



## STATUS REPORT – HUMAN RESOURCES IN THE CORRECTIONS SERVICE

The Department has prepared the following status report on the implementation of *An Action Plan for Human Resources in the Corrections Service*, which was prepared in response to the *GNWT Department of Justice Corrections Service Human Resource Plan and Review – Final Report and Recommendations*. This report includes the recommendations, the actions proposed by the Department in its response, actions taken to date and status of any actions being addressed, the timeline, and accountability.

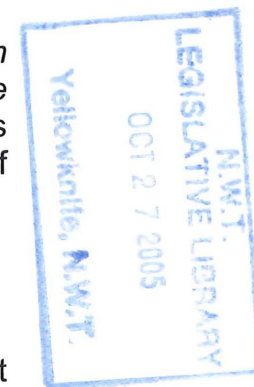
### Introduction

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* in December 2004. 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. An action team was established and directed to complete its initial recommendations/actions by April 30, 2005. The Values, Mission and Vision have guided the development and implementation of the action plan.

The Department of Justice is aware that, although a great deal of progress has been made on implementation of the Action Plan, a number of projects have fallen behind schedule, primarily in the Human Resource areas. Several critical changes seriously impacted the response to the Action Plan, especially the centralization of Human Resources, significant changes in management and the longer-than-anticipated collective bargaining process. Consequently, response timelines had to be adjusted to meet the changed circumstances. While disappointing for both staff and management, it is important that projected timelines are realistic and achievable.



This Status Report simply reports on activity undertaken to meet the commitments of the Action Plan. It is not a comprehensive report on activities of the Corrections Service, which encompasses a wide range of program and planning activities in both institutional and community corrections.

Next steps in implementation of the Action Plan will require the coordinated efforts of Corrections Service and FMBS Human Resource staff to complete the development and implementation of the Human Resources Plan, including staffing and training. In addition, a priority is being placed on further enhancing communication at all levels within Corrections, as well as with our partners, including other government departments and the Union of Northern Workers.

# **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.

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Review</b>		
1. It is recommended that the survey results be e-mailed to Corrections employees.	Survey results will be mailed to Corrections employees immediately following release of the <i>Report and Action Plan</i> .	<b>Completed</b> <ul style="list-style-type: none"> <li>• The survey results for the action plan were distributed to all Corrections staff through e-mail and posted in staff meeting areas.</li> </ul>
<b>Communications</b>		
2. It is recommended that internal communications be improved within Corrections by: <ul 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> </ul>	<ul 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> </ul>	<b>Completed, Ongoing</b> <ul style="list-style-type: none"> <li>• Comprehensive lists of all corrections staff, including casual staff, have been compiled.</li> <li>• Government e-mail addresses are provided for all casual staff and computer stations are available to all staff and all have GNWT e-mail accounts.</li> <li>• Bulletin boards are in place in all facilities and community office staff areas.</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> <ul style="list-style-type: none"> <li>a. 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>b. effective intra-facility communications which would include shift briefings, staff meetings, informal discussions, e-mails, memos, bulletin board utilization, etc.;</li> <li>c. 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>d. daily supervisor/staff meetings take place to provide an opportunity to debrief at each shift change.</li> </ul>	<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>Initial work completed with ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• Quarterly newsletter established; editorial board in place; third publication, Oct. 21, 2005 can be viewed on the Department web-site.</li> <li>• An electronic bulletin board is being piloted at NSCC. Training was provided for staff.</li> <li>• Department meetings continue to occur at all levels from the front line to senior management, to enhance the level of communication.</li> <li>• Supervisors and managers have been directed to ensure that staff are seen daily and that rounds are completed. Managerial visits to operational areas have increased. Supervisors have been instructed to conduct routine and non-routine visits to the staff areas to assess and respond to issues.</li> <li>• Site visits have increased and are often informal to provide senior management the opportunity to gain real-time knowledge of facility and regional matters. These visits also provide senior managers the opportunity for informal discussions with front-line staff to gain awareness of their concerns and expectations of the Corrections Service.</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>Initial work completed with ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• Facilities have confirmed that general staff meetings are held at least once a year.</li> <li>• Depending on operational demands, issues and/or needs, more meetings are scheduled as required. At NSCC, managers hold regular meetings with CO IIs (Supervisors) who are then responsible for sharing information with staff as it relates to facility and staff operations.</li> <li>• Regular joint consultation and Health and Safety Meetings are scheduled.</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>In Progress</b></p> <ul style="list-style-type: none"> <li>• With the reorganization of both the Corrections Service and Corporate Human Resources, this target has been amended to March 31, 2006. This will allow the new Corrections HR-related committees to review, critique and assist in the development of the internal HR plan.</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>Initial work completed with ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• An employee recognition plan has been developed and will be implemented by the end of 2005.</li> <li>• An awards committee has been established with representation from each facility.</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>Initial work completed, implementation ongoing</b>  <ul style="list-style-type: none"> <li>• CHR - Client Services and Justice personnel conducted annual GNWT file audit.</li> <li>• File audits will be conducted on a regular basis through CHR - Client Services.</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>Initial work completed, implementation ongoing</b>  <ul style="list-style-type: none"> <li>• This was included in the file audits.</li> <li>• All facilities are monitoring leave usage.</li> <li>• Recent changes to the Collective Agreement are impacting internal management of leave.</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>Work initiated/ in progress</b>  <ul style="list-style-type: none"> <li>• New casuals and indeterminate staff receive a CD that includes training checklists, supplementary development and self-directed learning modules.</li> <li>• A site-specific administrative orientation manual for casual and indeterminate employees is being developed with the UNW Local president.</li> <li>• CHR – Client Services will be developing a government orientation within the next six months.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Organization Design/Job Descriptions</b>		
<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>Initial model completed, staffing ongoing</b></p> <ul style="list-style-type: none"> <li>• Based on the work of an independent contractor, consultations with staff and FMBS, and post reviews at all facilities, revised organizational models have been developed and implemented for facilities and Headquarters. Significant changes were proposed for NSCC with minor changes at other facilities.</li> <li>• The proposed model (organizational charts) was shared with the UNW and was posted at the NSCC facility. The model will be fully implemented once job evaluations are completed.</li> <li>• Competitions have been initiated and are ongoing.</li> </ul>
<p>11. It is recommended that all job descriptions (including all management and supervisor positions) be reviewed and, where necessary, rewritten to:</p> <ol 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> </ol>	<p>Review of job descriptions will be commenced immediately for completion of all revised JDs by end of fiscal year.</p>	<p><b>Initial work completed, ongoing</b></p> <ul style="list-style-type: none"> <li>• All facility job descriptions have been rewritten to respond to the new model and accurately reflect responsibilities, duties and appropriate qualifications.</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>In progress</b></p> <ul style="list-style-type: none"> <li>• Evaluation of all job descriptions (including Supervisors) is expected in November 2005.</li> <li>• The roles of managers and supervisors have been reviewed, including the reflection of delegated responsibilities and reporting structure. Although formal meetings concerning the supervisor job descriptions have not been held, managers continue to discuss roles and responsibilities of supervisors on an informal basis.</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.</p> <p>CHRS will provide training in Performance Management to supervisory staff by February 15, 2005.</p>	<p><b>Directive issued/ training from CHR pending</b></p> <ul style="list-style-type: none"> <li>• A revised performance review process that included supervisors and deputy wardens has been developed.</li> <li>• Performance reviews are to be conducted at the sixth month of employment at the front-line level. The reviews will then be reviewed, finalized and submitted to headquarters each December.</li> <li>• With the reorganization of both the Corrections Service and Corporate Human Resources, this target has been amended to March 31, 2006. This will allow the new Corrections HR-related committees to review, critique and assist in the development of the internal HR plan.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<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).</p> <p>Schedules will then be established to ensure all supervisors have contact with managers.</p>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>• Directive was issued January 25, 2005 instructing managers to ensure regular contact with staff is maintained on a formal and informal basis.</li> <li>• At the NSCC, hours of supervision for managers have been increased to occur 0700 to 1800 hours. An on-call and back-up system is in place, including senior management and health care services.</li> </ul>

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> <ul 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> </ul>	<p>Staffing plan will be developed as part of the comprehensive HR plan.</p>	<p><b>Draft plan completed/ in progress</b></p> <ul style="list-style-type: none"> <li>• A staffing plan has been developed as part of the development of the comprehensive human resources plan.</li> <li>• A proposal was submitted in support of the staffing plan and was approved for startup in April 2006, pending approval in the Main Estimates process.</li> <li>• Vacancy and staff ratios, as well as minimum staffing requirements for each facility, have been established.</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>Draft plan completed</b></p> <ul style="list-style-type: none"> <li>• Draft recruitment plan was developed and submitted for review and implementation 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> <ul 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> </ul>	<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>In progress</b></p> <ul style="list-style-type: none"> <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 PowerPoint presentation entitled "A Career in Corrections - Where People Make the Difference" has been created. The presentation has been given in Norman Wells, Ft. Smith, Yellowknife and Hay River at public venues.</li> <li>• The recruitment kit was made available to staff. Copies were placed in the facilities and made available to the public through the Yellowknife HR office.</li> <li>• Orientation for managers on the staffing process and related policies was completed April 22, 2005. Training on staffing guidelines and the Affirmative Action policy will be implemented now that the Corrections Training Officer is in place.</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>In progress</b> <ul style="list-style-type: none"> <li>• See Recommendation 5 on status of the HR Plan.</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>Completed, pending job evaluation</b> <ul style="list-style-type: none"> <li>• Job descriptions and requirements are currently under review by CHR Client Services, and are scheduled for evaluation in November 2005.</li> <li>• Mandatory training has been identified as per acts and regulations.</li> <li>• Current casuals are being scheduled to participate in training programs to meet position requirements (i.e. first aid and COMS).</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>Directive issued, initial work completed, ongoing implementation</b> <ul style="list-style-type: none"> <li>• Casuals have been offered the opportunity to attend professional development training, effective January 2005 (i.e. first aid and COMS). As additional courses are scheduled, casuals will be scheduled to address any deficiencies that may be identified.</li> <li>• Casual, relief and indeterminate employees will receive a minimum of 30 days of training during their first eighteen months of employment as part of the new training plan.</li> </ul>

\* N.B. Current casual staff will be impacted by the government-wide change to relief workers. It is still unclear how individual staff will be affected.

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>a. guidelines for the appropriate use of direct appointments to promote staff;</li> <li>b. a consistent and fair approach to filling transfer, acting and other developmental assignments, reflective of the Affirmative Action Policy;</li> <li>c. a formal mentoring and job shadow process in all adult facilities; and</li> <li>d. 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>Draft developed/in progress</b></p> <ul style="list-style-type: none"> <li>• A training committee representing front-line and managerial staff from all facilities and regions has been re-established to address all aspects of Corrections training.</li> <li>• On October 26, 2005, the Committee will review a training plan to be delivered on a formal three-year cyclical program. This includes training for line staff and supervisors.</li> <li>• Lethbridge Community College has accredited several internal Corrections training courses. Credits can be applied toward a Diploma in Corrections.</li> <li>• Program development is underway with Aurora College for a Justice program specific to Corrections issues.</li> <li>• A process to develop supervisors has been created and includes shadowing, mentoring and formalized training and evaluation.</li> <li>• A mentoring workshop and resource materials have been developed and will be offered as part of the training plan.</li> <li>• Training representatives for each facility will enable on-site staff to assist in the identification and delivery of training.</li> <li>• Specialized training such as self-defense and cell extraction continues to be conducted by staff.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
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.	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• A standardized Corrections Entry-Level Training (CELТ) and program model is in development.</li> <li>• The training committee will assist in the standardization and coordination of CELT and future training issues for local and territorial levels in cooperation with CHR.</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.	First Aid, CPR and COMS training will be provided on a regular basis and reflected in the Training Plan.	<p><b>Initial work completed, ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• The basic qualifications for a Corrections Officer (and any other GNWT position) are identified in the job description.</li> <li>• First Aid and CPR training were completed in January and February 2005.</li> <li>• COMS training has now been completed.</li> <li>• Training continues within the facilities for medical distribution, first aid, CPR, COMS 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>	<p><b>Completed, pending FMB approval</b></p> <ul style="list-style-type: none"> <li>• A proposed training plan has been submitted to the CHR Training and Development group for further consideration and will be discussed at the Corrections training committee meeting on October 26, 2005.</li> <li>• There is no standardized reporting system for individual employee training as yet. A training database has been under development and is scheduled for implementation in November 2005, prior to completion of annual performance appraisals.</li> <li>• Employees will be provided with their training records to enable them to direct their own career development.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>25. It is recommended that the performance review and planning process for Corrections:</p> <ul 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> </ul>	<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>	<p><b>Initial work completed, ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• See Recommendation 5 for status of HR Plan.</li> <li>• Discussion has been initiated to develop a Corrections-specific performance management program.</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>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 and was shared at the Managers' meeting on April 22, 2005.</li> <li>• Grievance and arbitration results can be accessed via a local directory established on each facility's public drive.</li> </ul>
27. It is recommended that regular joint consultation meetings should take place at each facility.	<p>Effective immediately, all facilities will be required to hold joint consultation meetings at least quarterly.</p> <p>Minutes of meetings will be forwarded to Director of Corrections.</p>	<b>Completed</b> <ul style="list-style-type: none"> <li>• Directive issued Jan 25, 2005.</li> <li>• Management schedules joint consultation meetings on a quarterly basis. Minutes are provided to the Director's secretary and are maintained in facility files in the event that matters are to be referred to a higher level.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<b>Safety</b>		
<p>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.</p>	<p>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.</p>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>• Directive issued Feb 18, 2005.</li> <li>• Item of discussion at Collective Bargaining.</li> <li>• Front-line staff may work up to a maximum of 16 hours within a 24-hour period.</li> <li>• Staff are not required to work a double shift except in the event of an operational emergency or for health and safety reasons.</li> </ul>
<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><b>Directive issued/ongoing</b></p> <ul style="list-style-type: none"> <li>• Facility reviews are underway to assess security, staffing, programs, finance and administration. These reviews are conducted by a manager, project officer (member of bargaining unit), and Finance staff member. Reports are sent to the Director of Corrections and Facility Manager.</li> <li>• NSCC safety committee is to initiate a safety review.</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> <li>• A safety review has been delegated to the Occupational Health &amp; Safety committee at NSCC. A directive to all facilities to conduct reviews has been issued.</li> <li>• Managers assess institutional safety issues routinely through COMS, daily interaction with staff and as identified by supervisors.</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. Convex mirrors will be installed in areas where sightlines are restricted in any way.</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 is in effect at NSCC to detect illicit drugs and to improve drug interdiction.</li> <li>• The RCMP canine unit will be in place in November 2005. In October 2005 a canine unit from the Correctional Service of Canada was brought into NSCC.</li> <li>• CELT training content will be discussed at the October 26, 2005 Corrections Training Committee meeting.</li> </ul>

RECOMMENDATION	PROPOSED ACTIONS	STATUS
<p>30. It is recommended that an Occupational Health and Safety Committee be operational and active in each facility (Article 40 page 70 of CA.).</p>	<p>Occupational Health and Safety Committees will meet at least quarterly, with monthly meetings when needed.'</p>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>• Directive issued Jan 25, 2005.</li> <li>• Management within each facility has scheduled quarterly Occupational Health and Safety meetings. Monthly meetings are held as needed.</li> </ul>
<p>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.</p>		<p><b>Directive issued/ ongoing</b></p> <ul style="list-style-type: none"> <li>• Directive issued Jan 25, 2005.</li> <li>• A staff member has been assigned within each facility to monitor incident reporting.</li> <li>• Wardens and managers are responsible for the monitoring of incidents and for establishing an appropriate response for their area.</li> </ul>
<p>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>	<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>	<p><b>Directive issued/ongoing</b></p> <ul style="list-style-type: none"> <li>• Directive issued Jan 25, 2005.</li> <li>• See Recommendation 21 for status of training plan.</li> <li>• A training checklist system has been established for operations staff and will be expanded by facility training representative and committee members.</li> </ul>
<p>33. It is recommended that basic security training be provided for all staff who interact with inmates, including cooks and maintenance workers.</p>	<p>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.</p>	<p><b>Directive issued/ongoing</b></p> <ul style="list-style-type: none"> <li>• Directive issued Jan 25, 2005.</li> <li>• See Recommendation 21 for status of training plan.</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>Implemented/ongoing</b></p> <ul style="list-style-type: none"> <li>• The Corrections Service Vision, Mission and Values (VMV) have been incorporated into departmental training and publications and signage has been posted in facility and community corrections offices.</li> <li>• Facilities have been instructed to review and revise standing orders to ensure that they reflect the VMV.</li> <li>• All decisions and actions by staff are evaluated with respect to the VMV.</li> <li>• Managers have been directed to ensure communication is maintained through formal and informal briefings, staff meetings, posted memos and e-mail distribution.</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>Implemented/ongoing</b></p>

## **Next Steps**

A number of actions have been identified as the next steps in implementation of the Action Plan. These are identified below. One of the major activities will be the development of a comprehensive organizational evaluation strategy. This will include the re-administration of the survey used in the initial review, to be administered by Corporate Human Resources in May 2006. Corrections will initiate evaluation of the organization through an internal survey to be administered each year, beginning in May 2007. Feedback from training committee members, training sessions and focus groups on current and future programs will also contribute to the assessment of the HR Plan.

A more formal partnership is being established with Human Resources (FMBS) and communication with the Union of Northern Workers will be increased to help ensure successful implementation of the Action Plan.

### ***Communication***

- An increased focus will be placed on communication at all levels throughout the organization.
- An intranet system for Justice is being implemented. The intranet (PRED) system will enable shared documents to be accessed by all Corrections personnel. Staff will be able to access and provide feedback on the human resources plans and processes as they develop.
- Staff will be identified as web managers to set up folders and discussion groups. Training will occur in late November.
- Orientation for staff on accessing the intranet portal is tentatively scheduled for December, allowing full access for mid-January. Timelines depend on access to computer training rooms and private contractor availability.
- Assistant Director will coordinate senior management conferences, monthly teleconferences and site visits. Dates will be finalized at the November 24 managers' meeting.
- Management conferences and teleconferences are for sharing operational and program practices, identifying and responding to operational and policy issues, and identifying and coordinating responses and action plans for current and future trends and issues.

## ***Human Resource Planning***

- Establish departmental and organizational roles, responsibilities and processes with the Senior Trainer - Corporate Services.
- Orient training committee members on October 26, 2005.
- Complete HR plan and review it with the territorial management committee.
- Review proposal for training plan 2005/06 and three-year cyclical plan with training committee on October 26, 2005.
- Establish terms of reference for committee members at regional and territorial levels.
- Corrections - create training policy to support statutory training and post-specific training requirements.
- Communicate Human Resource plans to staff through internal mail and PRED (intranet - when on line).
- Formalize criteria, terms of reference, presentation process and communication of employee-recognition program to Corrections staff.
- Conduct a post-review satisfaction survey of staff on the implementation of the Action Plan (Corporate Human Resources – May 2006 and annually by Corrections beginning in 2007).

## ***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.
- With CHR Labour Relations, establish directives to address the acceptable levels of sick-leave usage.
- Develop a CD reference and/or intranet point (PRED) for staff to access committee minutes, proposed Corrections HR plans and publications.
- An administrative orientation manual is under development with the UNW Local president for casual and indeterminate employees, including reference to types of leave. CHR Client Services will be responsible for developing a government orientation within the next six months. Managers were asked in October 2005 to survey Corrections staff, to determine Corrections-specific content for future orientations. The information will be shared with Client Services for the preparation of a Corrections orientation module.

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

- Correlation of Corrections Service people and position numbers is to be completed in late 2005.
- Competition processes to address vacancies continue.
- Consultation with Client Services to proceed with development of a hiring model continues.
- Coordinate of training in support of the organization design model (performance management, etc.) continues.
- A job description workshop for managers and supervisors will be discussed at the October 26, 2005 training committee meeting.
- The coordination and implementation of competencies will be a Corporate HR function with Justice roles to be determined. Discussion in October 2005 with Corporate HR indicated that the integration of competencies into job descriptions might take one year. Further planning, development and implementation of a competency-based personnel system are ongoing.

## ***Management Responsibilities***

- Coordinate workshops at October 26, 2005 training meeting: staffing process, labour relations, conflict resolution, etc.
- Discuss training of managers and supervisors with CHR, to be coordinated at October 26, 2005 training meeting.
- Consult with CHR (Client Services, Casual Staffing, and Central Training Group) on performance management issues including casual performance documentation, tracking of all performance evaluations and correlation of performance management with staff development.
- Pending approval of an additional Deputy Warden position for NSCC, the rotational schedule that was developed to increase supervision in evening hours will become permanent.
- A request was made to Corporate HR to provide training to front-line supervisors and managers. With the establishment of the corporate training group, the GNWT training calendar has been circulated to all government employees and a formal request for courses from Corrections has been made.
- Ratify training for the calendar at the Corrections Training Committee meeting October 26, 2005.
- Performance evaluations specific for casuals were piloted at Yellowknife facilities in March 2005. The performance management system will be discussed with CHR – Casual Staffing Consultants and Client Services to identify performance measurement tools best suited for assessing the new class of relief workers once implementation of the relief worker category has been completed. Once tools have been identified, a request to deliver an orientation to relief workers and training to acting supervisors, supervisors and managers will be made.



## ***Hiring***

- Consult with Client Services to ratify hiring process for entry, supervisor and management levels.
- Consult with Client Services on conducting post-competition reviews of unsuccessful candidates.
- Coordinate posting job descriptions with Client Services on Justice and CHR websites.
- Coordinate posting of the resume building, interview preparation and frequently asked questions (FAQ's) materials on Internet and intranet sites, with Client Services.
- Consult with Client Services on the proposed recruitment plan.
- Develop a recruitment information kit that reflects hiring process. A survey at facilities and regions to identify Corrections-specific criteria administration, support will be completed in October 2005.
- A formalized hiring process is under development and will be included in the recruitment kit. The current hiring process follows the guidelines and policies established through the Human Resource Manual. A draft version of a hiring process specific to Corrections was discussed with Client Services and CHR on Aug. 31, 2005. Client Services is currently reviewing all materials developed to date.

## ***Casuals***

- Work with Human Resources to clarify status of current casual employees with change to relief workers.
- Schedule with Human Resources – Central Training group for the delivery of a hiring orientation program to front-line staff who will participate in hiring practices.
- Corrections to determine hiring projections (casual/relief worker and indeterminate) for the next six months. To be completed at November 24, 2005 manager meeting.
- Consult with Client Services, Corrections Training Committee and Central Training group to ratify the development process of casuals and transition to indeterminate status. Upon meeting with the Corrections Training Committee on October 26, 2005, a revised training calendar will be distributed to Corrections staff (casual and indeterminate).
- Formalize Corrections Entry-Level Training curriculum (October 26, 2005).
- The strategy to standardize the training program for casuals and indeterminate staff will be further discussed at the corrections training meeting on October 26, 2005 with representation from the Corporate training group and members of the Corrections training committee. The finalized program will be shared with staff through identified communication strategies. The new standardized entry level training program is scheduled to be delivered in January 2006.
- Corporate HR has informed departments that individual training plans for career-pathing will be established for all employees over the next 1-2 years. The implementation date is currently unknown.

## ***Employee Development***

- A three-year training plan has been proposed and will be discussed with the Corrections training committee and Central Training Group on October 26, 2005. The meeting will include discussion of supervisor and management development process, identification and ratification of statutory training and policies to be created in support of departmental employee development process.
- Consult with Human Resources and HR consultants on succession-planning initiatives.
- Consult and develop with Central Training Group a training calendar, roles and responsibilities between departments.
- Post the training calendar on Internet/intranet site PRED.
- Develop processes, roles and responsibilities between Justice and Central Training Group as they relate to coordination and delivery of training.
- Continue to research post-secondary options for current and potential staff in support of personal and professional development.
- Corporate HR - Training is currently developing an education policy to outline employee-government criteria, which will be made known to staff within the year. Internal training is to be identified as it relates to performance management, operational needs and identified training deficiencies.
- Develop an annual organizational audit instrument and process for evaluation of the Corrections HR process in consultation with Corporate Human Resources. Organizational Survey by Corrections to be implemented by May 2007.
- An initial training plan has been proposed to address deficiencies and will be delivered on a formal three-year cyclical program. This includes training for line staff and supervisors. To be discussed at the training committee meeting on October 26, 2005, when past recommendations, current research and identified needs from the HR Action plan as it relates to training will be reviewed. The meeting will be co-facilitated with Corporate HR with the intent of ratifying training program content and formulating the Corrections corporate training plan.
- Competencies for all positions have been researched and will be used in the job description process. Corporate HR and Job Evaluation to confirm the future usage of competencies in all job descriptions.
- Funding has been identified to provide staff with Risk Assessment, Sentence Calculation, Corrections Offender Management System and Corrections Entry Level Training (4 weeks). The Training Officer – Corrections started October 4, 2005 and is currently arranging meetings with facility/community managers to develop local and territorial training plans. The training officer will also attend the territorial corrections training meeting.

- The training database is scheduled for activation in November 2005. Staff will be asked to assist in the collection of personal training history.
- A corporate learning strategy will be developed in cooperation with Corrections Training Committee and with assistance of the HR - Central Training Group. The Corrections Service is in discussion with Corporate HR Training Group on what they are able to commit for plans, processes, policy and resources. Until those issues are ratified, the learning strategy remains a viewpoint rather than a tangible program.

### ***Labour Relations***

- Consult with HR Consultant on the continuation of 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.
- The Training Officer - Corrections is developing a security cross-training plan in support of kitchen and support staff.
- CELT training content will be discussed at the October 26, 2005 Corrections training committee meeting to ensure that safety issues are addressed.
- A standardized orientation/training course will be researched and developed for volunteers and facility support staff. This project will incorporate training committee members.
- NSCC job description for CO II (Supervisor) to be revised to reflect the responsibilities for intelligence gathering.