

# 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**

**1998-1999  
Estimates**

**A Report on Plans and Priorities**

Approved

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Solicitor General of Canada



# Table of Contents

<b>SECTION I: MESSAGES</b> .....	7
Correctional Investigator's Message .....	7
Management Representation Statement .....	8
<b>SECTION II: DEPARTMENTAL OVERVIEW</b> .....	10
<b>SECTION III: KEY PLANS, PRIORITIES AND STRATEGIES</b> .....	13
A: Summary of Key Plans, Priorities and Strategies .....	13
B: Details by Business Line .....	14
Planned Spending.....	14
Objective.....	14
Key Results.....	14
External Factors Influencing the Business Line .....	14
Key Plans and Strategies .....	15
Expected Results.....	15
<b>SECTION IV: SUPPLEMENTARY INFORMATION</b> .....	17
Table 1: Spending Authorities - Ministry Summary-Part II of Estimates.....	18
Table 2: Organization Structure.....	19
Table 2.1: Planned Full Time Equivalents (FTE's) by Business Line .....	20
Table 2.2: Details of FTE Requirements .....	20
Table 3: Departmental Summary of Standard Objects by Expenditure .....	21
Table 4: Program Resources by Business Line for the Estimated Year .....	22
Table 5: Net Cost of Program(s) for 1998-99 .....	23
Table 6: Listing of Statutes and Regulations .....	24
Table 7: References.....	24



## **Section I: Messages**

### 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 look forward to the challenges of the coming years and anticipate a continued open and cooperative working relationship with our partners in the corrections field so as to ensure that offender concerns are addressed within an environment that promotes openness, accountability and fairness in decision making. The Office is in the process of establishing with the Correctional Service of Canada a Memorandum of Understanding to ensure that offender concerns are in fact dealt with in a timely and objective fashion. The Office is as well looking forward to the Ministerial and Parliamentary decisions concerning the recommendations of Justice Arbour concerning judicial intervention and this Office's recommendation concerning the establishment of an Administrative Tribunal.

Management Representation Statement

**MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION**  
**Report on Plans and Priorities 1998-99/ Un rapport sur les plans et les priorités**

I submit, for tabling in Parliament, the 1998-1999 Report on Plans and Priorities (RPP) for the Office of the Correctional Investigator.

Je soumetts, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités de 1998-1999 du Bureau de l'Enquêteur correctionnel.

To the best of my knowledge, the information:

À ma connaissance, les renseignements:

- Accurately portrays the department's mandate, plans, priorities, strategies and expected key results of the organization.
- 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.

- Décrivent fidèlement les mandats, plans, Priorités, stratégies et résultats clés escomptés de l'organisation.
- Sont conformes aux principes de divulgation de l'information énoncés dans les *Lignes directrices pour la préparation du Rapport sur les plans et les priorités*.
- Sont complets et exacts.
- Sont fondés sur de bons systèmes d'information et de gestion sous-jacents.
- Je suis satisfait des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP.

The Planning and Reporting Accountability Structure (PRAS) 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.

Les ministres du Conseil du Trésor ont approuvé la structure de planification, de rapport et de responsabilisation (SPRR) sur laquelle s'appuie le document et qui sert de fondement à la reddition de comptes sur les résultats obtenus au moyen des ressources et des pouvoirs fournis.

Name/Nom:

Date:





## **Section II: Departmental Overview**

### **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 provide for 17 full-time equivalents, 10 of which make up the investigative staff. The total resources are \$1,437,000 for the fiscal year 1998-1999.

### **Mission Statement**

The Office of the Correctional Investigator is committed to maintaining an accessible independent avenue of redress for offender complaints and to provide timely recommendations to the Commissioner of the Correctional Service of Canada and the Solicitor General which address the areas of concern raised on complaint.

### **Strategic Objectives**

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

## Office of the Correctional Investigator

### Financial Spending Plan

\$millions	Forecast Spending 1997-1998 *	<b>Planned Spending 1998-1999</b>	Planned Spending 1999-2000	Planned Spending 2000-2001
<b>Gross Program Spending</b>				
Office of the Correctional Investigator	1.4	<b>1.4</b>	1.4	1.4
Cost of Services Provided by other Departments	.2	<b>.2</b>	.2	.2
<b>Net Cost of the Agency</b>	1.6	<b>1.6</b>	1.6	1.6

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



## Section III: Key Plans, Priorities and Strategies

### A. Summary of Key Plans, Priorities and Strategies

<b>Key Plans, Priorities and Strategies</b> <b>Office of the Correctional Investigator</b>	
Plans:	Strategies:
<ul style="list-style-type: none"> <li>• Improve management practices and operational strategies.</li>   <li>• Increase awareness of the Office of the Correctional Investigator's existence, services and processes.</li>   <li>• Establish a more effective process, in cooperation with the Correctional Service of Canada, for resolving and disposing of systemic areas of concern.</li> </ul>	<ul style="list-style-type: none"> <li>• establish more detailed policies and procedures to assist staff in prioritizing their investigative activities;</li> <li>• improve Management Information System including Performance Information in Annual Report;</li> <li>• modify telephone access to Office;</li> <li>• develop procedures to achieve a better intergration of individual complaints with systemic areas of concern.</li>   <li>• increase the Office of the Correctional Investigator's presence within federal institutions by targetting specific inmate groups, such as Inmate Welfare Committees, Native Brotherhoods and Lifers' Groups;</li> <li>• produce and distribute public awareness material such as posters, pamphlets, etc.</li>   <li>• participate with the Correctional Service of Canada in Task Forces and Internal Reviews;</li> <li>• finalize a Memorandum of Understanding with the Correctional Service of Canada to ensure that offender concerns are addressed in a fair, objective and timely fashion;</li> <li>• continue discussions towards our recommendation on the establishment of an administrative tribunal.</li> </ul>

## B. Details by Business Line

### Office of the Correctional Investigator

#### Planned Spending

\$millions	Forecast Spending 1997-1998	<b>Planned Spending 1998-1999</b>	Planned Spending 1999-2000	Planned Spending 2000-2001
Gross Expenditures	1.4	<b>1.4</b>	1.4	1.4
Total Net Expenditures	1.4	<b>1.4</b>	1.4	1.4

#### **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 and this given our limited resources. Finally, the quality and timeliness of actions taken by the Correctional Service in response to the Office's findings and recommendations will remain of paramount importance.

## **Key Plans and Strategies**

To optimize the efficiency, effectiveness and economy of its investigative process, the Office is developing procedures to facilitate the integration of individual and systemic areas of concern. In fact, more detailed policies and procedures will be established to assist staff in prioritizing their investigative activities. Improvements will be made to our Management Information System including the Performance Information in our Annual Report. Telephone access to the Office will be restricted to emergency situations wherein our immediate intervention is perceived as absolutely essential. However, the Office will conduct institutional visits with greater frequency, particularly in medium and maximum security institutions.

Our increased presence within federal penitentiaries should result in a greater awareness of the Office's existence, services and processes. To that end, the Office will be targeting specific inmate groups such as Inmate Welfare Committees, Native Brotherhoods and Lifers' Groups. The Office will also produce and distribute public awareness material such as posters and pamphlets.

Finally, the Office will continue its efforts to establish, in cooperation with the Correctional Service of Canada, a more effective process for resolving and disposing of systemic areas of concern. Accordingly, it will continue to participate with the latter in Task Forces and Internal Reviews. The Office will also finalize a Memorandum of Understanding with the Correctional Service of Canada to ensure that offenders' concerns are addressed in a fair, objective and timely fashion. Furthermore, the Office will continue its discussions with the Minister on our recommendation on the establishment of an administrative tribunal.

## **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 existence and a better understanding of its services and processes.

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.





## **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 Equivalentents (FTEs) by Business Line

Table 2.2:         Details of FTE Requirements

### **Additional Financial Information**

Table 3:            Departmental Summary of Standard Objects by Expenditure

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

Table 5:            Net Cost of Program(s) for 1998-99

### **Other Information**

Table 6:            Listing of Statutes and Regulations

Table 7:            References

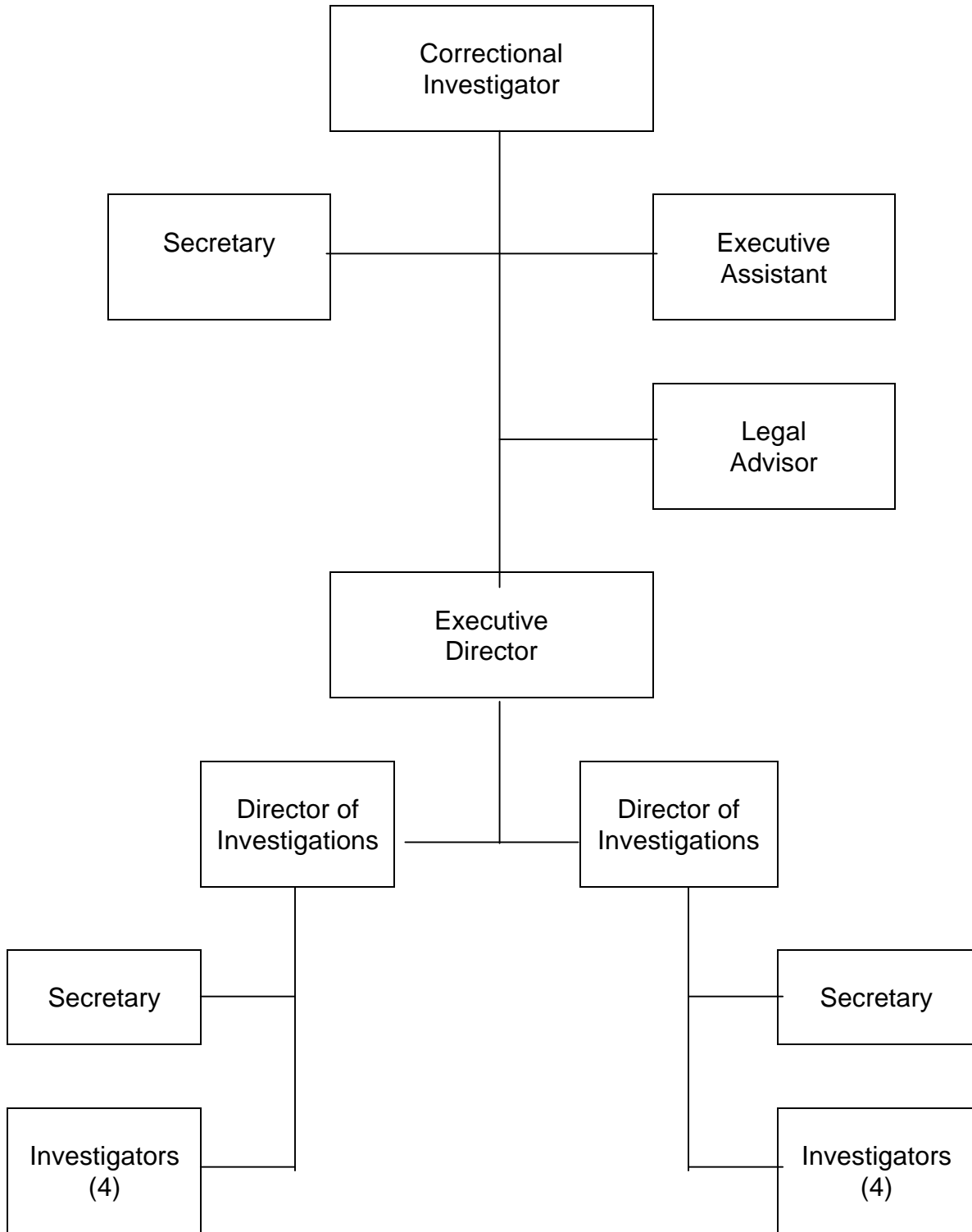
**Office of the Correctional Investigator**

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

Vote (thousands of dollars)	<b>1998-1999 Main Estimates</b>	1997-1998 Main Estimates
(30) Program Expenditures	<b>1237</b>	1122
(S) Contributions to employee benefit plans	<b>200</b>	162
Total Agency	<b>1437</b>	1284

**Personnel Information**

**Table 2: Organization Structure**



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

	Forecast 1997-1998	<b>Planned 1998-1999</b>	Planned 1999-2000	Planned 2000-2001
Office of the Correctional Investigator	17	<b>17</b>	17	17
Departmental Total	17	<b>17</b>	17	17

**Table 2.2: Details of FTE Requirements**

\$dollars	Forecast 1997-1998	<b>Planned 1998-1999</b>	Planned 1999-2000	Planned 2000-2001
<b>Salary Ranges</b>				
< 30,000	-	<b>-</b>	-	-
30,000 - 40,000	3	<b>3</b>	3	3
40,000 - 50,000	-	<b>-</b>	-	-
50,000 - 60,000	8	<b>8</b>	8	8
60,000 - 70,000	3	<b>3</b>	3	3
70,000 - 80,000	-	<b>-</b>	-	-
> 80,000	3	<b>3</b>	3	3
Total	17	<b>17</b>	17	17

**Table 3: Departmental Summary of Standard Objects by Expenditures**

\$thousands of dollars	Forecast Spending 1997-1998	<b>Planned Spending 1998-1999</b>	Planned Spending 1999-2000	Planned Spending 2000-2001
Personnel				
Salaries and Wages	953	<b>953</b>	953	953
Contributions to employee benefit plans	200	<b>200</b>	200	200
Goods and Services	1153	<b>1153</b>	1153	1153
Transportation and Communications	214	<b>214</b>	214	214
Information	-	-	-	-
Professional and Special Services	38	<b>38</b>	38	38
Rentals	-	-	-	-
Purchases, Repair and Upkeep	-	-	-	-
Utilities, Materials and Supplies	32	<b>32</b>	32	32
Other Subsidies and Payments	-	-	-	-
Postal Subsidy	-	-	-	-
Minor Capital	-	-	-	-
Total	284	<b>284</b>	284	284
Total net budgetary expenditures	1437	<b>1437</b>	1437	1437

Office of the Correctional Investigator

**Table 4: Program Resources by Business Line for the Estimated 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	16	1,437	-	-	-	-	-	1,437	-	1,437
<b>Total</b>	<b>16</b>	<b>1,437</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,437</b>	<b>-</b>	<b>1,437</b>

**Table 5: Net cost of Program(s) for 1998-99**

(\$ millions)	Office of the Correctional Investigator	<b>Total</b>
Gross Planned Spending	1,437	<b>1,437</b>
Plus:		
<i>Services Received without Charge</i>		
Accommodation provided by Public Works and Government Services Canada (PWGSC)	129	<b>129</b>
Contributions covering employees' share of insurance premiums and costs paid by TBS	63	<b>63</b>
	192	<b>192</b>
Total Cost of Program(s)	1,629	<b>1,629</b>
Less:		
Revenue Credited to the Vote	-	-
Revenue Credited to the CRF	-	-
	-	-
Net Cost of Program(s)	-	-
1997-98 Estimated Net Program Cost	1,629	<b>1,629</b>

## Other Information

**Table 6: Listing of Statutes and Regulations**

Corrections and Conditional Release Act, Part III.

**Table 7: References**

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