

Office of the Correctional Investigator



A Report on Plans and Priorities

The Estimates Documents

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The previous Part III of the Estimates has been split into two documents: a spring report "*A Report on Plans and Priorities*" and a fall report "*Departmental Performance Report*".

A Report on Plans and Priorities provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Office of the Correctional Investigator

**1999-2000
Estimates**

A Report on Plans and Priorities

Approved

Solicitor General of Canada

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Section I: Message

A. Correctional Investigator's Message

I am mandated as an Ombudsman for federal corrections. The Office carries out this function within an environment that has traditionally been closed to public scrutiny with a high level of mistrust between the keepers and the kept.

I am firmly committed to the Ombudsman concept and believe that the provisions of the Corrections and Conditional Release Act provide for a process through which the vast majority of individual and systemic concerns can be reasonably addressed. It is important for all parties to appreciate that the Correctional Investigator is neither an agent of the Correctional Service of Canada nor the advocate of every complainant or interest group that lodges a complaint. I am mandated to investigate complaints from an independent and neutral position and in cases where there is evidence of unfairness, make appropriate recommendations concerning corrective action.

I anticipate, with the operational changes introduced, that the Office will be in a better position to both manage the volume of complaints received and bring a quicker resolution to those areas which require corrective action. I will endeavor, in concert with these changes, to finalize a formal agreement with the Correctional Service on the management of offender complaints, inclusive of the option of a third party review mechanism on areas of significant disagreement prior to their referral to the Minister. The intent of this agreement is to assist both agencies in addressing areas of offender concern in an objective, thorough and timely fashion.

I look forward to the challenges of the coming years and a continued open and cooperative working relationship with our partners in the corrections field so as to ensure that offender complaints are dealt with in an environment of openness, accountability and fairness.

B. Management Representation Statement

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 1999-2000

I submit, for tabling in Parliament, the 1999-2000 Report on Plans and Priorities (RPP) for the Correctional Investigator Canada (OCI).

To the best of my knowledge, the information:

- Accurately portrays the department's mandate, plans, priorities, strategies and expected key results of the organisation.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The planning and reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Date: _____

Section II: Departmental Overview

A. Mandate, Roles and Responsibilities

The Office of the Correctional Investigator was established in 1973 pursuant to Part II of the Inquiries Act. With the proclamation in November 1992 of Part III of the Corrections and Conditional Release Act, this is now the enabling legislation. The mandate of the Correctional Investigator, as defined by this legislation, is to function as an Ombudsman for federal offenders. The Correctional Investigator is independent of the Correctional Service of Canada and may initiate an investigation on receipt of a complaint by or on behalf of an offender, at the request of the Minister or on his own initiative. The Correctional Investigator is required by legislation to report annually through the Solicitor General to both Houses of Parliament.

In addition, Section 19 of the Corrections and Conditional Release Act requires that the Correctional Service of Canada “where an inmate dies or suffers serious bodily injury” conduct an investigation and provide a copy of the report to the Correctional Investigator.

The Office of the Correctional Investigator is headed by the Correctional Investigator who reports to Parliament through the Solicitor General. The Agency’s resources has provided for 17 full-time equivalents, 10 of which make up the investigative staff. The total resources are \$1,768,000 for the fiscal year 1999-2000.

B. Objective

To act as an Ombudsman on behalf of offenders by thoroughly and objectively reviewing a wide spectrum of administrative actions and presenting findings and recommendations to an equally broad spectrum of decision makers, inclusive of Parliament.

C. Operating Environment

The maintaining of an independent and objective review process within a correctional environment where the Office has virtually no control over either the number of complaints or the extent of investigations required presents a number of unique challenges. First, the resolution of disputes in an environment traditionally closed to public scrutiny with an understandably high level of mistrust between the keepers and the kept, requires that the Office not only be, but be seen to be independent of both the Correctional Service and the Ministry. Second, given that the authority of the Office rests with its power of persuasion and public reporting, rather than enforceable recommendations, it is imperative that appropriate administrative and political mechanisms be available to ensure that reasonable, fair and timely action is taken on the Office’s findings.

D. Financial Spending Plan

**Office of the Correctional Investigator
Financial Spending Plan**

\$millions	Forecast Spending 1998-1999 *	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Program Spending				
Office of the Correctional Investigator	1.5	1.8	1.8	1.8
Cost of Services Provided by other Departments/Agencies	.2	.2	.2	.2
Net Cost of the Agency	1.7	2.0	2.0	2.0

* Reflects best forecast of total planned spending to the end of the fiscal year.

Section III: Key Plans, Priorities, Strategies and Expected Results

A. Summary of Priorities and Expected Results

Chart of Key Results Commitments Office of the Correctional Investigator (OCI)

To provide Canadians with:	to be demonstrated by:
<p>An independent and impartial review agency to investigate problems of federal offenders related to decisions, recommendations, acts or omissions of the Correctional Service of Canada.</p>	<ul style="list-style-type: none"> • the number of offenders using the services of the Office • the Office’s accessibility to the offender population • the offender population’s confidence in and understanding of the Office • the opinions of government and non-government agencies involved in federal corrections • the results of the actions taken by the Correctional Service in response to the Office’s findings and recommendations

Key Plans, Priorities and Strategies

Office of the Correctional Investigator

Plans:	Strategies:
<ul style="list-style-type: none"> • Implementation of revised management practices and operational strategies. • Increase awareness of the Office of the Correctional Investigator’s mandate. • Establish a more effective process, in cooperation with the Correctional Service of Canada, for the management and disposition of individual and systemic areas of offender complaint. 	<ul style="list-style-type: none"> • monitor the effectiveness of the revised policies and procedures in assisting staff to prioritize their investigative activities; • review modifications to the Management Information System in terms of its impact on achieving more consistent integration of individual complaints with systemic areas of concern. • increase the Office of the Correctional Investigator’s presence within federal institutions by continuing to target specific inmate groups, such as Inmate Committees, Aboriginal Organizations and Lifers’ Groups; • distribute public information providing a detailing of the Office’s operations. • continued participation with the Correctional Service of Canada in Task Forces and Internal Reviews; • finalize an agreement with the Correctional Service of Canada to ensure that offender concerns are addressed in a fair, objective and timely fashion and in an environment which promotes openness, integrity and accountability within correctional decision making.

B. Programs and Business Line Plans

Details by Business Line Office of the Correctional Investigator

Planned Spending

\$millions	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Gross Expenditures	1.5	1.8	1.8	1.8
Total Net Expenditures	1.5	1.8	1.8	1.8

Business Line Office of the Correctional Investigator

The Office of the Correctional Investigator has one Business Line which, as detailed in Section 167 of the Corrections and Conditional Release Act, is to conduct investigations into the problems of offenders related to decisions, recommendations and or omissions of the Commissioner of Corrections or any person under the control and management of, or performing service for or on behalf of the Commissioner of Corrections that affects offenders either individually or as a group.

Objective

To act as an Ombudsman on behalf of offenders by thoroughly and objectively reviewing a wide spectrum of administrative actions and presenting findings and recommendations to an equally broad spectrum of decision makers, inclusive of Parliament.

Key Results

To provide Canadians with an independent and impartial review agency to investigate problems of federal offenders related to decisions, recommendations, acts or omissions of the Correctional Service of Canada.

External Factors Influencing the Business Line

It is difficult for the Office of the Correctional Investigator to accurately project the workload as it is determined mainly by the number of complaints received by the Office, requests from the Solicitor General and the number of Security Investigations completed by the Correctional Service of Canada pursuant to Section 19 of the Corrections and Conditional Release Act.

Among other factors which have and will likely continue to impact on the Office's operations is the growth of the federal inmate population and the significant increase in the number of penal institutions, notably with regard to federally sentenced women. Finally, the quality and timeliness of actions taken by the Correctional Service in response to the Office's findings and recommendations impact measurably on the effectiveness and efficiency of our operations.

Key Plans and Strategies

The Office had developed and is in the process of implementing procedures to better facilitate the integration of individual and systemic areas of concern. These more detailed policies and procedures will assist staff in prioritizing their investigative activities. Improvements have as well been made to our Management Information System which will afford a more consistent monitoring of our investigative activities.

The Office has increased the frequency of its institutional visits. The increased presence within federal penitentiaries has resulted in a greater awareness on the part of offenders of the Office's mandate and operations. The Office will continue to target specific inmate groups such as Inmate Committees, Native Brotherhoods and Lifers' Groups during institutional visits. The Office has produced and will distribute posters and pamphlets providing a detailing of our operations.

Finally, the Office will continue its efforts to establish, in cooperation with the Correctional Service of Canada, a more effective process for the management and disposition for individual and systemic areas of offender complaint.

Expected Results

An improvement in the Office's complaint management methods and strategies.

A greater awareness on the part of all inmates under federal responsibility of the Office's mandate and method of operation.

The establishment by the Correctional Service of procedures and monitoring mechanisms with regard to systemic areas of concern and a gradual decrease of complaints received by the Office in those areas.

The establishment, in conjunction with the Correctional Service, of a more responsive mechanism for the management and disposition of offender complaints.

Section IV: Supplementary Information

Personnel Information

Table 1: Spending Authorities - Ministry Summary-Part II of Estimates

Table 2: Organization Structure

Table 2.1: Planned Full Time Equivalents (FTEs) by Business Line

Table 2.2: Details of FTE Requirements

Additional Financial Information

Table 3: Departmental Summary of Standard Objects by Expenditure

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Table 5: Net Cost of Program(s) for 1999-2000

Other Information

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Office of the Correctional Investigator

Table 1: Spending Authorities - Ministry Summary-Part II of Estimates

Vote (thousands of dollars)	1999-2000 Main Estimates	1998-1999 Main Estimates
(30) Program Expenditures	1,568	1,237
(S) Contributions to employee benefit plans	200	200
Total Agency	1,768	1,437

Personnel Information

Table 2: Organization Structure

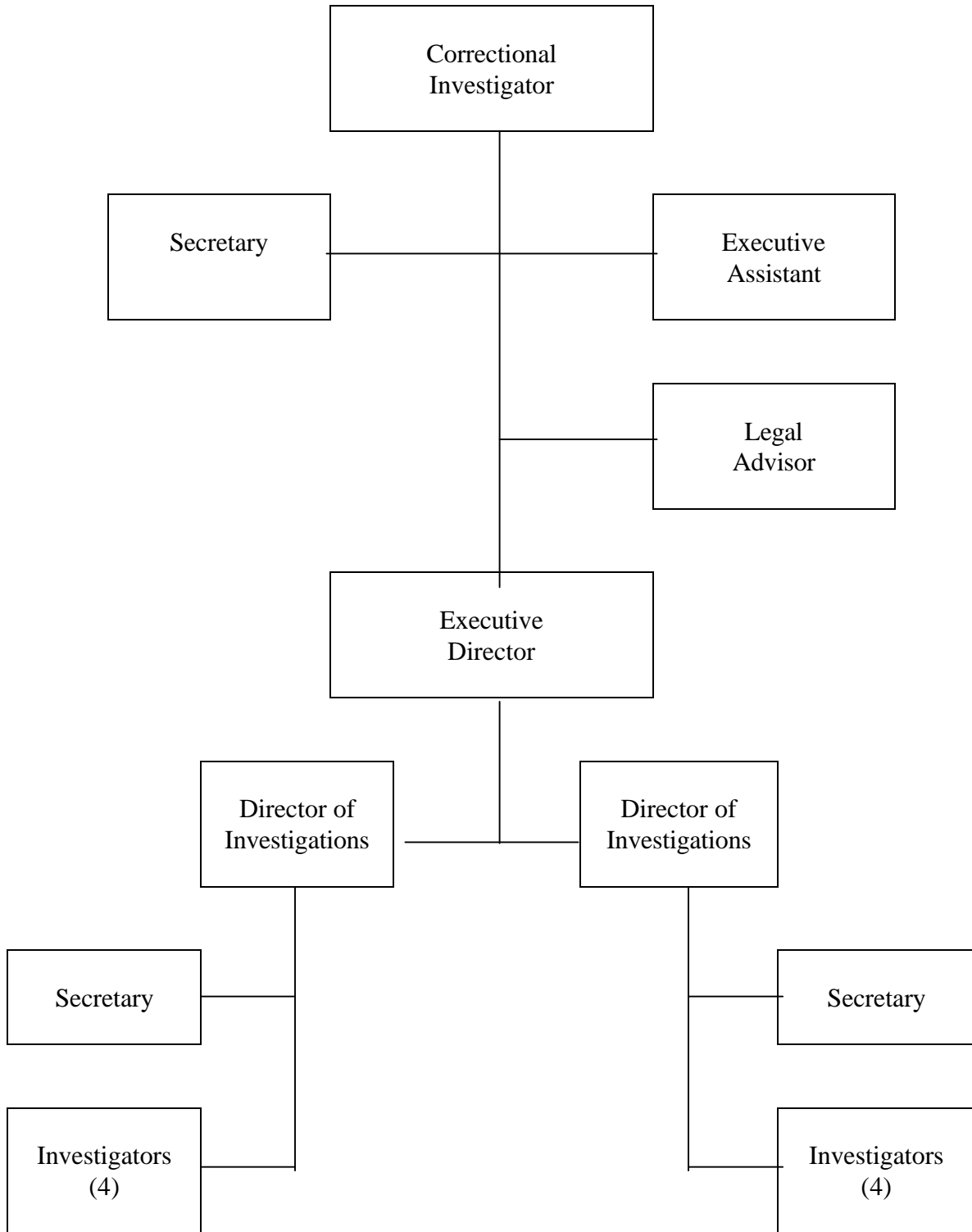


Table 2.1: Planned Full Time Equivalents (FTE's) by Business Line

	Forecast 1998-1999	Planned 1999-2000	Planned 2000-2001	Planned 2001-2002
Office of the Correctional Investigator	17	17	17	17
Departmental Total	17	17	17	17

Table 2.2: Details of FTE Requirements

\$dollars	Forecast 1998-1999	Planned 1999-2000	Planned 2000-2001	Planned 2001-2002
Salary Ranges				
< 30,000	-	-	-	-
30,000 - 40,000	3	3	3	3
40,000 - 50,000	-	-	-	-
50,000 - 60,000	8	8	8	8
60,000 - 70,000	3	3	3	3
70,000 - 80,000	-	-	-	-
> 80,000	3	3	3	3
Total	17	17	17	17

Table 3: Departmental Summary of Standard Objects by Expenditures

\$thousands of dollars	Forecast Spending 1998-1999	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Personnel				
Salaries and Wages	1,003	1,000	1,000	1,000
Contributions to employee benefit plans	200	200	200	200
Goods and Services				
Transportation and Communications	214	390	390	390
Information	-	-	-	-
Professional and Special Services	91	148	148	148
Rentals	-	-	-	-
Purchases, Repair and Upkeep	-	-	-	-
Utilities, Materials and Supplies	32	30	30	30
Other Subsidies and Payments	-	-	-	-
Postal Subsidy	-	-	-	-
Minor Capital	-	-	-	-
Total	337	568	568	568
Total net budgetary expenditures	1,540	1,768	1,768	1,768

Office of the Correctional Investigator

Table 4: Program Resources by Business Line for the Estimates Year

\$thousands				Budgetary						
	FTE	Operating	Capital	Grants and Contributions	Gross Voted	Statutory Items	Non-Budgetary Loans, Investments and Advances	Gross Planned Spending	Less Revenue Credited by the Vote	Net Planned Spending
Office of the Correctional Investigator	17	1,768	-	-	-	-	-	1,768	-	1,768
Total	17	1,768	-	-	-	-	-	1,768	-	1,768

Table 5: Net cost of Program(s) for 1999-2000

(\$ millions)	Office of the Correctional Investigator	Total
Gross Planned Spending	1,768	1,768
Plus:		
<i>Services Received without Charge</i>		
Accommodation provided by Public Works and Government Services Canada (PWGSC)	129	129
Contributions covering employees' share of insurance premiums and costs paid by TBS	63	63
	192	192
Total Cost of Program(s)	1,960	1,960
Less:		
Revenue Credited to the Vote	-	-
Revenue Credited to the CRF	-	-
	-	-
Net Cost of Program(s)	-	-
1999-2000 Estimated Net Program Cost	1,960	1,960

Other Information

Table 6: Listing of Statutes and Regulations

Corrections and Conditional Release Act, Part III.

Table 7: References

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