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Correctional Service  
Canada

Service correctionnel  
Canada

# MISSION OF THE CORRECTIONAL SERVICE OF CANADA



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1991

Canada

This third edition of the Mission is published by the Correctional Service of Canada under the authority of the Honourable Doug Lewis, Solicitor General of Canada.

For additional copies or further information about this booklet contact:

Creative Services  
The Correctional Service of Canada  
340 Laurier Avenue West  
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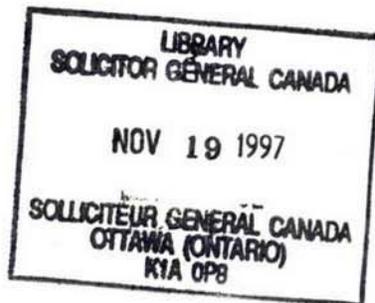
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## **MESSAGE FROM THE SOLICITOR GENERAL OF CANADA**

The Mission of the Correctional Service of Canada is unique in the history of federal corrections in Canada. It is unique because seldom, if ever, has a corrections agency so clearly defined and articulated such a comprehensive and fundamental vision of the future of corrections. It is also unique in that three successive Solicitors General have given the Mission Document their support and endorsement on behalf of the Government of Canada.

As Solicitor General of Canada, I believe this Mission Document offers the foundation and inspiration for the achievement of excellence in federal corrections. The Mission clearly reflects the Service's commitment to its fundamental task of contributing to the protection of society in the firm belief that the most effective way to achieve this is to actively assist and support offenders to become law-abiding citizens.

The mandate of the Correctional Service of Canada is not easy to carry out. The work carried out by corrections staff has a profound impact on people's lives and personal freedoms. The Mission Document provides the basis on which we will be held accountable in the completion of this vitally important work.

I am pleased, therefore, to be the fourth Solicitor General to endorse the Mission of the Correctional Service and to support the principles, values and objectives.



**HON. DOUG LEWIS, P.C. M.P.**  
*Solicitor General of Canada*

## **COMMISSIONER'S INTRODUCTION**

The Mission document outlines the direction in which the Correctional Service of Canada is moving. It defines what, in our professional view, will be good corrections in Canada for many years to come.

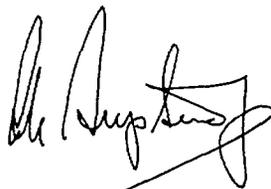
The Mission describes what we believe we can become if we commit ourselves to it. A commitment to the ideas expressed in the Mission will shape our way of doing things. We will hold ourselves accountable — and be held accountable by others — for our actions, based on the Mission.

The Mission is, and will be for a long time, a stable foundation in our organizational life and a constant reminder of the need for improvement.

The Service has enormous potential. Since we contribute to the safeguarding of two of the most precious values of our society, public safety and human freedom, we have a very special obligation to do our utmost to achieve this Mission.

On May 29, 1991, the Honourable Doug Lewis became the fourth Solicitor General to endorse the Correctional Service of Canada's Mission document.

At this time, I want to formally thank everyone who has contributed to the achievement of our Mission. I hope that we will all continue to make it a reality by taking every word of it seriously. By doing so, we will achieve excellence in public service and contribute to a promising future for all of us.



**OLE INGSTRUP**  
*Commissioner*  
*Correctional Service Canada*

## ***MISSION STATEMENT***

***The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.***

### ***CORE VALUE 1***

We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.

### ***CORE VALUE 2***

We recognize that the offender has the potential to live as a law-abiding citizen.

### ***CORE VALUE 3***

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

### ***CORE VALUE 4***

We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.

### ***CORE VALUE 5***

We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General.

## **INTRODUCTION**

The purpose of the Mission document is to provide clear direction to all staff within the Service in carrying out their daily responsibilities. It provides guidance for today, and a focus for meeting the challenges of tomorrow. It may be described as the constitution of the organization.

The Mission document is the framework within which our policies and plans are developed and our decisions are made. It provides the basis upon which we want to be held accountable as an organization and as individuals. Our commitment to the principles enunciated in this document will be demonstrated consistently through our daily actions.

The Mission document describes the goals towards which we are striving. It encourages the development of an environment that is conducive to meeting the needs of people within the organization, and to challenging them to grow and develop professionally in a unified way.

It is important that all individuals in the correctional environment assume responsibility. It is neither possible nor desirable to foresee all the situations in which a decision or an action will be needed or to develop rules that will cover every situation. When such occasions arise, the Mission Document provides guidance on the action to be taken.

Finally, the Mission document assists us in explaining to those outside the Service what we are, what we do, and how we do it.

The Mission document is made up of four components: the Mission Statement, Core Values, Guiding Principles and Strategic Objectives.

Our Mission Statement specifies the business in which the Correctional Service of Canada is engaged. The Core Values outline the basic and enduring ideals of the Service in carrying out its Mission. The Guiding Principles are the statements of the key assumptions which serve to direct us in our daily actions. The Strategic Objectives are those goals the Service must articulate and strive to achieve because they are deemed to be essential in achieving our Mission over the long term. They will serve as a solid basis for the establishment of annual corporate objectives.

## **MISSION STATEMENT**

*The Correctional Service of Canada,  
as part of the criminal justice system,  
contributes to the protection of society  
by actively encouraging and assisting  
offenders to become law-abiding citizens,  
while exercising reasonable, safe,  
secure and humane control.*

## **DISCUSSION**

The legal framework within which the Correctional Service of Canada operates is set out by the Constitution Act, including the Canadian Charter of Rights and Freedoms, the Criminal Code, the Penitentiary Act and Regulations, the Parole Act and Regulations, other legislation and the common law.

Because the special powers conferred on us by law impact on individual liberty and security of the person, we have a specific obligation to treat offenders humanely. It goes beyond our legal obligation to ensure that offenders are properly housed, clothed and fed. It means that we have a responsibility to deal with them fairly, bearing in mind that they retain their rights as members of society, except those that are removed by the fact of their incarceration. It is therefore essential that we make every effort to respect the spirit of the Charter of Rights and Freedoms in all our actions.

As part of the criminal justice system, the Service contributes to the maintenance of a just, peaceful and safe society. We use the word "contribute" in our Mission Statement because we are not alone. In conjunction with our Ministry colleagues, we work with provincial correctional services and parole boards, police, after-care agencies, Crown attorneys and defence counsel, the judiciary and many other agencies and individuals in the community.

Corrections is a complex endeavour, with goals which may differ from (although they will never be in conflict with) those of our partners in the criminal justice system. In stating our role as a contributor, we recognize that our primary goal is the reintegration of offenders, while other components of the criminal justice system may have much broader goals.

If we are to contribute to the broader goals of the criminal justice system, the Service must share knowledge of its operations with its partners and be receptive and responsive to information provided by them.

The Mission Statement clearly directs us to actively encourage and assist offenders in reintegrating as law-abiding citizens, while maintaining the necessary control. Our aim is to assist and encourage to the extent that is possible and to control to the extent that is necessary.

## **MISSION STATEMENT**

*The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.*

## MISSION STATEMENT

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*The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.*

While recognizing that offenders are responsible for their own actions, we must also recognize our responsibility for providing the best possible correctional services.

We must provide programs and opportunities to meet the unique needs of the various types of offenders with whom we deal, to assist them in changing their criminal behaviour and to enhance their potential for successful reintegration with the community. Once released, offenders must continue to be provided with programs, support and supervision. We must actively encourage offenders to benefit from the opportunities provided as we believe that the long-term protection of society cannot be accomplished by incarceration alone. While our obligation ends at warrant expiry, we must also prepare offenders to take advantage of community programs which may provide support beyond the Service's mandate.

We must acknowledge that a minority of offenders will not be returning to the community for many years to come, and that some may never be released. However, all offenders must have opportunities to serve their sentences in a meaningful and dignified manner and our programs must provide for personal growth within the institutional setting.

The second part of our Mission — control — is best assured through positive interaction between staff and offenders, rather than by relying only on static measures of security. The degree of control that we exercise must be reasonable to the situation, safe, secure and humane.

The Service has the obligation to take all reasonable steps to ensure the safety of each offender committed to its care. We must, as well, protect our staff and the general public.

Attaining the right point of balance between the two key elements of our Mission — assistance and control — requires special commitment and understanding by staff at all levels of the Service. The staff of the Service, therefore, is its most important asset.

We can only prove our commitment to the Mission by demonstrating, through our individual actions, that we believe in our values and principles and are committed to achieving our objectives. In order to take our place as a major participant in the criminal justice system, nationally and internationally, we will communicate the challenges we face and our desire to be the best we can be. We will constantly strive to demonstrate our accountability to the public we serve.

**CORE VALUE 1**

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*We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.*

**GUIDING PRINCIPLES**

As we respect the rule of law, we will respect the rights of all individuals — offenders, staff, and all those involved in the correctional process.

All of our dealings with individuals will be open, fair and humane.

We believe that respecting the right of all concerned individuals to be informed participants in the correctional process contributes to the quality of the process and of the decisions made.

We will acknowledge good behaviour and deal constructively and promptly with inappropriate behaviour.

We recognize the value of family and community relationships.

We will accommodate, within the boundaries of the law, the cultural and religious needs of individuals and minority groups, provided the rights of others are not impinged upon.

Problems will be resolved at the lowest level possible.

The disciplinary process, when used, will be fair, timely and equitable.

Offenders, as members of society, retain their rights and privileges except those necessarily removed or restricted by the fact of their incarceration.

**CORE VALUE 1**

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*We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.*

**STRATEGIC OBJECTIVES**

- 1.1 To ensure that offenders are informed participants in the correctional process, we will establish and maintain mechanisms for discussion and cooperation.
- 1.2 To ensure that policies and procedures affecting offenders are communicated in such a way that they can be understood by offenders and are readily accessible to them.
- 1.3 When making significant decisions affecting individual offenders, we will ensure that the offender, unless security considerations clearly make it impossible, is provided with all the relevant information in a timely and meaningful manner and is given an opportunity to be heard.
- 1.4 To provide a safe, secure and clean environment that promotes health and well-being and encourages positive interaction between staff and offenders.
- 1.5 To ensure that placement in general population is the norm and to provide adequate protection, control and programs for offenders who cannot be maintained in the general population.
- 1.6 To provide opportunities for offenders to contribute to the well-being of the community.
- 1.7 To respect the social, cultural and religious differences of individual offenders.
- 1.8 To provide systems whereby serious disciplinary matters and offender grievances are dealt with in a timely manner by decision-makers not directly involved in the matter.
- 1.9 To ensure that involuntary transfers are kept to a minimum.
- 1.10 To ensure that the concerns of victims are taken into account in discharging our responsibilities.

**CORE VALUE 2**

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*We recognize that the offender has the potential to live as a law-abiding citizen.*

**GUIDING PRINCIPLES**

Offenders are responsible for their actions and must bear the responsibility for giving up their criminal behaviour.

We believe that programs and opportunities to assist offenders in developing social and living skills will enhance their potential to become law-abiding citizens. We must ensure that offenders participate in such programs and we will strive to motivate them to contribute to their development.

We believe that offender employment plays a critical role in developing skills and abilities which will serve offenders on release, contributes to the good order and management of institutions, and reflects our society's belief in the value of work.

We believe that offenders should be productively occupied.

Accepting that offenders can best demonstrate their ability to function as law-abiding citizens in the community, we will provide programs, assistance and supervision to support the gradual release of offenders at the earliest time that such release can be safely effected.

We recognize that the establishment and maintenance of positive community and family relationships will normally assist offenders in their reintegration as law-abiding citizens.

The involvement of community organizations, volunteers and outside professionals in program development and delivery will be actively encouraged.

**CORE VALUE 2**

*We recognize that the offender has the potential to live as a law-abiding citizen.*

**STRATEGIC OBJECTIVES**

- 2.1 To ensure that the needs of individual offenders are identified at admission, and that special attention is given to addressing mental disorders.
- 2.2 To ensure that the special needs of female and native offenders are addressed properly.
- 2.3 To provide programs to assist offenders in meeting their individual needs, in order to enhance their potential for reintegration as law-abiding citizens.
- 2.4 To ensure that offenders are productively occupied and have access to a variety of work and educational opportunities to meet their needs for growth and personal development.
- 2.5 To make available a range of recreation and leisure activities that will encourage offenders to use their free time constructively and develop skills and abilities to assist them on release.
- 2.6 To ensure that program needs are considered when making placement and transfer decisions.
- 2.7 To ensure that the risk presented by the offender is taken into account when making decisions, particularly in matters relating to reduction of security and conditional release.
- 2.8 To ensure the timely preparation of cases for submission to the National Parole Board, consistent with the criteria contained in the decision-making policies of the Board.
- 2.9 To ensure that our dealings with the National Parole Board are open and support achievement of the Board's Mission.
- 2.10 To ensure that the offender, while in the community, is adequately supervised and that any increase in risk is addressed promptly through the use of appropriate means of intervention and assistance.
- 2.11 To ensure that volunteers form an integral part of our program delivery in institutions and the community.
- 2.12 To mobilize community resources to ensure that offenders, upon release, are provided with support and assistance.

## **GUIDING PRINCIPLES**

Because our relationship with offenders is the most critical aspect of our work, we recognize that individuals possessing values consistent with our Mission, effective interpersonal skills, and an understanding of social justice, are essential in accomplishing our Mission.

All staff are correctional staff and are responsible for being active, visible participants in the correctional process and in achieving the objectives of the Service.

We will be sensitive to the staff members' individual needs, interests, capacities, values and aspirations in the workplace.

We believe that staff have a lot to contribute and that they must be able to voice their ideas and concerns, within the Service, without fear.

We lead by example.

We believe that staff involvement and consultation in the development of corporate objectives, policies, plans and priorities is crucial.

We believe that our relationships with unions must be characterized by openness, mutual respect and a desire to resolve problems.

We believe that teamwork is essential to fulfilling our mandate and contributing to the achievement of our Mission.

We believe that all staff training and development activities should be directed to the needs of the individual and the achievement of our Mission.

We respect the need for employment equity achieved through a staff complement that represents a cross-section of Canadian society.

Our organizational structures must facilitate the fulfillment of our Mission, recognize the value of stability and promote the involvement of staff in management processes.

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### **CORE VALUE 3**

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*We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.*

### CORE VALUE 3

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### STRATEGIC OBJECTIVES

- 3.1 To clearly communicate our Mission, values and guiding principles so that each individual can fully contribute to the realization of our objectives.
- 3.2 To develop an environment characterized by relationships among staff that are based on openness, trust and mutual respect.
- 3.3 To encourage initiative, self-direction and acceptance of personal responsibility on the part of all staff for high quality work.
- 3.4 To ensure that staff spend as much time as possible in direct contact with offenders.
- 3.5 To ensure that those few staff who cannot deal with offenders are properly assisted.
- 3.6 To encourage operational experience in corrections among managers at all levels.
- 3.7 To ensure that our staffing practices are based on the merit principle and reflect the importance of hiring and promoting individuals who possess values and abilities consistent with our objectives, and who demonstrate a variety of attributes and skills, with emphasis on maturity, good judgment, effective communication and teamwork.
- 3.8 To provide staff training and development opportunities that are based on achievement of our Mission, develop the full potential of staff members, and emphasize interpersonal skills, leadership, and respect for the unique differences and needs of all offenders.
- 3.9 To promote from within the Service and the Ministry whenever appropriate.
- 3.10 To develop and maintain an effective human resources succession planning system.
- 3.11 To recognize that line supervisors have a critical role to play in achieving our Mission and objectives, and to ensure that they receive the appropriate training and development.

**CORE VALUE 3**

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*We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.*

- 3.12 To delegate authority as closely as possible to the point of impact of the decisions being made, and to strive to resolve problems at the lowest level possible.
- 3.13 To actively support policies of bilingualism and employment equity.
- 3.14 To establish and maintain mechanisms for discussion and cooperation in employer-employee relations.
- 3.15 To ensure that an effective, fair and comprehensive performance appraisal system, based on our Mission, is maintained as an integral part of the human resources management process.
- 3.16 To provide a prompt, effective, fair and objective system of redress for resolution of staff complaints and grievances.
- 3.17 To develop and maintain an effective corporate communications and consultation strategy.

**CORE VALUE 4**

*We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.*

**GUIDING PRINCIPLES**

Respect for the dignity of all individuals, the rights of all members of society, and the potential for human growth and development will form the basis of our participation in national and international corrections.

Recognizing that the Service has a major role to play in the criminal justice system, we believe that we can both benefit from, and contribute to, the development of corrections and overall criminal justice policy.

We recognize that we must actively encourage the gathering, creation, application and dissemination of new knowledge if we are to remain a contributing member of the national and international correctional communities.

**STRATEGIC OBJECTIVES**

- 4.1 To seek out and maintain membership and participation in relevant local, provincial, national and international organizations.
- 4.2 To implement international treaties and agreements that will ensure the rights of Canadian and foreign offenders.
- 4.3 To establish and maintain mechanisms for staff exchanges and the sharing of methods, standards, and services.
- 4.4 To identify and encourage individual staff members who have the ability to contribute to our national and international roles and responsibilities.
- 4.5 To encourage and support research and evaluation which will contribute to the continued development of our knowledge and information base.
- 4.6 To dedicate the necessary resources to the creation of opportunities for discussion and information exchange.

**CORE VALUE 5**

*We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General.*

**GUIDING PRINCIPLES**

Our relationships with our colleagues in the Ministry, other components of the criminal justice system, and other parts of Government, will be characterized by openness, integrity and cooperation.

We believe that the provision of relevant and timely information is important in order for the Service to demonstrate its accountability.

We recognize the role of the media in a democratic society and we will work actively and constructively with them in order to demonstrate that we are open and accountable.

We will ensure that appropriate segments of the public are consulted in the development of the Service's key policies.

We will be sensitive to the economic, social and political environment in which we operate.

We will endeavour to be a positive presence in the community and to be a social, cultural and economic asset.

As an agency of the federal Government, we will demonstrate fiscal responsibility by only seeking the necessary resources and using them in the best possible way.

We believe that, through a sense of history and a desire to learn from past experiences, we can shape our future and strive for excellence in achieving our Mission.

**CORE VALUE 5**

*We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General.*

**STRATEGIC OBJECTIVES**

- 5.1 To develop our policies with a recognition of the need to demonstrate accountability.
- 5.2 To link our values, objectives, program delivery, organizational structure and resource management within a framework of strategic policy and accountability.
- 5.3 To be partners with agencies within the Ministry in the development of common and consistent policies and plans for the management of offenders.
- 5.4 To foster good relationships with other components of the criminal justice system, including police, and to ensure they are consulted in the development of key policies.
- 5.5 To ensure that we are open and responsive in all our dealings with the Correctional Investigator.
- 5.6 To enhance public understanding and support of the Service.
- 5.7 To develop and maintain positive relations with the media and to ensure they are provided with timely, accurate and meaningful information on all aspects of our operations.
- 5.8 To secure and utilize resources efficiently and effectively in achieving our objectives.
- 5.9 To make appropriate use of available technology.
- 5.10 To ensure that our actions clearly reflect our responsibility to contribute to a healthy environment.
- 5.11 To pursue our Mission in a way that exemplifies at all times our values and guiding principles so that our integrity is never compromised.

