Solicitor General **Solliciteur général**
Canada Canada

> "Building Safer Communities:
> …the Government will work with other governments, the private sector
> and voluntary groups to integrate information systems of all partners in
> the criminal justice system"
> *--Speech from the Throne, September 23, 1997*

This is the first in a series of progress reports of the **Steering Committee on Integrated Justice Information** regarding the federal Integrated Justice Information Action Plan (1999-2004). This report outlines commitments made in the Action Plan, accomplishments as of March 2000 and key next steps for the coming year. The Integrated Justice Information (IJI) initiative was launched in support of the Government's Speech from the Throne commitment to improve information sharing between criminal justice agencies and jurisdictions in order to enhance Canadians' safety and security.

Chaired by the Deputy Solicitor General, the Steering Committee includes representatives from the Correctional Service of Canada, the National Parole Board, the Department of Justice, the Royal Canadian Mounted Police, Statistics Canada (Canadian Centre for Justice Statistics), the Canada Customs and Revenue Agency, Citizenship and Immigration Canada and the Treasury Board Secretariat.

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This document is accessible electronically from the Solicitor General Canada web site: http://www.sgc.gc.ca under the link Integrated Justice Information Secretariat.

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Progress Report 2000: Integrated Justice Information

Steering Committee on Integrated Justice Information

June 2000

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Executive Summary

In March 1999, the Steering Committee on Integrated Justice Information released its Integrated Justice Information Action Plan (1999-2004). This Report emphasized the federal government's commitment to public safety through better information management in the criminal justice system in Canada, and to move forward on this initiative in a joint venture with Provincial and Territorial governments.

The Report detailed the complex nature of the criminal justice system and the challenges in meeting the expectations of Canadians concerning the ability of criminal justice institutions to provide a continuing high level of public safety and security. The Report also spoke of the opportunity afforded by recent innovations in technology that could now enable the linking of justice systems across agencies and jurisdictions without the need to create a « mega-system ».

With the addition of a supportive legislative and policy framework for access, security and privacy measures, common tools, common standards, as well as performance measurement and change management, senior managers envisioned that the goal of improved offender and crime-related information sharing was within the reach of the criminal justice system.

« For criminal justice practitioners, adoption of the Plan signals changes in the way criminal justice information is managed to support program delivery. Collective success must be a priority, measured and managed as a joint venture. »

These elements, therefore, became integral components of the IJI Action Plan and the decision to create the Canada Public Safety Information Network (CPSIN). With funding secured for the first phase of CPSIN, renewal and expansion of the existing Canadian Police Information Centre (CPIC) was launched to serve as the national conduit for operational criminal justice information exchanges. A second phase, involving essential improvements to federal systems for police, prosecutors, corrections and parole, would begin as soon as additional funding could be secured.

Progress in the First Year (1999-2000)

Research, analysis, planning, and communications are important and fundamental activities that need to be done with care to provide a solid base for the coming years in implementing the IJI Action Plan. The following activities represent some of the key accomplishments throughout this first year:

- Initiation by the RCMP of the critical CPIC Renewal component of CPSIN, and re-structuring of the CPIC Advisory Committee to include non-police representation;

- Development by the National Parole Board of a new Pardon Application Decision System (PADS) as the first of several powerful case management tools;

- Establishment of the CPSIN Data Standards Secretariat to begin development of data standards for the criminal justice system, and the promulgation of Internet-based, open data exchange standards;

- Research and planning concerning the renewal of the Offender Management System (OMS), the Integrated Police Information Reporting System (IPIRS), and the Federal Prosecution Connectivity project;

- Initiation by the Canadian Centre for Justice Statistics of research on a best approach for offender tracking and the establishment of a "federal/provincial experts group" to develop a Common Offence Table;

- Sustained federal/provincial dialogue to identify and address the key IJI challenges, including functional community development for information sharing, particularly in the corrections community;

- The initiation of short-term research projects to identify systemic and cultural barriers to information-sharing, as well as a suitable performance measurement framework for CPSIN.

In many ways, real progress can also be seen in the daily behaviours and actions of the many people who contributed to IJI throughout the year. There were individual efforts to bring down barriers to collaboration, continue to share best ideas and lend support to IJI.

Moving Forward

Next steps for 2000-2001 include continuation of the important work of the CPIC Renewal. Information technology projects will be launched and include: the Integrated Police Information Reporting System; the renewed Offender Management System; and Federal Prosecutor Connectivity.

Efforts will also be focused on expanding common data standards and interoperability beyond the police community to other criminal justice agencies. Building on research findings, a federal strategy proposal to address systemic, cultural, and technological barriers to information sharing will be developed.

Activities aimed at creating a national community of IJI champions who share a common vision, principles, and agreed course of action will continue, including sponsorship of periodic regional and national workshops in partnership with the Canadian Centre for Justice Statistics and other federal/provincial agencies. The participation of private sector companies with an interest in IJI will also be explored.

In summary, there has been significant progress in a relatively short time toward the goal of creating a national info-structure capable of supporting the delivery of criminal justice. Provincial governments have also made impressive strides in their IJI initiatives. JUSTIN in British Columbia, IJP in Ontario, and the *Système Intégré d'Information de Justice* (SIIJ) in Quebec are all examples of the focus and attention on IJI in various parts of the country.

There is an opportunity to build on the momentum gained in 1999 and a recognized need to keep demonstrating results – results that show a strong commitment to achieving the IJI vision. Partnership, and collaboration – that synchronization of energy, is at the heart of continuing IJI success.

CHAPTER 1   Context – The Integrated Justice Information – Action Plan (1999-2004)

This chapter summarizes much of the background originally provided in the *IJI Action Plan Report (1999-2004)* and is provided as context for this update of progress against the Plan. In this chapter, Canadians' growing concern with public safety is reviewed and the concept of *Integrated Justice Information* and its emergence as a driving force toward a safer Canada is defined.

Concern in the Justice System

The complex jurisdictional nature of the criminal justice system, which includes many agencies working within and across federal, provincial/territorial and municipal jurisdictions, offers its own challenges for moving information from one part of the system to another.

The *IJI Action Plan Report* responds in a positive manner to public concern reflected in an emerging policy agenda, that speaks of "building safer communities" and focused efforts on effective corrections and the reduction of organized criminal activity. A number of high profile cases were cited where the lack of information sharing or the lack of complete information for criminal justice decision-makers led to a lack of public confidence in the criminal justice system. For example, cases where offenders eluded custody and continued to commit serious and violent crimes. Notwithstanding the success rate of the conditional release program, there were also cases where offenders were released back into the community resulting in tragic consequences. Additionally, cases were dismissed because of incomplete disclosure of information to defence counsel. Media reports of these incidents no doubt contributed to the findings of surveys showing a general and steady decline in the degree of public confidence in Canadian criminal justice institutions.

The events of the past year brought new dimensions to the growing challenges faced by government in ensuring the ongoing effectiveness of the criminal justice system. There have been a number of trans-border crime and terrorism incidents at the Canada-U.S.A. border that speak to the need for improved information sharing between customs, immigration and police officials. We witnessed global coalitions of politically active protesters using the internet to plan and stage protests to influence meetings of international organizations in Vancouver (Asia-Pacific Economic Co-operation), Seattle (World Trade Organization) and Windsor (Organization of American States). This growing phenomenon drives a need for law enforcement agencies to be forewarned when violence is planned as a protest

tool and have the capability to prepare for and respond to these events.

The Action Plan spoke of the growing threat of organized crime. To a certain extent organized crime has always been with us. The become globalized by taking advantage of developments in technology and the new ways in which our society interacts. Current technology allows organized crime to set up a computer anywhere in the world and penetrate our legitimate businesses, our financial institutions and adversely affect us. Unconstrained by jurisdictions, this globalization of organized crime creates urgency for coordinated approaches and information sharing, first among law enforcement agencies in Canada and with our international partners.

Criminal Justice Business Flow

The criminal justice system responds to a great number of incidents or events. Each of these events becomes a case that must be managed through to completion.
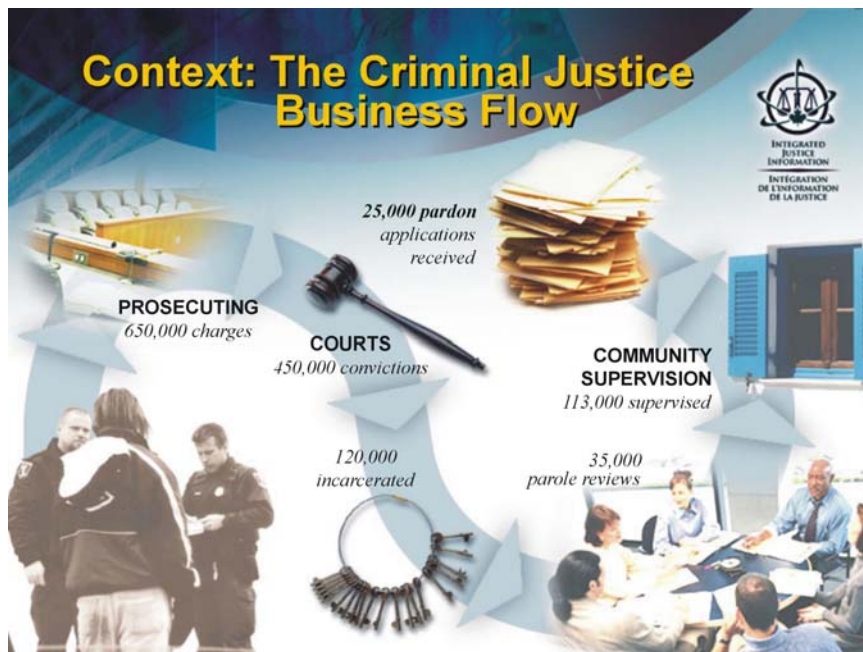

Figure 1: Criminal Justice Annual Workload at a Glance

Figure 1, shows this high level of annual workload activity by sector and depicts the usual flow of activity through the criminal justice system, beginning in the lower left-hand corner. Every case is somewhat different, but this simple example is illustrative of the typical flow.

The commission of a criminal offence triggers a series of interconnected criminal justice business processes, including crime investigations and reporting, laying of charges, "show cause" hearings, prosecutorial analyses and preparation for trial, disclosure to defence counsel, trials, sentencing, offender management during custody, parole, supervision, and pardons. Each step in the process is linked to previous steps. Information collected at one step is vital later in the cycle. This representation, illustrating the dependencies and linkages in the criminal justice system characterizes the business process.

In reality there is no single, repeatable path through the system. In practice, there are virtually hundreds of different paths, which vary according to factors such as seriousness of the offence.

In an ideal world, information would flow seamlessly between and across each entity, having been entered only once and enriched through the process. This is not today's reality. Despite the fact that sometimes much of the data required by justice agencies is the same, it is redundantly and inconsistently captured many times throughout the system. Significant technology and "people" barriers exist which inhibit the sharing of justice information between agencies.

Complex Jurisdictional Landscape

The complex jurisdictional nature of the criminal justice system, which includes many agencies working within and across federal, provincial/territorial and municipal jurisdictions, offers its own challenges for moving information from one part of the system to another.

All have an important role to play in supporting a common body of criminal justice legislation starting with the Criminal Code and other federal statutes. Canadians expect these agencies and their members—police, Crown attorneys, courts, lawyers, corrections, parole, and pardons—to work together within and across jurisdictions, separately but interdependently, to maximize effectiveness and efficiency. Failures at any stage are, to a large extent, seen as failures of the Canadian criminal justice system as a whole.

Meeting these expectations is crucial to rebuilding Canadians' confidence in the ability of criminal justice institutions to provide a continuing high level of public safety and security. In order to meet the expectations for improved public safety, particularly in light of the rising threat of organized crime and the need for a modernized correctional and conditional release information system, Canadian criminal justice and law enforcement partners must strengthen existing linkages and forge new ones.

Integrated Justice Information

Integrated Justice Information is first and foremost about enhancing public safety through elimination of obstacles to quick and effective sharing of information across the justice system. There are important distinctions concerning this definition in a national context. **It is *not* about physically integrating system**

platforms or the wholesale reengineering of business processes.

Integrated Justice Information is about criminal justice agencies working together to satisfy both single agency needs and the common information needs that bring them together. These needs are typically focused around persons, case events and outcomes.

The integration of our collective justice systems and the sharing of the information are key to an effective solution. Technology itself has generally matured. There is an ability to take advantage of new technologies that leverage existing investments in the criminal justice infrastructure. The Internet (the public network), intranets (internal organizational Internets), and extranets (cross-enterprise connected Intranets) provide a cost-effective plug-and-play, an "e-Criminal Justice" information infrastructure, ready to connect agencies throughout the criminal justice system.

CHAPTER 2   Report on Progress and Next Steps

This chapter provides an update to the strategic actions outlined in the *IJI Action Plan Report 1999-2004*. The strategic actions have been arranged into five major groups, as listed below:

■ Senior Commitment
■ Partnership
■ Standards and Common Tools
■ Technology
■ Communications

Each group brings together related projects aimed at a specific business thrust. A summary of the commitments set out in the Plan, the accomplishments achieved in 1999-2000 as well as the planned next steps are provided for each of these projects.

2.1 Senior Commitment

This strategic initiative recognizes the critical importance of senior commitment and leadership. Included are strategies in support of the IJI vision, as well as strategies to obtain cooperation and collaboration across the federal, provincial, and territorial governments.

At the federal level, a Steering Committee and an Interdepartmental Working Group (IWG) are engaged in the ongoing evolution and implementation of the Plan. Specific actions include engaging the federal ministers, directing the evolution of the IJI Plan and providing the resources needed to support CPSIN implementation.

The Plan contains commitments to seek joint action and collaboration on *Integrated Justice Information* by formally endorsing IJI as a common vision, set of principles, and priority. Specific actions include the sponsorship and participation in Federal Provincial and Territorial (FPT) forums and working groups relevant to IJI as well as the engagement of FPT Ministers to garner support and advocacy for *Integrated Justice Information*.

Accomplishments

- The Steering Committee identified key stakeholders, dealt with integration issues and generally moved to obtain a high degree of collaboration.

- Membership was broadened in the IJI Steering Committee to include Citizenship and Immigration Canada (CIC) and the Canada Customs and Revenue Agency (CCRA).

- Membership in the Interdepartmental Working Group was broadened to include representation from the Association of Canadian Court Administrators (ACCA).

- Discussion was initiated at a National Workshop held in Montreal, November 1999 regarding a national IJI Vision, a Joint Statement of Action, and the establishment of a National IJI Forum.

- The Solicitor General gave a presentation on the IJI initiative to provincial/territorial counterparts in December in Vancouver. A strategy for continuing dialogue on IJI between Federal, Provincial and Territorial partners was also developed.

Next Steps

- Continue to engage senior executives to ensure their commitment to moving forward with CPSIN/IJI.

- Examine current FPT structures and work with Provinces/Territories to develop an appropriate national IJI governance structure proposal.

2.2 Partnership

Governments have recognized that effective cooperation, coordination, and sharing of information among jurisdictions is key to developing and implementing successful strategies for public safety. Six components have been identified under the Partnership group:

1. Establishment of a dedicated Secretariat function to facilitate, coordinate, and support the overall federal IJI initiative;

2. Implementation of an outreach strategy designed to broaden the involvement of federal, provincial, and territorial members of the justice community;

3. Development of functional communities through strategic actions necessary to promote common, horizontal solutions;

4. Enhancing stakeholder involvement in decisions relating to criminal justice systems, including commitments to review current advisory committee/governance structures;

5. Research to establish baseline data on the current state of information sharing, and IJI performance measurement;

6. Development and promotion of organizational learning programs for all criminal justice agencies to facilitate information sharing and collaboration within and among agencies and jurisdictions. The commitment in the Plan is to examine cultural barriers to information sharing and propose solutions that identify appropriate cultural levers to increase commitment and willingness to share essential information.

Accomplishments

- Further developed the business case for IJI.

- Co-sponsored a National Workshop on Information Management and Information Sharing that brought together senior jurisdictional representatives to address key justice information issues and commit to collaborative initiatives and direction in Integrated Justice.

- Proposed establishment of a network of FPT IJI champions.

- Established an FPT expert group to develop common tools for a common offense table.

- Launched functional community development initiatives to examine community information sharing opportunities. CSC led this initiative with provincial corrections officials through the Heads of Corrections, and the Department of Justice provided leadership through the Heads of Prosecution.

- The CPIC Advisory Committee was re-structured to broaden the involvement of the CJS community through the addition of 10 new non-police members.

- Conducted research into the systemic, cultural and technical barriers to information sharing.

- Scanned Integrated Justice initiatives internationally regarding IJI performance measurement frameworks and, using lessons learned, developed a proposed performance measurement framework.

Next Steps

- Monitor and report on criminal justice issues impacting on CPSIN.

- Explore new formats and funding arrangements for continuing IJI workshops.

- Seek opportunities for further functional community development, including law enforcement.

- Identify opportunities for judges and court administrators to participate in IJI.

- Develop a strategy regarding the legislative and policy framework required to support CPSIN.

- Develop a cultural change management strategy.

- Finalize the IJI Performance Measurement.

- Conduct a survey to establish the baseline measure of the level of user satisfaction with the current state of information sharing.

- Develop a shared understanding between provincial and federal crown organizations of the information requirements of prosecutors.

2.3 Standards and Common Tools

The Action Plan identified the lack of a common set of technology and data standards as a barrier making it difficult for agencies to connect, exchange and process information. This strategic initiative involves actions to define data standards and common tools, that will ensure quality and consistency of meaning as information is exchanged between agencies. A common offence table will be developed allowing shared access by the entire justice community and to determine the feasibility of a national offender identifier or set of identifiers for tracking purposes.

Accomplishments

The following key initiatives are representative of the significant progress made in establishing standards for the criminal justice system:

- A CPSIN Data Standards Secretariat has been established to define data standards at the federal level and in the criminal justice community;

- A naming convention based ISO11179 was established and a data taxonomy was agreed upon for the creation of the Core Data Dictionary;

- Data Exchange Standards were published;

- Development of a Standard Offence Table progressed with the establishment of a multi-jurisdictional expert group and the development of a logical database design;

- CCJS research regarding current national and international approaches to record linkages was completed;

- Considerable work has been done on the compilation of an Information Architecture for the Canadian criminal justice system at all levels.

Next Steps

- Implement Data Exchange pilot(s).

- Complete First Edition of DSS Core Data Dictionary.

- Create and maintain a Web based interactive Criminal Justice Data Dictionary.

- Secure funding to initiate proof of concept pilot project for the Common Offence Table.

- Establish a permanent Data Standards Secretariat.

- Institute a process to evergreen standards that pertain to data exchange.

2.4 Technology

A number of critical technology projects were launched to attack "head-on" the problems raised in the Action Plan concerning the kind of technology connectivity needed to enable the information sharing envisioned by IJI. The *IJI Action Plan* highlighted the urgent need for powerful case management tools to provide federal agencies responsible for policing, prosecution, corrections, parole and pardons with a solution to very limited capabilities for collecting and sharing information. The *IJI Action Plan* also spoke of the urgent need to address increasing problems with the obsolescence or "rusting out" of core federal and national systems such as the Canadian Police Information Centre (CPIC).

2.4.1 CPIC Renewal

CPIC Renewal is the critical first step in the commitment to link criminal justice information. The Renewal initiative is comprised of four projects, that will be delivered in phases from 1999-2003.

Projects 1 and 2 include commitments to focus on risk-reduction and new technologies to stabilize existing CPIC functionality. The objective of CPIC Renewal's Project 3 is to provide a National Criminal Justice Index linking criminal justice agencies and information sources. The National Criminal Justice Index will be based on modern messaging technologies and a secure, robust platform. The renewed CPIC will be the backbone of CPSIN and a replacement and augmentation of the existing CPIC. Project 4 will broaden the user information sources.

Accomplishments

Projects underway are focused on risk reduction and new technologies to stabilize existing CPIC functionality. Six of thirteen Project One initiatives are now complete. The remainder will be completed by June of 2001.

Next Steps

- Develop a strategy to re-platform current CPIC functionality using contemporary database management software in the Fall of 2000.

- Complete cost estimates and project plans for Project 2 for a Effective Project Approval presentation to Treasury Board Fall 2000.

2.4.2 Integrated Police Information Reporting System (IPIRS)

The Integrated Police Information Reporting System (IPIRS) solution is seen as a suite of applications working with the same data and architecture standards. One-time data entry and data reuse will become a reality. The IPIRS project will enable the RCMP to carry out its mission more efficiently and effectively. This project will directly support front line officers in their response to calls for service, investigation of occurrences, processing of individuals and the preparation of required information for the RCMP, prosecution, courts, pardons and external agencies. The IPIRS solution is a performance enhancement tool that typifies movement towards an integrated justice information environment.

Accomplishments

- Approval of the Project Charter by all involved parties.

- Initiation of an IPIRS Project Management Team including a new Project Leader and Project Manager.

Next Steps

- Finalize the user/functional requirements.

- Conduct an Options analysis on solutions by the Fall 2000.

- RFP for an application vendor released by September 2000.

- Application vendor contracted by April 2001.

- Release 1 ready by December 2001.

2.4.3   Offender Management System Renewal

The two-fold objective is to modernize the system and improve its support of an effective reintegration and case management tool in CSC operations and conditional release decisions by NPB, and secondly to enhance information sharing among criminal justice partners. Benefits expected include the following:

- Provide support for enhanced information sharing;

- Improve reliability and accessibility (or availability) of offender management information;

- Eliminate system inefficiencies and duplication;

- Increase productivity through elimination or streamlining of manual tasks;

- Provide universal and easy access to decision-making data;

- Reduce paper-intensive tasks.

The commitment is to replace obsolete technology and improve information sharing in accordance with and as a component of *Integrated Justice Information*. Care will be taken to ensure development takes into consideration the CPIC Renewal so that information sharing is not disrupted. The system will provide full role-based sharing of offender information with criminal justice partners.

Accomplishments

- Project sponsors and a governance structure are in place.

- A project manager has been appointed.

- A draft business case, including a high level costing of options has been completed.

Next Steps

- Treasury Board submission in Fall 2000.

- Establish project team and proceed with implementation for completion of project by 2003-2004.

2.4.4 Federal Prosecutors Connectivity

The objective is to strengthen the effectiveness of federal prosecutors by providing electronic access to verified information sources necessary for the exercise of prosecutorial functions, and effective responses to disclosure requirements. This will be enabled through the establishment of standards for the content and organization of an electronic Crown Brief, as well as a secure method of access.

The commitment is to develop, manage and operate the prosecutorial interface to systems in investigative agencies that generate an electronic Crown Brief, and a secure access by federal prosecutors to these systems.

Next Steps

- Treasury Board Submission in Fall 2000.

- Establish project team.

- Trials of electronic Crown Brief with existing systems currently in use by investigative agencies.

2.4.5 Pardon Application Decision System (PADS)

The purpose of the Pardon Application Decision System (PADS) project is to build a fully integrated, custom system to handle the pardon application and decision business processes. It will support the business workflow and provide document management for the many documents involved in the pardon application process.

PADS will improve turnaround time for pardon applications through automated support to the process. Workflow functionality will permit tracking of applications throughout the life of the application processing. Police search capability will be provided via critical electronic interfaces to the CPIC and other relevant databases. Electronic assessment of applications will be supported using a rules based, pattern recognition module to

review the particulars of an application and assist in making a recommendation.

Accomplishments

*   Completed vendor selection and initiated project in Fall 1999.

*   PADS application analysis, design and development completed.

Next Steps

*   Complete the integration of CPIC and other interfaces.

*   Convert existing files.

*   Entire system operational in July 2000.

2.4.6 Integrated Customs Enforcement System

The Integrated Customs Enforcement System (ICES) is an integral component of Canada Customs & Revenue Agency's (CCRA) risk management strategy. It was developed in stages to provide a common repository for all customs reporting data. ICES contains linkages to CPIC and other international law enforcement agencies. The system provides a centralized, consistent, real-time source of customs data and gives the ability to disseminate information rapidly and to react to risk at the border. ICES is a new initiative which was not part of the original *IJI Action Plan*.

Accomplishments

*   Completion and implementation of the core functionality for ICES

Next Steps

*   Complete remaining functional components of ICES including the Intelligence Management System (IMS).

*   Identify additional team members from CCRA to participate on the IWG.

*   Assess the potential and prioritize other CCRA systems which have a potential benefit to be linked with the IJI initiative.

*   CCRA to develop a departmental strategy for information sharing within IJI.

2.4.7 Global Case Management System

The objective of the Global Case Management System (GCMS) at Citizenship & Immigration Canada (CIC) is to replace 14 aging and disparate case management systems with one modern on-line integrated system. Expected benefits include increased program integrity, efficiency, and effectiveness. The new system will improve client service and has significant potential for cost avoidance in the future.

GCMS is a new initiative, which was not part of the original *IJI Action Plan*.

Accomplishments

- Eight GCMS products have been approved by the CIC steering committee.

- Business case has been finalized.

Next Steps

- Obtain approval for Business case by the Steering Committee;

- Develop detailed plans and blueprints.

2.5 Communications

Effective communications throughout the development of CPSIN is critical to the overall support and ultimate success of the initiative. The purpose of this project is to create a communications plan to increase public awareness of the federal government's action on the initiative, and explain the federal initiative to the justice community.

Commitments include the launching and maintenance of an IJI web-site to provide a national focus on issues and solutions. Supporting IJI educational materials, publications, kits, and documentation are to be prepared and disseminated.

Accomplishments

- Published *IJI Action Plan 1999-2004*.

- Developed strategic communications plan.

- Prepared and disseminated supporting communications materials, e.g. IJI brochure.

- Designed concept of an IJI web site.

- Established an interdepartmental working group of IJI communications advisors.

Next Steps

- Obtain approval for the Communications Plan.

- Implement Communications Plan.

- Develop and implement an IJI web site.

CHAPTER 3   MOVING FORWARD

It is often useful to consider "lessons learned" that can help guide our way forward. Here are some of the lessons we have learned over the course of the past year:

- The concept of IJI is an "easy sell"—people immediately see the sense of it and identify with the urgent need;
- Senior commitment is critical – a truism perhaps, but never more true than with this cross-cutting challenge;
- Technology is only an enabler – cultural change is the key, and trust is the operative word;
- There are no quick fixes – Success will require long term sustained commitment and investment.

This progress report is offered as a means for the federal government to continue to move forward. The *Integrated Justice Information* Action Plan is a living document to be used in promoting future internal and external cooperation and collaboration. There is still much work to do to achieve the stated vision of "*Integrated Justice Information*". Those interested in helping can do so in the following ways:

- Provide feedback on what more could be done to help move the IJI agenda forward – all ideas are welcome;

- Participate in the IJI dialogue – ensure your organization is aware of the *Integrated Justice Information* project initiatives and is ready to participate;

- Champion IJI in your organization;

- Consider system development and upgrades that will facilitate linkages to the Canadian Public Safety Information Network.

Good progress has been achieved during the first year of the IJI Action Plan. There is growing recognition that collectively, the community will be able to work more effectively if the lines of communication are open and we move collaboratively. There is still much to do and, while expectations must be tempered with the lessons learned from other jurisdictions, the Steering Committee is optimistic that continued steady progress will be made in the coming year.

Glossary

* denotes IT System and/or Network

*	AFIS	Automated Fingerprint Identification System
	AG	Attorney General
	CACP	Canadian Association of Chiefs of Police
*	CAPS	Computer Aided Pardons System
	CCJS	Canadian Centre for Justice Statistics
*	CCRA	Canadian Customs and Revenue Agency
*	CFRS	Canadian Firearms Registration System
	CIC	Citizenship and Immigration Canada
	CJS	Criminal Justice System
*	CPIC	Canadian Police Information Centre
*	CPSIN	Canada Public Safety Information Network
	CSC	Correctional Service of Canada
*	DNA	DNA Databank (deoxyribonucleic acid)
	DOJ	Department of Justice
*	FOSS	Field Operations Support System (Citizenship & Immigration)
	FPT	Federal Provincial Territorial
*	ICES	Integrated Customs Enforcement System (Revenue Canada)
	IJI	*Integrated Justice Information*
*	IPIRS	Integrated Police Information Reporting System
	NJC	National Joint Committee of Senior Criminal Justice Officials
	NPB	National Parole Board
*	ORMS	Offender Reintegration Management System
*	PADS	Pardon Application Decision System
*	PALS	Primary Automated Lookout System (Revenue Canada)
*	PIRS	Police Information Retrieval System
	PKI	Public Key Infrastructure
	RCMP	Royal Canadian Mounted Police
	SIIJ	Système Intégré d'Information de Justice
*	ViCLAS	Violent Crime Linkage Analysis System

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