

Evaluation Report

**Employment and Employability Program
EXCOM PRESENTATION
January 2005**

Purpose

- Outline the findings and recommendations
- Provide an update on action taken as a result of this evaluation
- Seek approval for distribution and file closure

Evaluation Objectives and Methodology

Objectives

- To assess to what extent CSC's Employment and Employability Program objectives are Realistic, Attainable and Relevant
- To determine if program services are provided in an optimal way
- To determine to what degree inmates develop necessary skills, attitudes and behaviours as a result of their participation in EEP and the level to which these skills are transferable when released into the community

Methodology

Three basic approaches:

- Key informants Interview
- CSC databanks and project documentation review
- Information analysis

Field verification for this evaluation took place during September 2002 to November 2002

Findings

- 1. The Executive Committee appointed CORCAN the responsibility for the Offenders' Employment Program Results under the theme "Managing Partners," yet this was not clearly understood nor communicated to the Program implementation team**
- 2. Offender Management System (OMS) data entry and recording does not provide an accurate record of results accomplished within the institutions**
- 3. CSC has recognized that employment must be dealt with in a similar manner as other correctional programs, yet there is no consistent method of managing the employment skills of the offender**
- 4. The results and impact of vocational assessments are not included in the Correctional Plan, nor is there any consistency in applying the methods of addressing the inmate employment needs**
- 5. Lack of comprehension of the objective of Governing principle # 3 which states that "the goal is to attain a weekly schedule showing modules of half-days for each inmate that adds up to 37.5 hours consistent with the level of security of the institution, resource level, existing collective agreements of the staff and operational circumstances"**
- 6. The work descriptions for inmates are not integrated into the Institutional Operations, nor are they utilised on a systematic basis to manage or develop employment skills for the inmates to learn**
- 7. The performance evaluation process does not provide sufficient detail to adequately reflect the inmates' actual performance skills learned**

Recommendations # 1 (roles of stakeholders clearly communicated) & # 2 (data quality in OMS)

Recommendations	Update on actions taken	Date
1-A) Clearly identify and communicate the roles and responsibilities of all key stakeholders	The governing Principles document was revised in March 2003 and communicated to all stakeholders	April 03
1-B) Each region should develop an operational strategy for the offenders' employment programs.	Identified vocational training in operation and assessed inmates needs	April 03
1-C) CORCAN should establish annual training targets for the inmates	Regional training strategies were developed and implemented in June 2003 and over 6000 certificates were earned through vocational courses.	July 03 Sept 04
2-A) A business manager be assigned from OMSR to be responsible and accountable for the data quality and information integrity in the future	Has been communicated to OMSR for action	Dec 04
2-B) The AWCP ensures the clean up of OMS be completed within the timeframe allotted	Memos were sent out addressing categories / subcategories, reconciliation of assignments and completion of final reports.	Aug 03
3-A) Develop a strategic plan for the EEP with training requirements	Developed regional strategies for aggressive restructuring of vocational training in line with the revised EEP governing principles	April 03

Recommendations # 3 (Strategic Plan) & # 4 (Scheduling/Connectivity)

Recommendations	Update on actions taken	Date
3-B) Develop and facilitate a training program for Intake Parole Officers on how to include COPs and CAPs into the Correctional Program	<ul style="list-style-type: none"> - Provided detailed guidelines on inclusion of employment information into the Correctional Plan 	March 04
3-C) Provide guidance to Parole Officers on how to include employment requirements into the Correctional Plan	<ul style="list-style-type: none"> - Revised and reviewed training material to incorporate integration of employment needs in the Correctional Plan 	March 04
4-A) Define the goal and objective of the scheduling process and its connectivity to the EEP in the Managing Partners document	<ul style="list-style-type: none"> - Revised governing principles (<i>Appendix A in the report</i>) document - Identified issues/challenges that could limit progress towards the goal of scheduling activities for a 7.5 hour day 	April 03 Ongoing
4-B) Review the reasons for all Non Program Non employment entries in the program screens that generate schedules and timetables that interfere with an accurate display of an offenders assignments	<ul style="list-style-type: none"> - Non-program or non-employment entries are used to track offenders visits to outside court, reception process, health care patient, medical leave, etc - New functionalities need to be considered in OMSR 	Ongoing Ongoing

Recommendation # 4 (cont.)

Recommendations	Update on actions taken	Date
<p>4-C) Develop guidelines to ensure schedule information is accurate in OMS</p>	<ul style="list-style-type: none"> - Memos have been issued to address scheduling Procedure, however ongoing monitoring is required - Regional and National guidelines are being developed and are expected to be completed by end of fiscal 2004/05 	<p>Ongoing</p> <p>Ongoing</p>
<p>4-D) Close and replace schedules that are inaccurate</p>	<ul style="list-style-type: none"> - Met with OMSR data quality team to find a centralised solution 	<p>In progress</p>
<p>4-E) Develop an automated offender schedule that can accommodate attendance and pay</p>	<ul style="list-style-type: none"> - Complete new system is being developed hence no changes will be made to the existing OMS system 	<p>N/A</p>
<p>4-F) Ensure training and guidelines are provided for scheduling employment and program activities and offender assignments</p>	<ul style="list-style-type: none"> - Ongoing identification of the gaps between employment needs and employment assignments 	<p>Ongoing</p>
<p>4-G) At the operational level – the schedules are used as they were intended to identify the Instructor (s) / program facilitator (s), dates of operation, and timetable (days and hours) of operation of the program or shop</p>	<ul style="list-style-type: none"> - Memos have been issued to address scheduling Procedure, however ongoing monitoring is required - Regional and National guidelines are being developed and are expected to be completed by end of fiscal 2004/05 	<p>Ongoing</p> <p>Ongoing</p>
<p>5-A) Revise all work descriptions</p>	<ul style="list-style-type: none"> - All work descriptions were revised to include length of stay, learning objectives, signatures of supervisor and offender 	<p>June 03</p>

Recommendation # 5 (Work Descriptions Components)

Recommendations	Update on actions taken	Date
5-B) Offer in the classroom, an employability skills program, followed by on-the-job training	<ul style="list-style-type: none"> - Employability Skills Program (specifically for Women) is currently being developed - Developed Employment Skills Program certified through the Conference Board of Canada. 4 of 9 pilot sites have been completed 	On going
5-C) Offer basic living skill course (s) in the classroom, followed by on-the-job training	<ul style="list-style-type: none"> - Assessed inmates needs and assigned them to employment opportunities based on needs 	On going
5-D) Investigate the availability of culturally sensitive employment options in the community and as far as possible, offer these to the inmate	<ul style="list-style-type: none"> - Presently, Performance Assurance is in the field verification phase of the evaluation of effective corrections, which will identify community outcomes - 1 contract with Native Counselling Services – Alberta – Aboriginal specific - Presently consulting with National Ethno Cultural Committee 	On going
5-E) Ensure continuous training is provided to work supervisors and new employees who are not consistently using OMS	<ul style="list-style-type: none"> - Identified trainers and Training requirements for new employees and Supervisors have been defined - Over 4,000 staff has been trained in EEP awareness Managing Offenders in the Workplace and communicating about offenders. This is now part of the National Training Standards. 	March 04

Next Steps

- At its January 2005 meeting, CSC Executive Committee (EXCOM) directed that Corcan's Advisory Board be consulted and advised on results. EXCOM also directed Corcan to provide EXCOM an update on progress made to finalize the action plan three times a year.