they will be provided where appropriate.</p> <p>Competencies for maintenance employees will be established and appropriate training provided.</p> <p>Cameras will be moved where necessary.</p> <p>Consistent approach to incident reporting will be implemented across the Service. Employee/Offender ratio will be established.</p> <p>Convex mirrors will be installed in areas where sightlines are restricted in any way.</p>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Equipment deficiencies identified by the report have been investigated and acted upon.</li> <li>• Additional security equipment has been ordered and will be installed.</li> <li>• Safety inspections of security equipment have been completed and a territorial safety and security audit has been scheduled.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>29 (con't)</p> <ul style="list-style-type: none"> <li>▪ Sightlines and physical barriers (this includes areas of isolation (pods, kitchen)),</li> <li>▪ Security equipment (radios, doors not functional),</li> <li>▪ Narcotics and other drugs,</li> <li>▪ Inadequate understanding among staff of responsibilities in other areas where they may be asked to temporarily assist,</li>   <li>▪ Training lacking (kitchen and maintenance staff):  Searches,  Frisks,  CELT.</li> </ul>	<p>All security equipment will be checked and repaired where necessary.</p> <p>Standards of practice regarding use of narcotics and access to contraband drugs will be reviewed and appropriate procedures established.</p> <p>Sniffer equipment will be brought into NSCC to help detect contraband drugs. RCMP canine unit will also be used.</p> <p>Training will be provided in cell extraction and videotaping.</p> <p>First responders will be used at all facilities and contingency cross-training included as part of Training Plan.</p> <p>Required Competencies for staff will be assessed and appropriate training provided.</p>	<ul style="list-style-type: none"> <li>• A health services manager has been hired to help address issues related to prescription drugs and narcotics.</li> <li>• Standards of practice regarding use of narcotics and access to contraband drugs have been reviewed and appropriate procedures established.</li> <li>• An intelligence-gathering capacity has been developed at the North Slave Correctional Centre to detect illicit drugs and to improve drug interdiction.</li> </ul>

<b>RECOMMENDATION</b>	<b>PROPOSED ACTIONS</b>	<b>STATUS</b>
30. It is recommended that an Occupational Health and Safety Committee be operational and active in each facility (Article 40 page 70 of CA.).	Occupational Health and Safety Committees will meet at least quarterly, with monthly meetings when needed.	<b>Item Completed</b> <ul style="list-style-type: none"> <li>• Occupational health and safety meetings have been scheduled on a quarterly basis within the correctional facilities. Monthly meetings will be held as needed.</li> </ul>
31. It is recommended that NSCC management confirm that incident reports for offender abuse to staff (verbal and physical) be completed to ensure a comprehensive record for the information of others working with the inmates.		<b>Item Completed</b> <ul style="list-style-type: none"> <li>• A staff member has been assigned within each facility to monitor incident reporting. Corrections staff will evaluate risk of inmates and a method of response will be identified.</li> </ul>
32. It is recommended that the assignment and cross-training of staff be re-examined at the adult facilities to ensure adequate back-up and support in all pods and other areas such as the kitchen, control room and intake area.	<p>This will be addressed in the Training Plan.</p> <p>Competencies for operational areas will be developed and work performance checks will be conducted on a regular basis.</p> <p>Supplemental training will be identified to assist staff meeting requirements when deficiencies are identified</p>	<b>Item Completed</b> <ul style="list-style-type: none"> <li>• A training checklist system has been established for facility support staff.</li> </ul>
33. It is recommended that basic security training be provided for all staff who interact with inmates, including cooks and maintenance workers.	This will be addressed in the Training Plan. Safety training program will be in place by January 31, 2005 for all support staff and volunteers.	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• A standardized orientation/training course is under development for volunteers and facility support staff.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Vision, Mission and Values</b>		
<p>34. It is recommended that on-going promotion and implementation of the VMV take place through</p> <ul style="list-style-type: none"> <li>• Continued education and discussion of the VMV;</li> <li>• Identification of individuals at the operational level who can help other employees understand the VMV and relate it to their daily work;</li> <li>• Creation of a feedback system for employees to identify systemic issues or barriers that prevent effective implementation of the VMV;</li> <li>• On-going involvement of all levels of Corrections in the development and implementation of the VMV; and</li> <li>• Review, revision and updates of the standing orders in each facility to reflect the VMV, facility structures and clientele.</li> </ul>	<p>This will be addressed through the Communications Strategy.</p> <p>Training requirements will be addressed in the Training Plan.</p>	<p><b>Item Completed</b></p> <ul style="list-style-type: none"> <li>• The vision, mission and values of the Corrections Service have been incorporated into departmental training and publications, signage has been posted in facility and community corrections offices, and facilities have been instructed to review and revise standing orders to ensure that they reflect the vision, mission and values.</li> </ul>
<p>35. It is recommended that management performance measurement and incentive plans should be amended to reflect promotion and implementation of the VMV.</p>	<p>This will be reflected in performance appraisals and will be included in the HR Plan.</p>	<p><b>Ongoing</b></p>

## **Next Steps**

A number of actions have been identified as the next steps required in implementation of the action plan. These items are identified below. One of the major activities will be the development of a comprehensive evaluation strategy. This will be done in consultation with Corporate Human Resource and Corrections staff. An early step in this process will be the re-administration of the survey used in the initial review. Within the organizational development plan for Corrections a survey is planned to be conducted each year.

### ***Human Resource Planning***

- Recruit and provide orientation to training committee members.
- Review proposed human resource plan with territorial management committee.
- Review proposal for training plan 2005/06 and three-year cyclical plan.
- Establish terms of reference for committee members at regional and territorial levels.
- Create training policy to ratify statutory training and post-specific training.
- Establish an implementation plan in consultation with Corporate Human Resources.
- Communicate Human Resource plans to staff.
- Recruit and provide orientation to employee recognition committee members.
- Establish criteria, terms of reference, presentation process and communication of employee recognition program to Corrections personnel.
- Conduct a post-review/ satisfaction survey of staff on the implementation of the action plan.

### ***Human Resources – General***

- Discuss audit process and maintenance of staff records with Corporate Human Resources.
- Based upon new Corporate Human Resource structure, coordinate PeopleSoft training.
- Evaluate utilization and reports generated by shift-scheduling software.
- Develop staff orientation package specific to Corrections Service utilizing focus group input.
- Develop a CD reference and/or intranet point for staff to access relevant publications.

### ***Organization Design/ Job Descriptions***

- Correlate people and position numbers.
- Identify position deficiencies.
- Consult with Corporate Human Resources and Finance to cost out positions.
- Authorization to proceed with model.
- FMB submission - request for staff positions and development funding.
- Coordinate training in support of the organization design model (i.e. job description writing, performance management, etc.).

### ***Management Responsibilities***

- Coordinate workshops: staffing process; labour relations, conflict resolution, etc.
- Consult with Corporate Human Resources on performance management issues including casual performance documentation, tracking of all performance evaluations and correlation of performance management to staff development.
- Corrections, in consultation with Human Resources, will complete review of the 24/7 operations to ensure regular Supervisor contact with all staff.

### ***Hiring***

- Development of recruitment information kit that reflects hiring process.
- Consult with Corporate Human Resources to ratify hiring process for entry, supervisor and management levels.
- Consult with Corporate Human Resources on conducting post-reviews of unsuccessful candidates.
- Coordinate the posting of job descriptions on Justice/ Corporate Human Resource Internet site.
- Coordinate the posting of the resume building, interview preparation and frequently asked questions (FAQ's) materials on Internet and intranet sites.
- Consult with Corporate Human Resources on the proposed recruitment plan.
- Explore best practices on recruitment promotional materials.

## ***Casuals***

- Coordinate with Corporate Human Resources to deliver hiring orientation program to front-line staff who will participate in hiring practices.
- Consult with Corporate Human Resources on the development process of casuals and transition to indeterminate status.
- Formalize Corrections Entry-Level Training curriculum.

## ***Employee Development***

- Reflect competencies in all job descriptions.
- Competencies to be reflected in positions and post-specific roles (i.e. control room officer, scheduling officer, etc.).
- Consult with Corporate Human Resources on supervisor and management development process and identified training.
- Policies to be created in support of departmental employee development process.
- Statutory training to be identified relevant to staff positions.
- Consult with Corporate Human Resources on succession-planning initiatives.
- Consult with Corporate Human Resources and training calendar, roles and responsibilities between departments.
- Post the training calendar on Internet/intranet site.
- Substantiation in support of a Corrections Service training database.
- Define roles and responsibilities between Justice and Corporate Human Resources as they relate to hiring, coordination and delivery of training.
- Research post-secondary options for current and potential staff in support of personal and professional development.
- Coordinate a follow-up survey to assess organizational impact and employee satisfaction with the action plan.

### ***Labour Relations***

- Consult with Corporate Human Resources on the communication of labour relations issues to managers and supervisors.

### ***Safety***

- Discuss with Workers Compensation Board their participation in safety reviews/audits.
- Establish a communication plan to communicate with staff about safety information and issues.
- Establish a training package for volunteers and support staff.