Ministry of the Solicitor General

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Christopher Tyrell
Clerk of the Standing Committee on Public Accounts
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Thank you for your letter dated April 28, 2020. I appreciate that the Standing Committee on Public Accounts is interested in obtaining an update on our ministry's action plans in response to the Auditor General's 2019 Report on Adult Correctional Institutions.

By way of update, the ministry has prepared the enclosed document: *Summary Status Table in Response to the Report of the Auditor General of Ontario.* The ministry is committed to working to respond to the recommendations raised in Chapter 1: Adult Correctional Institutions of Volume 3 of the 2019 Annual Report of the Auditor General.

Thank you for this opportunity to provide an update to the Committee. Please do not hesitate to contact me should the Committee have any questions with respect to the information enclosed.

Sincerely,

Deborah Richardson

Deborah Richardson
Deputy Solicitor General of Correctional Services

Enclosure

CC: Catherine Fife, MPP, Chair of the Committee
Bonnie Lysyk, Auditor General
Suzanne McGurn, ADM, Institutional Services Division

Summary Status Table in Response to the Report of the Auditor General of Ontario

Report on Correctional Services and Court Operations Chapter 1 2019 Annual Report of the Auditor General

Ministry of the Solicitor General

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
1. For remanded inmates to have more opportunities to participate in Life Skills programming we recommend that superintendents in all institutions: • Require programming staff to meet with inmates upon admission to inform them about appropriate programs based on available information about the inmate • Review and implement measures that will give inmates incentive to participate in programming • Review and improve the method of delivering Life Skills	The ministry is utilizing the Program Delivery Working Group (PDWG), which is co-chaired by an Institutional Services representative and an Operational Support representative and includes a representative from each of the 25 institutions to share best practices and provide corporate support to establish and expand Program Co-ordination Committees (PCCs) in each institution. The PDWG has met with representatives of each institution five times since January Currently, the ministry is establishing current practices of the PCCs in order to understand the gaps and how to best address them, including how to encourage greater inmate participation. The ministry is rolling out the Security Assessment For Evaluating Risk (SAFER) tool in Thunder Bay, as a first site, in Summer 2020 (pending feasibility due to	The ministry is working to expand the role and use of the PCCs to better provide Life Skills programming. This includes assessing alternative delivery models of programming, accelerated by COVID-19, as a response to social distancing and limited in-person contact. It has also changed the ability to deliver programs to remanded inmates who are no longer spending significant time travelling to and from court. A new strengthened role for the PCCs will occur by end of Y1, expanded program delivery will occur by end of Y2.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
programming, including identification of inmates who may benefit from sessions, increasing outreach efforts and offering sessions during weekends	the COVID-19 pandemic). Inmate participation in programs contributes to a lower security risk score. Lower scores allow inmates to move to a lower security classification. SAFER is expected to incentivize inmate participation in programing to access more privileges.	
2. For remanded inmates to have increased chances for a positive return to their communities, we recommend that superintendents in all institutions require discharge planning staff to: • Collect information about inmates' housing, transportation, employment and other needs in order to identify and actively assist inmates who need help planning for their release • Proactively initiate discharge planning for remanded inmates	The ministry has completed a draft community best practices guide and draft community reintegration plan checklist. The ministry will pilot use of the guide and checklist during COVID-19 in a way that will be useful both during and after the pandemic, and that aligns with partner ministry initiatives (such as Justice Centre pilots). Pilots are expected to begin by Q3. The ministry has contacted each institution to determine a baseline of existing practice and use of the Program Coordination Committees (PCCs). As well as to determine how the PCCs can be better co-ordinated to improve reintegration for remanded inmates. Community resource lists have been developed as part of the ministry's COVID response for institutions and is working to develop additional supports for inmates to encourage release planning.	The ministry is working with partner ministries, (MAG, MOH, MCCSS, and MMAH) to support organizations and communities that can assist with the implementation of discharge plans and continuity of care. Timeline contingent on evaluation of the pilot programs.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
3. For inmates to be better equipped to make a successful adjustment in the community upon their release, we recommend that the Ministry of the Solicitor General work with the Ministry of the Attorney General (MAG) to implement measures to look to ease the overcrowding in correctional institutions	The ministry's response to COVID-19 pandemic has expedited progress related to this recommendation. In particular, working closely with the Ministry of the Attorney General (MAG) on virtual bail hearings through enhancements to improve remote/virtual court appearances. This has significantly reduced the inmate population. Additionally regulatory amendments were made to allow for expanded use of temporary absence authority and permit, the Ontario Parole Board (OPB) to conduct hearings remotely. The ministry has also launched additional strategies such as GPS monitoring options to increase bail opportunities. The ministry is working in close collaboration with MAG and other justice sector partners to ensure that the progress made to date is sustained.	
4. Ministry establish a taskforce with representatives from the Ministry of Attorney General, Ministry of Health and the Ontario Public Sector Employees Union, and other stakeholders such as non-profit organization in the areas of mental health and	The ministry began developing a Mental Health and Addictions (MHA) Strategy in July 2019. The development of the strategy involved creating an MHA working group, consisting of corporate and frontline staff in corrections who contributed to the short, intermediate, and long-term outcomes identified for the strategy. The MHA Strategy includes a focus on inter-	The COVID-19 pandemic has delayed the implementation of select projects and strategic conversations with ministry and community partners (including forensic hospitals), who are currently focusing their efforts into responding to the COVID-19 pandemic.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
addictions to review and address the impact that individuals with mental health and addictions issues have on the correctional, criminal court and health care systems	ministerial collaboration and community partnerships to facilitate appropriate care pathways. A dedicated MHA unit within the Corporate Health Care (CHC) and Wellness Branch, Operational Support (OS) will work with government and community partners to further refine and implement the MHA strategy. Year to date in 2020, the MHA working group accomplished the following: • Secured five acute care stabilization beds at Ontario Shores Centre dedicated for acutely mentally ill women in custody at Vanier Centre for Women • Engaged with Ontario Health Teams (OHT), including corrections representation on mental health and addictions-related working groups/project teams of OHTs • Training for addictions counsellors in institutions for a feasibility pilot of the Shared Screening and Assessment tool done in partnership with the Ministry of Health and CAMH	
5. So that inmates with mental illness and those who require specialized care are placed in living units appropriate to their needs, we recommend	The ministry currently has two infrastructure projects underway; one at OCDC where a stabilization unit is being created, and one at TEDC, where a new	The timelines for the projects at OCDC and TEDC have been affected by the COVID-19 pandemic but are slated to finish within the fiscal year, 2020/21.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
that the Ministry of the Solicitor General: • Determine the actual proportion of inmate population who have mental illness or require specialized care; and • Review all the living units in all institutions and create new or repurpose existing units to hold inmates requiring specialized care, • Also recommend the Ministry of the Solicitor General plans for the proposed treatment centre for women	specialized care living space is being created. Dedicated acute care stabilization beds for women have been acquired at Ontario Shores in order to support and enable increased access to improved mental health services. The ministry has invested $1.5M in infrastructure upgrades at Ontario Shores to help keep this short-term solution as long as possible.	Capital requests were made and accepted in two categories over a 10-year period: 1) Short term creation of more programming space. 2) Long term creation of capacity in key areas • Modular additions to create necessary bed capacity and overflow to key locations Once capacity has been created, additional renovations can be made to create more specialized care space within institutions. The ministry will work with the MHA working group in recommendation #4 to determine the proportion of the inmate population at each institution who have mental illness and require specialized care by the end of Y1. Due to the COVID-19 pandemic the acute care stabilization beds will likely be available towards the end of this fiscal year. The ministry will continue to work with partners that are willing to provide the ministry with mental health beds. The ministry is exploring two additional strategies (not yet approved by government) with respect to the plans for the proposed treatment centre for women: • Medium-term strategy: investing in Vanier Centre for Women to

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
		increase the facilities ability to mange our female population with a focus on mental health and increasing CAMH services to align with the infrastructure upgrades. • Long-term strategy: to invest and possibly build a dedicated wing at St. Lawrence Valley Correctional and Treatment Centre to create similar access for male and female inmates that require acute mental health services.
6. So that inmates with mental illness and those who require specialized care are identified and receive appropriate care in a timely manner, we recommend that superintendents in all institutions: • Determine the mental health resources required to assess inmates' mental health status • Provide the above information to the task force established in Recommendation 4	The ministry has received approval to recruit and hire more frontline staff which include mental health and healthcare positions. Recruitment and implementation plans are currently pending. Note: details, including funding amount and timing are *not yet* in the public domain Consistent with recommendation #4, many institutions already have correctional officers and sergeants as multidisciplinary team committee members.	A recruitment implementation plan is currently being developed. To ensure consistency, further guidance and clarification will be sent out to all institutions, in Summer 2020 through Institutional Services Policy and Procedures (ISPP) to ensure there is a province-wide understanding as to who should be included as a member at the institutions multidisciplinary team meetings (Q3 2020-21).

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
7. So that frontline staff in correctional institutions are better equipped to effectively supervise inmates with mental health and addiction issues, we recommend that the Ministry of the Solicitor General: • Review and update its initial training on mental health; and • Develop ongoing mental health training, including training that could be delivered by, for example, the Centre for Addiction and Mental Health.	Mental health training for new correctional officer recruits was created and designed with significant input from the Centre for Addiction and Mental Health (CAMH). The information from CAMH has been used to redesign mental health training within the Corrections Foundational Training for Correctional Officers (CFT-CO). The Correctional Services Recruitment and Training Centre (CSRTC) mental health training for frontline staff is fully developed and ready for delivery. The ministry conducted a pilot for the new mental health training at Central North Correctional Centre in September 2019, and three managers were trained.	The timeline for training delivery has been impacted by the COVID-19 pandemic but is expected to resume in Q3 2020-21.
8. So that frontline correctional staff have the necessary training and information to effectively supervise inmates with mental illness and those who require specialized care, we recommend that superintendents in all institutions: • Deliver ongoing mental health training for all staff who interact with inmates on a daily basis and • Provide correctional	The CSRTC has developed regional and institutional mental health training that is designed to provide relevant and ongoing training for staff who interact with inmates daily. In March 2020, the Inmate Care Plan template was revised to provide further direction to institutional staff when managing inmates who require specialized care or support throughout their custodial period. An accompanying guidance document was also developed, to provide detailed instructions for institutional staff on the use and administration of Inmate Care	Training delivery has been delayed due to the COVID-19 pandemic and is anticipated to resume in Q3 2020-21 with an alternative delivery method. Standing Orders will be updated to reflect the updated template and guidance document as well as reflect the effective flow of information locally (to be completed by Q3 2020-21).

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officers access to Inmate Care Plans	Plans. Correctional staff were asked to familiarize themselves with both the Inmate Care Plan template and Guidance Document. Inmate Care Plans are developed collaboratively by staff who participate on the Inter-Professional Team. In order to ensure frontline staff (correctional officers) also have access to the inmate care plan information, a hard copy version is kept with the inmate's client profile. The guidance document indicated communication and collaboration between institutional staff and clinical staff, are required and this includes providing detailed updates on inmates for staff during shift changes and ensuring that all staff have access to any active Inmate Care Plans. Standing Orders will be updated to draw attention to the updated template and guidance document as well as reflect the effective flow of information locally.	
9. To better address the risks and root causes of violence in correctional institutions, we recommend that superintendents in all	A policy framework and prevention program are in place to conduct an annual Workplace Violence Risk Assessment (WVRA) at each institution, and acts as a mechanism to address incidents consistent	The ministry will conduct a field assessment on completion of annual WVRAs utilizing local Joint Occupational Health and Safety Committees (JOHSC) by the end of Q4 2020-21.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
institutions • Regularly analyze root cause of violent incidents reported by institutional staff • Reassess the risk of workplace violence, as required by the Occupational Health and Safety Act and the Ontario Public Service Workplace Prevention Program • Ensure that the assessment includes all areas of the institutions; and • Take action to minimize risks for both correctional staff and inmates	with Sec 32.0.1 (1) of the Occupational Safety and Health Administration (OSHA). The ministry has initiated the Incident Management Reporting (IRM) project which will support the field in tracking and analyzing incidents, including violent incidents reported by staff. This technology will support superintendents in identifying potential hazards and risks so that through local Joint Occupational Health and Safety Committees, strategies can be developed to mitigate.	Hamilton-Wentworth Detention Centre, Toronto East Detention Centre, Central North Correctional Centre and Central East Correctional Centre have been identified as the pilot sites for initial implementation with data validation to be undertaken during Q2 2020-21.
10. So that correctional staff are better equipped to perform their responsibilities, we recommend that the Ministry of the Solicitor General update the initial and ongoing training to include, for example, training on the use of force and instruments of restrains, managing violent offenders using preventative	CFT-CO has been redesigned to include a use of force continuum that focuses on communication and de-escalation strategies. Mental health has been embedded across the CFT-CO curriculum to provide correctional officers with tools to respond to inmates with mental health needs. The COVID pandemic has delayed frontline engagement needed to leverage subject matter expert input from the field and to ensure staff buy-in. These changes	The anticipated launch of the redesigned use of force and defensive tactics training is Q4 2020-21.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
and defusing techniques, as well as early detection of mental health issues as recommended in the standard Minimum Rules of the Treatment of Prisoners	will also be implemented in the refresher training to ensure all staff and recruits receive the required training. In October 2019, an audit was completed with respect to the ministry's mandatory training, current course offerings and areas for development. An e-learning course has been developed to support experienced correctional officers in updating their report writing skills. Report writing, specific to defensive tactics, has been embedded into the new CFT-CO curriculum and will be part of the use of force and defensive tactics redesign for correctional officer recruits and use of force and defensive tactics refresher training.	The work from the audit has been put on hold due to the COVID-19 pandemic but is expected to resume in Q4 2020-21.
11. To help improve working conditions for correctional staff, we recommend that superintendents in all institutions: • Ensure that correctional staff received the initial and ongoing training as required; • Improve job shadowing and mentorship	The ministry has established a Mandatory Training Report Card, to monitor staff's progress towards completing mandatory and ongoing training. With respect to initial training, the Corrections Foundational Training for Correctional Officers (CFT-CO) has been redesigned to meet the needs of corrections in Ontario today. The CFT-CO was launched in January 2020. All correctional officers receive foundational	In Q3 2020-21, each institution will direct their Institutional Training Manager (ITM) as part of their role and responsibilities, to ensure staff training compliance and the superintendent or designate will provide oversight to this process.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
programs so that new staff receive the necessary supports; and • Work with local union representatives to take measures to provide proper amenities for staff in all institutions	training as well as onboarding as part of their initial learning. To ensure incumbent correctional officers receive up to date professional development, essential learning in the areas of mental health, self-care, report writing, and de-escalation are being included in the design of ongoing mandatory learning. An experiential mentorship/job shadowing model is set to pilot within select institutions in Q3 2020-21. This program is designed for new correctional officers and will be part of their onboarding experience.	
12. So that management and staff have an improved relationship, we recommend that the Ministry of the Solicitor General work with the local and province-wide representatives to address the root cause of the grievances and work refusals	The Institutional Operations Branch (IOB) recently filled positions in its Labour Management Unit (LMU) to provide a more strategic approach to managing the labour force within Institutional Services. Within that, IOB works closely with stakeholders including Treasury Board Secretariat (TBS), Employee Relations Branch, HR Strategic Business Unit and Ontario Public Service Employees Union (OPSEU) to address issues within the institutions before they get to the grievance stage. Where feasible, the Employer works with OPSEU to gain their insight into issues management to jointly address ongoing concerns amongst staff. TBS tracks grievance metrics that are sent to the ministry on an annual basis.	The LMU, working with the HR SBU, will continue exploring ways to use the metrics provided by TBS, as well as information regarding discipline that is being monitored, to inform and guide projects that impact the workforce, in an ongoing attempt to improve the culture and health of IS workplaces. A workplan with corresponding timelines has not yet been completed as a result of the pandemic disruption. It is expected that work will be initiated in Y1 and will continue in Y2.

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13. To better understand the sources and extent, and reduce the presences, of contraband in correctional institutions, we recommend that superintendents in all institutions: • Electronically track and analyze the results of their searches; • Revise their search procedures so that searches are targeted toward higher-risk areas of the institution; and • Improve security protocols to mitigate the risk of contraband based on the analysis of the search results	The ministry has developed an Incident Reporting Management (IRM) data base. The IRM will allow institutions to directly enter the current inmate incident reports, employee incident reports and other incident reports, directly into a data base. The ministry is currently piloting the first phase of entering information into the IRM and the pilot will first focus on entering inmate incident reports. By entering the information directly into the IRM data base, the information is available for analytic purposes the next day. Daily analysis will be available through reports from the Business Intelligence Unit (BIU). The inmate incident report will track information on serious contraband for alcohol, drugs, escape devices, weapons and ammunition, and will include a description of the contraband that was found during a search e.g. pharmaceutical type tablet, leafy substance, powder, liquid, paste, solid/crystal, oil, etc.	The IRM is expected to be fully rolled out in Q4 2020-21. The ministry will be implementing several strategies to improve the work that is currently being done to detect contraband and reduce its presence in our institutions. • Increasing the number of field intelligence officers (FIOs) and intelligence analysts across the province (Q2 2020-21); • Increasing the number of intelligence products (including contraband-related), and sharing information with internal and external stakeholders in support of public safety and as permitted by law (ongoing); • Implementing an intelligence database to evaluate and analyze information along with an information report processes portal for front line staff (Q3 2020-21); • Working with the CSRTC to develop online intelligence lens information and training for staff (ongoing); • Conducting a review by a seconded OPP staff regarding potential avenues of contraband into institutions and

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
		compromised staff in Correctional Services. The results of this review will assist with evidence-based decision making on the strategic alignment of ministry resources (Q2 2020-21).
14. In order to protect correctional staff from being coerced by inmates into bringing contraband into correctional institutions, we recommend that, similar to the practice at federal institutions, the Ministry of the Solicitor General work with the Ontario Public Sector Employee Union to implement measures to screen staff when entering the institution	The ministry developed preliminary options regarding staff searches	Further direction on this matter is pending.
15. So that sanctions imposed for inmate misconducts are fair, consistent and appropriate for the misconduct committed, we recommend that the Ministry of the Solicitor General develop, and communicate to staff in all institutions, clear polices for dealing with inmate	The ministry is developing a conceptual framework to classify misconducts based on severity as part of proposed updates to the Discipline and Misconduct Policy and associated processes. A draft conceptual framework and a supporting guidance document for vulnerable inmate populations has been developed and will require frontline validation.	Frontline engagements are currently postponed until Q4 2020-21 due to COVID-19-related priorities. There will be an attempt to validate the work completed thus far with a management advisory committee in Q2 2020-21 as an interim measure.

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misconducts, which include progressive sanctions when inmates continuously misbehave		
16. So that sanctions imposed for inmate misconducts are fair, consistent and appropriate for the misconduct committed, we recommend that superintendents in all institutions regularly review misconduct adjunctions to ensure they are consistent with the above policy requirements	In Spring 2019, the ministry created a Discipline and Misconduct (D&M) modernization working group. The goal of this working group is to establish a consistent and transparent discipline and misconduct process that improves working conditions for frontline staff, effectively manages inmate behaviour, ensures procedural fairness for inmates and preserves the safety and security of the institution. The working group has and will continue address several frontline and stakeholder concerns, as well as create a foundation to comply with identified legal risk (i.e. lack of independent oversight for inmates in disciplinary segregation conditions). This will be achieved through: • Improving the D&M process with clear categorizations of misconduct and criteria; • Increasing transparency and data integrity, along with the automation of tracking and reporting inmate misconducts;	The D&M modernization working group has broken down their key deliverables into two phases. Phase one work was anticipated to be completed in 2020/21 before COVID-19. • Updated Discipline and Misconduct policy to include: categorized misconducts based on severity, degree of institutional discretion in the inmate misconduct process, disciplinary measures available for each misconduct category, simplified paperwork and reduced administrative burden, streamlined and clear adjudication and appeal timelines and process; • Implement training on new D&M policy and procedures; • Improve communication of adjudication outcomes to frontline staff members involved in a misconduct; • Improve communication of adjudication outcomes to frontline staff members involved in a misconduct Work on this phase has almost stopped as the critical piece of engagement with the frontline staff cannot be completed at this time. All the work done to date needs to be validated with

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	• Incorporating alternative strategies for managing inmate behavior; and • Exploring potential regulatory amendments to mandate prompt and independent oversight of disciplinary segregation and exploring other potential amendments to reduce legal risk associated with the D&M process Progress in 2020 includes the development of a draft conceptual model to consider how to determine the severity of a misconduct and use consistent processes. Supporting this model, a draft Human Rights and Health Care Guidance document was developed to explore alternative considerations when adjudicating misconducts for specific inmate populations. Research and jurisdictional scans on related policies from other Canadian jurisdictions have been completed to support the work moving forward. Mapping the D&M process is underway, to inform future working group discussions.	the original sample groups comprised of frontline staff (correctional officers and sergeants) who are occupied providing essential service right now. Phase two work was anticipated to be completed on 2021/22 before COVID-19 pandemic: • Improve trend analysis through business intelligence reporting and consider utilization of existing technology (DCAMR and OTIS); • Align with Jahn consent Order, Anti-Racism Data Standards (ARDS) and other reporting requirements through improved tracking and reporting; • Explore oversight models for the D&M process based on identified legal risk, due to a lack of independent and prompt reviews of inmates in disciplinary segregation conditions.
17. To manage and mitigate the impacts of absenteeism we recommend that: • Superintendents in all institutions regularly	The ministry will be implementing e-Roster as a province-wide rostering tool to improve scheduling processes across all institutions. As of Spring 2020, e-Roster	Prior to COVID-19, the e-Roster implementation timeline went through to Q1 2021-22. The ministry has temporarily paused implementation given the direct impact at the

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review absenteeism and overtime payments at their respective institutions and act to reduce the occurrence of lockdowns and the need for overtime payments; and • The Ministry of the Solicitor General consider redirecting savings realized from the reductions in overtime payments to increase training for correctional staff	has been implemented at eight of the 24 institutions. In Spring 2020, the ministry received approval for the Employee Time and Attendance (ETA) procurement, a digital solution which will support the work of the ministry's attendance management strategy. Corporate Services Division (CSD) is currently working on establishing the Corrections Attendance Support Management Office (CASMO) which will be responsible for attendance management support within IS with a focus on reducing absenteeism. The mandate of CASMO will be: • improve operational efficiency by assuming the role of absence administration where possible; • accurately record absences; and • effectively reduce the impact of absences through streamlining the collection and management of information through centralization and reduce administrative burden.	site level. Due to this, our initial ministry timeline may be impacted. The CASMO employee attendance support program is anticipated to launch during 2020/21.However, timelines may change due to the COVID pandemic.
18. So that the recruitment and promotion process for	The Ministry of Government and Consumer Services Talent Acquisition	The ministry continues to work on ensuring that consistency and transparency are principles

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management staff is fair and transparent and the best qualified individuals are hired or promoted, we recommend the Ministry of the Solicitor General work with the Talent Acquisition Branch within the Ministry of Government and Consumer Services to: • Review and revise the recruitment process for management staff to include clear and appropriate requirements for qualification and minimum scores to be selected for interview; and • Ensure that hiring panels document decisions made and the rational for such decisions during the recruitment process	Branch (TAB) and Leadership Talent Office (LTO) has worked to refine recruitment approaches for management positions over the past year. The ministry has adopted this approach and continues to work with MGCS to ensure that management positions are hired through qualitative screening and multi-tiered assessment methods to support a more comprehensive and holistic assessment of candidates against the technical and leadership requirements for management positions. Debriefs continue to be available for candidates not selected for interviews. Documentation exists throughout the recruitment process that supports the hiring panel's decision. This includes: selection panel's detailed interview notes, rating method scores, board reports, and relative equality considerations. TAB provides hiring managers with advice and assists managers in designing assessment materials based on the selection criteria.	that are constant throughout the ministry's management hiring practices. Even when informal hiring practices, e.g. Expression of Interest (EOI) are conducted at the institution level, the ministry will work towards ensuring the EOI approach is mirroring the hiring approach developed by MGCS.
19. So that all employees job performances are regularly evaluated, we recommend that all the Ministry of the Solicitor General:	A pilot project across all institutions in Ontario was launched in 2019 to ensure all fixed-term correctional officers received performance evaluations by March 31, 2020. The COVID-19 pandemic has	Following the deadline, results of the initiative will be analyzed to determine what worked well and what needed to be improved. This will inform the planned expansion of the

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• Require performance assessments of all staff to be completed at least annually; • Improve its performance evaluating framework to include measurable employee goals We recommend that superintendents in all institutions ensure the performance assessments are completed for all staff at least annually.	impacted the ability to evaluate the pilot and make improvements before further expansion. The deadline for fixed-term correctional officer performance reviews was extended from March 31, 2020 to June 30, 2020 to account for the COVID-19 outbreak. Compliance with performance plans for management/executive employees is monitored and reported on throughout the fiscal year including reminders to complete plans and providing supports and resources to managers on having performance discussions. Performance plans for management/executives are directly linked to pay for performance and in-range movement compensation increases, and part of the eligibility criteria is having a finalized plan, and compensation (if any) is based on a combination of individual and ministry performance measures. Additionally. management/executive employee performance plans are created, maintained and rated within a dedicated system. Institutional Services internally developed supporting documents for institutional management staff to help guide and inform successful Performance Review Assessment (PRA) completion. The supporting documents included a PRA	correctional officer performance review initiative.

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	commitment guideline and best practices. Both documents highlighted the value and importance of ongoing performance management.	
20. To better allocate staffing resources based on the needs of each correctional institution, we recommend that the Ministry of the Solicitor General: • Improve its staff allocation process to consider factors that impact workload; and • Adjust the staffing levels in each institution to reflect the revised allocation	In July 2018, the ministry began conducting research around staffing needs at institutions and is developing a staffing tool to better inform staffing allocations. The ministry procured the services of a planning team to build a tool intended to provide insights into staffing and infrastructure needs in institutions, with built-in variance to allow for local nuances. This tool was presented to ministry executives in January 2020, and work continues to refine the tool. In addition, the newly created Executive Director Office within IS conducted a review of various data points from institutions across the province in January 2020. The preliminary review included such information as: staffing levels; overtime usage; attendance/WSIB/long-term illness information; and overall budgets among the key data points. Through this exercise, for example, it was identified that TSDC had a need for additional full-time correctional officers. As a result, 50 FXT roll-overs were completed in March 2020, and an additional 50 in May 2020.	The broader information will continue to be reviewed in the interest of both improving gaps immediately, and to build a longer-term strategy. Plan to complete review in Y2 with evaluation in Y3 and implementation in Y5.

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21. To effectively manage operating costs, we recommend that the Ministry of the Solicitor General regularly analyze the reasons for the variations in daily cost per inmate and take the necessary corrective action where cost inefficiencies are identified.	Analysis of the variations in costs of institutions by categories and daily cost per inmate is underway.	This analysis is being incorporated in monthly financial reporting for IS, commencing with the Q2 2020-21 monthly report.
22. So that relevant information is collected and recorded electronically, we recommend that the Ministry of the Solicitor General: • Assess whether existing information technology systems meet the operational needs of correctional institutions; and • Analyze the costs and benefits of various options, and seek the necessary approvals to address gaps identified in the above assessment	The Data Collection Analytics and Management Reform (DCAMR) system is substantially complete and is currently in a sustainment and ongoing enhancement phase. The newly developed inmate tracking application is near complete and plans for province-wide implementation is in the final stages. The IRM system continues to be developed for provide-wide implementation.	The IRM system continues to be developed for province-wide implementation in Q4 2020-21. Digital Health Systems is in the early stages of procuring an Electronic Medical Record (EMR) system. Anticipated implementation and operational date is in Y3.

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23. So that superintendents in all institutions and the Ministry of the Solicitor General have necessary information to evaluate the effectiveness of institutional programs and services, we recommend the Ministry: • Establish goals for its operations of correctional institutions; • Develop measurable indicators both at the institutional and provincial levels, against which it can assess performance against such goals; • Regularly measure and publicly report on its performance against the indictors, targets and goals; and • Take action to improve performance when targets are not met	The ministry has established goals in five key areas: • Safety and security; • Programming and discharge • Health • Staffing • Finance and budget • Placement options The ministry has established a committee to work towards goals and expected outcomes in these five areas.	The ministry has not yet developed indicators in the five key areas and has not yet begun to measure and report on performance. The ministry will not be able to establish targets until the pandemic is over and an appropriate baseline can be set. Advancing this work has been delayed by the pandemic and updated timelines are not yet available.
24. So that the current and future implementations of the direct supervision model achieve the intended benefits of the model, we recommend that the Ministry of the Solicitor	TSDC implemented a local working group to undertake a review of the direct supervision model processes at the institution. A presentation of the findings and strategies was presented to senior	If the recommendations from this work at TSDC are approved, implementation can be undertaken in Q3 2020-21.

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General: • Review the implementation of the direct supervision model in the Toronto South Detention Centre and South West Detention Centre to identify areas where improvements are needed to align with the principles of the model; • Incorporate lessons learned from this review in future implementations; • Develop measurable indicators (for example decrease in violent incidents) and targets against which it can assess the effectiveness of the direct supervision model; and • Regularly assess its performance against the above targets, and take action to improve performance when targets are not met	administration and the Regional Office in March of 2020. This work is scheduled to be presented to the IS Executive Director and ADM in early June.	

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
25. To avoid additional costs from design changes to correctional institutions constructed using the Alternative Financing Procurement method, we recommend that the Ministry of the Solicitor General work with Infrastructure Ontario to ensure that relevant staff from all aspects of the correctional institution's operations and their local union representatives be consulted during the design and construction phase to identify and correct design flaws earlier in the process.	The ministry has established an Infrastructure Investment Project (IIP) transition team to represent correctional operations as part of the initiative that will result in the establishment of two new institutions. Membership of the IIP transition team consists of corporate management and local union representatives. The IIP transition team was established in 2017, and continues to meet on a regular basis to: • Review submissions related to physical design suggestions; • Review staffing and related implications; • Review, develop and advise about the establishment of local practices and procedures including contributing to the creating of Standing Orders and Post Orders for the new institutions; • Contribute to local communications and staff orientation efforts The IIP transition team has been engaging with and continues to work with Infrastructure Ontario (IO), medical services, food services, planning consultations and corrections consultants. These engagements have allowed IIP transition team to inform IO of any design flaws earlier in the new build process.	Proposed virtual engagement with Thunder Bay senior management and union executives targeted for end of Q2 2020-21.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
	In 2020, IIP transition team held 13 meetings related to the Thunder Bay new build to review submissions related to physical design suggestions. Some of these meetings were held with local management and union executives or subject matter experts related to specific areas or services.	
26. To ensure that correctional institutions constructed using the Alternative Financing Procurement method are maintained, where applicable, in accordance with the maintenance agreements, we recommend that the Ministry of the Solicitor General work with Infrastructure Ontario to: • Include clear and measurable performance indictors in the maintenance agreements; • Regularly monitor the private contractor's performance against such indicators; and • Include clear and progressive penalties and deductions if the private contractor	Draft key performance indicator maintenance framework is developed and currently in review (by ministry, IO and other key partners/stakeholders). Once approved, this will be implemented in current builds and incorporated into future new builds. Upon framework implementation, regular scheduled meetings to review performance will occur with ministry, IO and project company to address findings. Clear and progressive penalties and deductions are in place. The ministry continues to work with IO to determine when and how these are applied	Anticipated completion date is Q3 2020-21.

Auditor's Recommendations	Completed undertaking	Outstanding undertaking (including timeline)
partner continually fails to meet service requirements		