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**LETTER OF INTEREST
LETTRE D'INTÉRÊT**

Comments - Commentaires

Title - Sujet OMS Modernization Project	
Solicitation No. - N° de l'invitation 21120-206246/A	Date 2020-09-08
Client Reference No. - N° de référence du client 21120-20-3266246	GETS Ref. No. - N° de réf. de SEAG PW-\$\$XL-141-38440
File No. - N° de dossier 141xl.21120-206246	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-10-20	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Miller, Tracey	Buyer Id - Id de l'acheteur 141xl
Telephone No. - N° de téléphone (613) 858-2651 ()	FAX No. - N° de FAX (819) 956-2675
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CORRECTIONAL SERVICE OF CANADA 340 LAURIER AVE W. OTTAWA Ontario K1A0P9 Canada	

Instructions: See Herein

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**Request for Information regarding
OFFENDER MANAGEMENT SYSTEM
FOR
CORRECTIONAL SERVICE OF CANADA**

Table of Contents

1) BACKGROUND AND PURPOSE OF THIS REQUEST FOR INFORMATION (RFI)2

2) INDUSTRY DAY INFORMATION3

3) NATURE OF REQUEST FOR INFORMATION3

4) NATURE AND FORMAT OF RESPONSES REQUESTED4

5) RESPONSE COSTS.....4

6) TREATMENT OF RESPONSES4

7) CONTENTS OF THIS RFI.....5

8) FORMAT OF RESPONSES5

9) ENQUIRIES.....6

10) SUBMISSION OF RESPONSES6

1) Background and Purpose of this Request for Information (RFI)

The Correctional Service of Canada (CSC) is the federal government agency responsible for administering sentences of a term of two years or more, as imposed by the court. CSC is responsible for managing institutions of various security levels and supervising offenders under conditional release in the community.

The *Corrections and Conditional Release Act (CCRA)* requires CSC to develop, implement and monitor correctional policies, programs and practices, health care services, and to provide services to victims of crime. CSC strives to achieve administrative efficiencies through streamlining its operations and program delivery.

CSC operates under three levels of management: National, Regional, and Institutional/District. National Headquarters is based in Ottawa, Ontario and is responsible for overall planning and policy development for the Service. Five Regional Headquarters provide management and administrative support to CSC's programs and services which are implemented at the Institutional/District level. CSC currently employs approximately 18,000 staff members across the country.

CSC has a presence from coast to coast, in large urban centres with increasingly diverse populations, to more remote communities across the North. Overall, CSC is responsible for the management of 43 institutions (6 maximum security, 9 medium security, 5 minimum security, 12 multilevel security, and 11 clustered institutions), 92 parole offices and sub-parole offices, and 14 community correctional centres. CSC is also responsible for managing four healing lodges (included in the 43 institutions) and works in partnership with Indigenous communities to support the reintegration of Indigenous offenders. On a typical day during 2017-18, CSC was responsible for 23 060 offenders, 14 015 of whom were in federal custody (including temporary detainees) and 9 045 who were supervised in the community.

CSC works closely with its criminal justice partners such as the Parole Board of Canada (PBC; formerly known as the National Parole Board), Police and Provincial Correctional agencies and Non-Governmental Organizations (NGOs). Sharing offender-related information amongst this group is critical and CSC is always endeavouring to improve the exchange of information with its partners.

The Offender Management System (OMS) is CSC's mission critical system, used to manage information about offenders under its care and ensure their safe reintegration into society. Besides being utilized directly by its partner, the PBC, CSC also distributes offender information

electronically to other stakeholders system such as the Royal Canadian Mounted Police (RCMP), Immigration, Refugees and Citizenship Canada, Employment and Social Development Canada, etc. As of June, 2017, CSC had approximately 15,000 OMS user accounts which included 14,000 CSC internal and 1,000 external users. It is estimated that there are approximately 500-600 concurrent users by region at peak times.

OMS was conceived by CSC and implemented in increments between 1991 and 1993. When implemented, it performed basic management of offender case files from sentencing through to warrant expiry and supported approximately 900 internal users. Post 1993, additional modules were added to OMS, increasing the scope to include most of the business processes of the time. By 1999, OMS had grown to support a user population ten times its originally envisaged size. In 2002, CSC began the Offender Management System Renewal (OMSR) project to update OMS in order to provide enhanced technology to support and improve information sharing between criminal justice partners. The renewal project was a technical migration of the OMS database to a more user-friendly interface with improved functionality. In addition to the migration, updates were made to several OMS modules as well as the development of new modules.

CSC went through a review process (2015) whose findings identified the need for a modernized Offender Management System (OMS) to better focus on the priority of offender case management. Today, OMS is a system that requires investment in order to enable transformation of the business processes throughout all aspects of managing offenders. This investment will allow the Service to better store, retrieve and manage offender data, improve business processes, and ultimately the programming and policies to more effectively manage offenders and support their reintegration into society. Ensuring OMS meets the organization's business needs is critical since OMS plays a key role in the daily operations of CSC and its partners, in addition to being instrumental in the medium and long-term planning activities. By providing accurate, timely, and secure information about offenders, OMS assists in ensuring CSC fulfils its mandate.

2) Industry Day Information

Please note that a virtual Industry Day will be hosted by Public Services and Procurement Canada (PSPC) and the Correctional Service of Canada (CSC) on October 1, 2020 at 1:00 PM (EDT) via video conference. If you would like to participate in Industry Day, please contact Evonne.Dale@tpsgc-pwgsc.gc.ca prior to September 23, 2020.

You are also invited to submit written questions you might have regarding the current RFI by contacting Evonne.Dale@tpsgc-pwgsc.gc.ca prior to September 30, 2020. Where possible, PSPC

and CSC will address questions submitted in advance during the Industry Day presentations. Written responses to the questions will be provided following Industry Day.

3) Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. As a result, potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

4) Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses.

5) Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

6) Treatment of Responses

- a) **Use of Responses:** Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, in its discretion, review responses received after the RFI closing date.
- b) **Review Team:** A review team composed of representatives of the client (where applicable) and PSPC will review the responses. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

- c) **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the *Access to Information Act*.
- d) **Follow-up Activity:** Canada may meet with each respondent upon request. Following the closing date, the Contracting Authority may follow up individually with all respondents who indicate in their responses that they wish to meet with Canada.

7) Contents of this RFI

- a) This document remains a work in progress and respondents should not assume that new clauses or requirements will not be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised. Comments regarding any aspect of the draft document are welcome.
- b) This RFI also contains specific questions addressed to the industry.

8) Format of Responses

- a) **Format:** Respondents are requested to submit one soft copy of their response in PDF format.
- b) **Cover Page:** If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the solicitation number, the volume number and the full legal name of the respondent.
- c) **Title Page:** The first page of each volume of the response, after the cover page, should be the title page, which should contain:
 - i) the title of the respondent's response and the volume number;
 - ii) the name and address of the respondent;
 - iii) the name, address and telephone number of the respondent's contact;
 - iv) the date; and
 - v) the RFI number.
- d) **Numbering System:** Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.

9) Enquiries

Because this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority: Evonne Dale
E-mail Address: Evonne.Dale@tpsgv-pwgsc.gc.ca
Telephone: (819)-360-3290

10) Submission of Responses

- a) Respondents should send responses electronically via e-mail to the Contracting Authority's address identified herein by the date specified on the front page of the RFI.
- b) All requested information is to be provided to the Contracting Authority on or before the closing date of the RFI.

Annex A

Table of Contents

REQUEST FOR INFORMATION REGARDING	1
TABLE OF CONTENTS.....	1
1) BACKGROUND AND PURPOSE OF THIS REQUEST FOR INFORMATION (RFI)	2
2) NATURE OF REQUEST FOR INFORMATION	3
3) NATURE AND FORMAT OF RESPONSES REQUESTED	4
4) RESPONSE COSTS	4
5) TREATMENT OF RESPONSES	4
6) CONTENTS OF THIS RFI	5
7) FORMAT OF RESPONSES.....	5
8) ENQUIRIES.....	6
9) SUBMISSION OF RESPONSES	6
ANNEX A.....	7
TABLE OF CONTENTS.....	7
1. BACKGROUND AND PURPOSE OF THIS REQUEST FOR INFORMATION (RFI)	13
CORRECTIONAL SERVICE OF CANADA (CSC)	13
CSC PRIORITIES.....	13
OFFENDER MANAGEMENT SYSTEM (OMS)	14
PURPOSE OF THE RFI	14
CONTENTS OF REQUEST FOR INFORMATION	15
2. BUSINESS CAPABILITIES.....	16
3. TECHNICAL CAPABILITIES.....	21
4. SCOPE OF SERVICES.....	24
5. CORPORATE & SOLUTION REQUIREMENTS	26
ANNEX A - PROJECT SUMMARY	31
OBJECTIVES AND BUSINESS OUTCOMES.....	32

<i>Increased efficiency</i>	32
<i>Improved effectiveness</i>	32
<i>Enhanced flexibility</i>	33
PROJECT OBJECTIVES	33
GUIDING PRINCIPLES	33
ANNEX B – BUSINESS CAPABILITIES	36
CAPABILITY 1: BACKGROUND INFORMATION AND CONSIDERATIONS MANAGEMENT	36
<i>Current State</i>	36
<i>Problem/Opportunity Statement</i>	37
<i>Desired Business Outcome</i>	37
<i>Future State</i>	37
<i>Business Requirements</i>	37
<i>Sources</i>	39
CAPABILITY 2: PERSONAL PROPERTY MANAGEMENT	40
<i>Current State</i>	40
<i>Problem/Opportunity Statement</i>	40
<i>Desired Business Outcome</i>	40
<i>Future State</i>	40
<i>Business Requirements</i>	41
CAPABILITY 3: OFFENDER SENTENCE MANAGEMENT	41
<i>Current State</i>	41
<i>Problem/Opportunity Statement</i>	42
<i>Desired Business Outcome</i>	42
<i>Future State</i>	43
<i>Business Requirements</i>	43
<i>Sources</i>	46
CAPABILITY 4: OFFENDER ASSESSMENT MANAGEMENT	46
<i>Current State</i>	46
<i>Problem/Opportunity Statement</i>	47

<i>Desired Business Outcome</i>	47
<i>Future State</i>	48
<i>Business Requirements</i>	48
<i>Sources</i>	51
CAPABILITY 5: OFFENDER PLACEMENT AND TRANSFER MANAGEMENT	52
<i>Current State</i>	52
<i>Problem/Opportunity Statement</i>	53
<i>Desired Business Outcome</i>	54
<i>Future State</i>	54
<i>Business Requirements</i>	54
<i>Sources</i>	57
CAPABILITY 6: INTERVENTIONS AND SERVICE MANAGEMENT	58
<i>Current State</i>	58
<i>Problem/Opportunity Statement</i>	58
<i>Desired Business Outcome</i>	58
<i>Future State</i>	59
<i>Business Requirements</i>	59
<i>Sources</i>	62
CAPABILITY 7: CASE DOCUMENTATION	63
<i>Current State</i>	63
<i>Problem/Opportunity Statement</i>	63
<i>Desired Business Outcome</i>	64
<i>Future State</i>	64
<i>Business Requirements</i>	64
<i>Sources</i>	65
CAPABILITY 8: CASE PLANNING	65
<i>Current State</i>	65
<i>Problem/Opportunity Statement</i>	66
<i>Desired Business Outcome</i>	67

<i>Future State</i>	67
<i>Business Requirements</i>	67
CAPABILITY 9: CONTACT AND VISIT MANAGEMENT	68
<i>Current State</i>	68
<i>Problem/Opportunity Statement</i>	68
<i>Desired Business Outcome</i>	69
<i>Future State</i>	69
<i>Business Requirements</i>	69
CAPABILITY 10: SECURITY AND INTELLIGENCE MANAGEMENT	72
<i>Current State</i>	72
<i>Problem/Opportunity Statement</i>	72
<i>Desired Business Outcome</i>	72
<i>Future State</i>	73
<i>Business Requirements</i>	73
<i>Sources</i>	74
CAPABILITY 11: SEARCH AND SEIZURE MANAGEMENT	75
<i>Current State</i>	75
<i>Problem/Opportunity Statement</i>	77
<i>Desired Business Outcome</i>	77
<i>Future State</i>	78
<i>Business Requirements</i>	78
<i>Sources</i>	79
CAPABILITY 12: INMATE DISCIPLINE MANAGEMENT	80
<i>Current State</i>	80
<i>Problem/Opportunity Statement</i>	81
<i>Desired Business Outcome</i>	81
<i>Future State</i>	81
<i>Business Requirements</i>	81
CAPABILITY 13: OFFENDER GRIEVANCE MANAGEMENT	85

<i>Current State</i>	85
<i>Problem/Opportunity Statement</i>	85
<i>Desired Business Outcome</i>	85
<i>Future State</i>	86
<i>Business Requirements</i>	86
<i>Sources</i>	87
CAPABILITY 14: DECISIONS MANAGEMENT	87
<i>Current State</i>	87
<i>Problem/Opportunity Statement</i>	88
<i>Desired Business Outcome</i>	88
<i>Future State</i>	88
<i>Business Requirements</i>	88
CAPABILITY 15: OFFENDER RELEASE AND ABSENCE MANAGEMENT	90
<i>Current State</i>	90
<i>Problem/Opportunity Statement</i>	92
<i>Desired Business Outcome</i>	92
<i>Future State</i>	92
<i>Business Requirements</i>	92
CAPABILITY 16: OFFENDER COMMUNITY SUPERVISION	94
<i>Current State</i>	94
<i>Problem/Opportunity Statement</i>	95
<i>Desired Business Outcome</i>	95
<i>Future State</i>	96
<i>Business Requirements</i>	96
<i>Sources</i>	99
CAPABILITY 17: PERFORMANCE MANAGEMENT AND REPORTING	99
<i>Current State</i>	99
<i>Problem/Opportunity Statement</i>	100
<i>Desired Business Outcome</i>	100

<i>Future State</i>	100
<i>Business Requirements</i>	100
CAPABILITY 18: VICTIMS SERVICES MANAGEMENT	101
<i>Current State</i>	101
<i>Problem/Opportunity Statement</i>	103
<i>Desired Business Outcome</i>	103
<i>Future State</i>	103
<i>Business Requirements</i>	103
ANNEX C – TECHNICAL CAPABILITIES	106
NON-FUNCTIONAL REQUIREMENTS	106
<i>Current State</i>	106
<i>Problem/Opportunity Statement</i>	106
<i>Desired Business Outcome</i>	107
<i>Future State</i>	107
<i>Non-Functional Requirements</i>	107
<i>Sources</i>	115
ANNEX D – QUESTIONS TO INDUSTRY	116

Offender Management System (OMS) Modernization

Request for Information (RFI)

1. Background and Purpose of this Request for Information (RFI)

Correctional Service of Canada (CSC)

The Correctional Service of Canada (CSC) is a federal government agency within the Public Safety portfolio, which also includes the Royal Canadian Mounted Police (RCMP), the Parole Board of Canada (PBC), the Canada Border Services Agency (CBSA), and the Canadian Security Intelligence Service (CSIS). CSC is responsible for administering court-imposed sentences of two years or more for offenders, including supervising those under conditional release in the community. The federal institutions are grouped into five regions (Atlantic, Quebec, Ontario, Prairies and Pacific) and managed by a regional office (Regional Headquarters - RHQ), which reports to the National Headquarters (NHQ).

CSC is responsible nationally for the management of 43 institutions (6 maximum security, 9 medium security, 5 minimum security, 12 multilevel security, and 11 clustered institutions), 92 parole offices and sub-parole offices, and 14 community correctional centres. CSC is also responsible for managing four healing lodges (included in the 43 institutions) and works in partnership with Indigenous communities to support the reintegration of Indigenous offenders. On a typical day during 2017–18, CSC was responsible for 23 060 offenders, of which 14 015 were in custody in federal institutions (including temporary detainees) and 9 045 were supervised in the community.

CSC Priorities

In response to requirements to manage a changing offender profile and to contribute to public safety, CSC is currently focused on the following strategic priorities:

- Safety and security of members of the public, victims, staff and offenders in our institutions and in the community;
- Mental health needs of offenders addressed through timely assessment, effective management and appropriate intervention, relevant staff training and rigorous oversight;
- Effective, culturally appropriate interventions for First Nations, Métis and Inuit offenders;

- Safe management of eligible offenders during their transition from the institution to the community, and while on supervision; and
- Productive relationships with diverse partners, stakeholders, victims' groups, and others involved in public safety.

Offender Management System (OMS)

The Offender Management System (OMS) is CSC's current suite of mission critical systems used to manage offenders under its care and ensure their reintegration into society while ensuring the safety of Canadians. Besides being utilized directly by its partner, the Parole Board of Canada, CSC also uses OMS to share offender information electronically with other stakeholders such as Canadian Police Information Centre (CPIC), Passport Canada, and InfoPol. As of June 2017, CSC had approximately 15,000 OMS user accounts that included 14,000 CSC internal users and 1,000 external users. CSC estimates that there are between 500-600 concurrent users at peak times. The System holds information about approximately 100,000 past and current offenders.

Purpose of the RFI

CSC is seeking guidance to leverage available software subscriptions, products and technologies to transform key business capabilities and to modernize its correctional business processes and its suite of mission critical systems. Through this RFI, CSC wishes to understand the interest, expertise, and capacity of respondents to support its transformation.

The purpose of this RFI is to:

- Inform industry of CSC's requirement for a modernized offender management system;
- Seek feedback on industry best practices relating to the business capabilities described in Annex B;
- Seek feedback from industry on the envisioned scope, requirements and approach to implementation;
- Provide industry with an opportunity to offer suggestions regarding potential alternative solutions that would meet the CSC OMS requirements;
- Provide industry with an opportunity to comment on whether the CSC OMS requirements and specifications can be delivered at a reasonable cost, and if not, make suggestions for improvements;
- Share the proposed procurement approach; and

- Invite industry to provide feedback, concerns and/or recommendations prior to finalizing the procurement approach and Request for Proposal (RFP).

Respondents are advised that should any subsequent bid solicitation related to this RFI result in a contract award, suppliers must follow Government of Canada (GC) and CSC security requirements. Specifically, all suppliers will be required to hold a valid GC Clearance at a minimum level of SECRET, with approved Document Safeguarding at the level of SECRET.

Please reference the following links for further information on Government of Canada security requirements:

- GC Standard on Security Screening: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28115>
- GC Buy & Sell: <https://buyandsell.gc.ca/for-government>

CSC may, at its discretion, contact any respondent to follow up with additional questions or to clarify any aspect of a response. CSC may also, at its discretion, schedule a post-submission meeting with any respondent.

The intent of these meetings will be to provide an opportunity for a discussion between CSC, the Contracting Authority and the respondent concerning the feedback, suggestions or alternative approaches set out in their Response to this RFI.

Contents of Request for Information

The information contained in this document remains a work in progress. Additional requirements may be added in any future bid solicitation that may be published. Existing requirements may be deleted or revised, based on responses received. Comments regarding any aspect of the documents are welcome.

2. Business Capabilities

CSC has developed a business capability model linked to the core outcomes for OMS Modernization and aligned to all business process domains that must be addressed by the OMS. Each capability is associated with a detailed set of business processes and sub-processes, some of which represent potential improvements to the way business can be delivered; for many capabilities, CSC has initiated the development of detailed business requirements and process models to support solution development and/or configuration.

The following table lists the business capabilities that constitute the functional scope for the project:

Capability	Description
1. Offender Background Information and Considerations	<ul style="list-style-type: none"> ➤ Covers all the background information that CSC is legislatively required to collect on offenders from sentencing through to criminal sentence end date.
2. Personal Property	<ul style="list-style-type: none"> ➤ The management of the admission and discharge of offender personal property including the limits on different types of offender property, as well as any exceptions for each type of property, authorizing and tracking property. ➤ Also encompasses the management of hobby craft, security, claims, purchases and financial approval. As well as different property limits for male and female offenders and limits determined by security level and exceptions to these limits (i.e. quantity of items, type of items, value of items, item storage limits).
3. Offender Sentence Management	<ul style="list-style-type: none"> ➤ Sentence management processes include collecting, analyzing and researching information to structure, amend and maintain the sentence timeline to ensure every offender's admission to or release from CSC is in

Capability	Description
	<p>accordance with Canadian law.</p> <ul style="list-style-type: none"> ➤ Ability to review and analyze court-imposed sentences and other related information such as long-term supervision orders, prohibition orders, sex offender registry orders, Extradition, and Deportation. ➤ Documentation includes court orders, sentencing transcripts, warrants of committal, Parole Board of Canada (PBC) decisions, departmentally issued warrants, and internationally issued documentation (where applicable).
4. Offender Assessments	<ul style="list-style-type: none"> ➤ Includes preliminary assessments and post-sentence community assessments as well as supplementary assessment tools (i.e. mental health screening and assessment, psychological/psychiatric risk assessment report, substance abuse assessment (CASA), offender’s educational summary, employment assessment at intake, family violence risk assessment (FVRA), sex offender assessment, Elder review). ➤ Results assist in decision-making and program referrals.
5. Offender Placements and Transfers	<ul style="list-style-type: none"> ➤ Captures when and why offenders can move from one area to another and includes the approval and monitoring of these movements.
6. Interventions and Services	<ul style="list-style-type: none"> ➤ Includes applicable assessments, planning and interventions available for offenders, in institutions and in the community including Programs, Education, Employment as well as Program Assignment and Pay, Social Programs, Offender Library and Chaplaincy.

Capability	Description
	<ul style="list-style-type: none"> ➤ Interventions specific to women, ethno-cultural, and Indigenous offender populations are also integrated.
7. Case Documentation	<ul style="list-style-type: none"> ➤ CSC requires that all meaningful interactions and observations regarding offenders' actions and behaviours be documented in the Offender Management System.
8. Case Planning	<ul style="list-style-type: none"> ➤ CSC creates a unique correctional plan for each offender entering the system. A correctional plan is created during the intake process and is updated based on offender progress and changes to the assessed level of risk.
9. Offender Contacts and Visits	<ul style="list-style-type: none"> ➤ Information on visits (video and in-person) and contacts, including private family visits, offender phone calls and inmate mail.
10. Security and Intelligence	<ul style="list-style-type: none"> ➤ Information surrounding intelligence gathering, operations, and analysis including drug strategy, urinalysis, and search & seizure.
11. Search and Seizure	<ul style="list-style-type: none"> ➤ The process by which CSC conducts, documents, and tracks searches to seize contraband and unauthorized items.
12. Inmate Discipline	<ul style="list-style-type: none"> ➤ The process used to encourage inmates to conduct themselves in a manner that promotes the good order of the penitentiary, through a process that contributes to the offenders' rehabilitation and successful reintegration into the community.

Capability	Description
13. Offender Grievance Management	<ul style="list-style-type: none"> ➤ The offender grievance process is a legislative requirement of the <i>Corrections and Conditional Release Act</i>. The process allows offenders to raise concerns about conditions or events in the institution or the community if they believe their rights have been, or are being, violated. The intent is to resolve these issues at the lowest possible level.
14. Decisions	<ul style="list-style-type: none"> ➤ Includes documentation of assessments, recommendations and correctional decision-making of various types such as release, transfers, security classification and detention referrals. Decisions are made with consideration for an offender’s history, risk assessment, progress in reducing risk as aligned to their correctional plan, and law applicable to the situation.
15. Offender Absences and Releases	<ul style="list-style-type: none"> ➤ Includes all activities and services pertaining to temporary absences of offenders from CSC institutions and the release of offenders into the community. ➤ Temporary absences may be escorted or unescorted and may occur for medical or administrative reasons, community service, contact with family, parental responsibilities, personal development or compassionate reasons. ➤ Release types include conditional release, statutory release and work release.
16. Offender Community Supervision	<ul style="list-style-type: none"> ➤ The management of supervision tasks that occur in the community when an offender is released from an institution. This includes the management of offenders on conditional release, release at warrant expiry, temporary

Capability	Description
	<p>absences, statutory release and long-term supervision.</p> <ul style="list-style-type: none"> ➤ Activities and services in this area include accommodation options, community health services, and the establishment of community partnerships.
<p>17. Performance Measurement and Reporting (PM&R)</p>	<ul style="list-style-type: none"> ➤ The collection and reporting of performance data and proceeding analysis, trends and interconnectivities. ➤ PM&R is important for CSC to evaluate its effectiveness and adherence to national standards, to maintain integrity, and in determining patterns, as well as to monitor and improve its performance.
<p>18. Victims Services</p>	<ul style="list-style-type: none"> ➤ Includes all activities and services provided to victims of federal offenders. ➤ Registered victims are entitled to receive certain information about the offender(s) who harmed them but must request this information from CSC or the Parole Board of Canada (PBC). ➤ Victim-related activities and services include receipt and review of registration requests, the sharing of offender information, updates and notifications, the receipt of victim statements and requests to observe parole hearings, and the management of incoming and outgoing correspondence.

A more detailed description of each capability, the legislative background, and the high-level business requirements are included as Annex B – Business Capabilities attached to this document.

3. Technical Capabilities

From a technical perspective, CSC envisions a new OMS application built on modern architecture that includes:

- A cloud-based architecture that enables and supports security controls up to a Protected B standard;
- A design pattern with loosely coupled modules to support staggered deployment and implementation;
- A library of Application Programming Interfaces (APIs) that are available to external systems as well as the ability to consume web-services hosted by CSC to enable integration and data exchange with existing applications and enable CSC to retain ownership of all data in the solution, including master data, transactional data, and metadata;
- Redundancy to provide a highly available application;
- Support of Canada’s two official languages (English and French);
- Alignment to TBS standards for Accessibility;
- More accurate, timely and reliable data sharing with criminal justice partners at the federal, provincial/territorial and municipal levels; and
- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders.

To support this vision, CSC has identified a number of important technical capabilities:

Capability	Description
1. Technical & Application Architecture	➤ Focuses on requirements for the system and application landscapes, including, but not limited to, environment requirements, design patterns, use of APIs, testing, and capacity.

Capability	Description
2. Security & Privacy	<ul style="list-style-type: none"> ➤ The security and privacy requirements focus on ensuring alignment with the Government of Canada policies and acts around information security, privacy, data protection and residency.
3. Business Continuity	<ul style="list-style-type: none"> ➤ Describes the requirements for mission critical applications and criteria for disaster recovery.
4. Accessibility	<ul style="list-style-type: none"> ➤ Accessibility requirements ensuring alignment with Treasury Board of Canada guidelines and standards.
5. Bilingual Support	<ul style="list-style-type: none"> ➤ Requirements to support Canada’s official languages.
6. Adaptability / Flexibility	<ul style="list-style-type: none"> ➤ Requirements for enhanced flexibility and responsiveness.
7. End-user Computing	<ul style="list-style-type: none"> ➤ Includes information and requirements related to CSC devices and mobile support.
8. Usability	<ul style="list-style-type: none"> ➤ Standards and best practices for user interface / user experience (UI/UX) design, on-line help, and device optimization.
9. Information Management	<ul style="list-style-type: none"> ➤ Life-cycle management, reporting, and record keeping requirements.
10. Data Access	<ul style="list-style-type: none"> ➤ Includes database safeguard information and requirements related to data sharing through Application

Capability	Description
	Programming Interfaces (API) and Extract, Transform, Load (ETL) processes.
11. Account Management & System Administration	➤ Includes role-based access, administrative privileges, and requirements around user authentication.
12. System Monitoring & Alerts	➤ Focuses on requirements to support the operation of business processes.
13. Audits & Logging	<ul style="list-style-type: none"> ➤ Functionality required to log various levels of information and provide secure audit trails. ➤ Detection and logging of security relevant error conditions.
14. Network Requirements	➤ Includes network information and need to support various connection types and speeds.
15. 3rd Party Access and Information Sharing	➤ Enable information sharing with CSC's criminal justice partners.

A more detailed description of each technical capability and high-level requirements are included as Annex C – Technical Capabilities.

4. Scope of Services

The scope of the OMS Modernization project consists of the work to plan, manage, design, build, test, deploy, support and operate the solution required to address the business and technical capabilities listed above and realize the project's business outcomes (See Annex B and C).

The scope of services could include the design, build, test, implementation and maintenance of the listed business and technical capabilities, and may also include the associated stakeholder engagement, organization change management and training activities, technology solution capabilities (including impacts to core and legacy systems) and the project management activities required for successful implementation and ongoing support of a modernized system. The business capabilities are to be delivered incrementally and iteratively rather than through a 'big bang' deployment.

CSC expects that the requirements for a majority of the business capabilities will be satisfied through the implementation of existing marketplace solution(s) and the respondent will be responsible for implementing their proposed solution(s). The requirements associated with some business capabilities will preclude the use of existing marketplace solutions. In those cases, the respondent may be responsible for delivering a custom-developed solution for CSC. The respondent will be responsible for integrating marketplace solutions with custom-developed solution(s) or existing CSC applications using Application Programming Interfaces (APIs) and CSC's integration architecture. CSC supports and encourages collaboration amongst vendors where needed to provide CSC with the optimal solution to provide the required business capabilities and technical components.

CSC would like to understand what the marketplace can offer in the following categories (services, solutions, products).

Business Capabilities Implementation - It is expected that the respondent will have overall responsibility for the procured components of the project implementation. The areas of responsibility include the project management, business transformation, planning, analysis, design, development, test, deployment, transition, and change management activities of a specified set of business processes and supporting technologies required for the implementation of the business capabilities.

Operations and Support Services - It is expected that the respondent will propose to manage, support, and potentially operate, the proposed solution on a Service Level Agreement (SLA) basis. It is expected that the respondent's service will include the management, operations and support of all aspects of the procured solution. CSC will make a determination as to whether to accept the respondent's support proposal or to support the solution internally and reserves the right to do the support work internally.

Innovation and Program Management Services - It is expected that the respondent will provide services to, and work collaboratively with, the executive CSC project team and internal and external stakeholders on the overall program management of the solution, including strategic innovation and partner engagement, development of the solution's target operating model, management of the integrated work plan, outcome planning and management, strategic planning and oversight of future phases of the project.

Optional Future Services - It is expected that future services related to the project management, business transformation, planning, analysis, design, development, deployment and change management activities not already covered in the above work streams but within the identified scope of the overall project, may be required. CSC may also initiate a subsequent procurement process for any and all work related to the future phases of the project at its sole discretion.

5. Corporate & Solution Requirements

CSC would like to understand the industry’s ability to meet the following corporate and overall solution requirements:

Criterion ID	Requirement
M1	<p>Respondent Solution Delivery Experience: The respondent must submit two reference projects where services were provided to clients within a corrections environment¹ that meet the following criteria:</p> <ul style="list-style-type: none"> a) The value of the project must be \$20M or greater, including software acquisition, customization, training, data conversion and deployment; b) Each project must involve at least 50% of the business capabilities listed in Annex B; c) One project must have been completed in the past five years and the second project must have been completed in the past eight years; d) Drawing on the reference projects, the Respondent must demonstrate that it has experience working with business owners implementing operational changes and delivering measurable improvements in efficiency, effectiveness and stakeholder satisfaction with its solution, and that each of the reference projects include one or more of the following services: <ul style="list-style-type: none"> i. Business transformation opportunities supported by a new information technology solution; ii. Business process analysis and process modelling, including as is and to be process models; and iii. Business requirements documentation; and e) Using the reference projects, the Respondent must demonstrate that it has

¹ A corrections environment is defined as a facility in which offenders are incarcerated such as provincial or state jails, youth corrections facilities, remand centres, and/or federal correctional facilities.

Criterion ID	Requirement
	<p>experience performing all of the following services, and that each of the reference project includes the following services:</p> <ul style="list-style-type: none"> i. Solution analysis; ii. Solution design; and iii. Solution development. <p>Each of the reference project must also include at least one of the following services:</p> <ul style="list-style-type: none"> i. Data conversion; ii. Project management; iii. Training and organizational change management; iv. System deployment; and v. Post-deployment stabilization support. <p>Respondents must provide the following details:</p> <ul style="list-style-type: none"> ➤ Name of the client organization(s) and contact information; ➤ The project's value; ➤ Start and end dates of the projects; ➤ In 10 pages or less, a description of the nature and scope of the services provided in the reference project to demonstrate the experience and breadth of business capabilities required; and ➤ A reference that can confirm the experience.
M2	<p><u>Respondent Solution Maintenance Experience:</u> The Respondent must submit two reference projects where maintenance and ongoing support services were provided to clients that meet the following criteria:</p> <ul style="list-style-type: none"> a) The maintenance and support services must have been provided for a mission-critical system; b) The maintenance and support services must have had a duration of at least 12

Criterion ID	Requirement
	<p>months prior to the RFI closing date;</p> <ul style="list-style-type: none"> c) Each project must have involved the implementation of at least two maintenance releases; d) Each project must have been implemented to support at least 250 concurrent users; e) The services must have been provided in the five years prior to the RFI closing date; and f) Using the reference projects, the Respondent must demonstrate that it has experience performing all of the following services, and that each of the reference projects include one or more of the following services: <ul style="list-style-type: none"> i. Application management services; ii. Software upgrade implementation; and iii. Platform management services.
M3	<p><u>Solution Architecture:</u> The Respondent must demonstrate that the proposed solution utilizes Service-Oriented Architecture (SOA) standards and approaches and includes a library of documented APIs that are available to allow the proposed solution to retrieve required data from other CSC applications and to allow CSC to retrieve data required for external systems.</p> <ul style="list-style-type: none"> a) The solution must be capable of integrating with APIs provided by CSC to retrieve and/or update offender and other required data from CSC's authoritative datastore and allow CSC to retain ownership of master and transactional data. b) The API library must expose business functionality to allow external information consumption and/or updates. c) All internal and external APIs must protect information through secure authentication methods, preferably using open standards (e.g. OAuth; SAML...).

Criterion ID	Requirement
M4	<p>Security: The Respondent must confirm through their response that the proposed solution is designed and developed to ensure the security of their solution, including implementing information security policies, procedures, and security controls.</p> <p>The Respondent may attest to holding one or more of the industry certifications identified below or recognized equivalent, or may provide a roadmap for certification within two years:</p> <ul style="list-style-type: none"> a) ISO/IEC 27001:2013 Information technology -- Security techniques -- Information security management systems – Requirements; b) ISO/IEC 27017:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services; and c) AICPA SOC 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality. <ul style="list-style-type: none"> i. 7:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services; and ii. AICPA Service Organization Control (SOC) 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality. d) National Institute of Standards and Technology 800-53
M5	<p>Language: The solution must deliver, enable and support functionality in Canada’s official languages (English and Canadian French). All single instances of the application should be able to simultaneously support users operating in either official language (English and Canadian French).</p>
M6	<p>Accessibility: Accessibility and/or adaptive technologies are required in order to meet the needs of the visually and/or physically impaired. The system must follow the Treasury Board of Canada Secretariat’s Standard on Web Accessibility available at the website:</p>

Criterion ID	Requirement
	<ul style="list-style-type: none"><li data-bbox="402 436 1088 472">○ http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601

Annex A - Project Summary

The current Offender Management System (OMS) was custom developed by CSC in 2003 and is based on a legacy Microsoft VB6 platform. The solution has evolved since 2003 to integrate a number of key business functions through a set of discrete extensions and improvements. Its development has been driven, however, by a need to respond to emerging business needs and requirements rather than a strategic, long-term view that considers the evolving legal and policy context, the evolving information technology landscape, and the evolving needs and demands of key stakeholders in offender management. Further, investments in improvements to OMS have been modest, and the design of system has lagged behind important developments in the information solution industry, such as loose coupling of components, the evolution of information and case management tools and practices, shifts to cloud based computing, and the evolution of business intelligence and predictive analytics to support better management decision making.

Offender management operational practices have also been transforming at a rate that is making it difficult and costly for the existing OMS application suite to keep pace. For example, parole officers and other institutional staff manage offenders throughout their sentences, using case management. Case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an offender's comprehensive needs through communication and available resources to promote quality, cost-effective outcomes.² Case management begins once sentencing has taken place, and continues through an offender's stay in an institution and into the community. When an offender has been sentenced, and arrives at the assigned institution, staff gather additional information about the individual and make determinations of risk and needs, to determine their path through the correctional process and create an individualized Correctional Plan. An offender's behaviour is tracked to help assess risks and to enable programming that supports public safety goals.

CSC is also responsible for managing visitations, offender escorts and transfers, and victim services in relation to each offender. Changes to the current solution are costly, take considerable time, and have the potential to reduce performance, impact reliability and negatively impact business critical operations.

² Case management as a business approach for offender management is distinct from case management software, designed to capture an event and then process the event to a final status. Case management software may be able to support offender case management, though that process can be complex.

OMS must be modernized to address a number of key drivers for change, align with CSC's changing business requirements, and to adapt to the evolving nature of offender management.

Objectives and Business Outcomes

By modernizing its Offender Management System and the business processes that the system supports, CSC is targeting the following three outcomes:

- 1 **Increased efficiency** in the delivery of offender management service;
- 2 **Improved effectiveness** in processing and managing offenders; and
- 3 **Enhanced flexibility** to meet evolving legislative needs and the demands of stakeholders.

In preparation for Offender Management System Modernization, CSC has initiated business process reviews, and has drafted more than 100 business process models related to its offender management practices, all based on a high-level process model that captures its overall approach to offender management.

Increased efficiency

A modernized OMS will enable all staff that use the current OMS, or its data, to be more efficient in their roles, and to focus more time on managing and interacting with offenders rather than administrative duties. This implies reducing the time and administrative steps to enter required offender information into the system and reducing the duplication of processes and/or data entry into multiple systems and documents. A modern solution would also enable better scheduling of offender interventions to ensure preparation for earliest release potential, and automate critical offender case management business processes and workflows, for example, by applying business rules to processing steps to automate follow-ups, or by enabling hands-off management of reminders and next steps.

Improved effectiveness

A modernized OMS system will enhance the quality and quantity of the business processes associated with offender management leading to improved effectiveness. For example, the system does not currently enable new processes or workflows to be quickly or easily implemented, tested, and reviewed, even though CSC has conducted business process analysis and can optimize to ensure program integrity, leading to improved effectiveness. Shifts in effectiveness could drive earlier offender reintegration efforts.

To improve effectiveness, in addition to process improvements and enabling staff to spend less time on administrative tasks, CSC needs to increase the accuracy of information about offenders, and improve

referrals and shift schedules for effective, risk-based offender interventions. Such information will increase CSC's overall consistency in offender case management, while improving CSC's ability to reintroduce offenders into society, through better informed considerations of performance, risk and cost that also consider sentencing.

Enhanced flexibility

A modernized OMS solution should also enhance flexibility in addressing the needs of changing legislation and the demands of partners and stakeholders for information sharing. By improving system agility and responsiveness to changes in legislation and policy, and by reducing turnaround time to implement emerging business needs, CSC will improve its ability to be efficient, enhance effectiveness and address the evolving information needs of partners, stakeholders and Canadians. Realizing a flexible, end state architecture for data services that enables the exchange of the right data will ensure that OMS provides the right information to the right people at the right time, and provide consistent reporting on operational details to managers, and of results to Parliament and Canadians.

Project Objectives

CSC's objective for the Offender Management System (OMS) Modernization project is to modernize its offender management system and transform current business processes to improve efficiency and effectiveness.

To achieve the Project's desired outcomes, CSC is looking to implement a flexible, efficient, modern solution based on the following key objectives:

- **Modernize** – Effectively and efficiently design and deliver modern offender management business capabilities and technology components required to realize CSC's long-term vision and deliver the desired benefits and outcomes.
- **Transform** – Define, develop and implement new and more effective business processes and technologies where the opportunity exists for transformation.
- **Innovate** – Build in and enable continuous innovation and improvement in a manner that can adapt to new and emerging technology trends.

Guiding Principles

The project scope, approach, and desired outcomes are based on the following principles:

Transform business capabilities and processes within current legislative boundaries – The Project represents an opportunity to transform business capabilities and processes. CSC and the Respondent

should not simply optimize or recreate current processes, but instead should challenge the status quo, identify transformational opportunities, and propose business process re-engineering where appropriate to deliver additional value to CSC. Given the time and complexity associated with legislative changes, the Project intends to remain within the existing legislative boundaries, but changes to policies, directives, business processes or procedures will all be considered.

Build flexibility into contract(s) – Out of the procurement process, the intent is to establish at least one umbrella contract that will be managed through task authorizations (TAs). No work should be performed without a task authorization approved by the contracting authority. All work within the scope of the contract may be performed through the TA process. However, CSC will reserve the right to perform any and all work in-house or contract the work through other procurement vehicles.

Deliver a Modern Architecture & Platform – The Project must deliver a flexible and adaptable technology environment to replace CSC’s aging Offender Management suite of applications. By leveraging modern architectures and integration techniques as well as emerging technologies, the solution should enable innovation and provide flexibility to accommodate future technical and functional requirements.

Improve Data Management and Analysis – The existing OMS suite of applications capture a great deal of data about an offender; however, much of this is unstructured data captured as document images, freeform text or pictures making it difficult to apply business intelligence or data analytics tools for evidence-based decision making.

Enable Flexibility and Agility in Adapting to Change – The solution must be able to adapt to change and to accommodate requests for change from CSC in a timely manner. To the extent possible, the solution should be driven by configuration rather than customization. CSC anticipates that the types of changes likely to occur within the life of the contract would include:

- Implementation of new legislative or policy requirements impacting the solution or associated business processes;
- Solution integration with new technology solutions provided by CSC, federal and provincial/territorial criminal justice partners or third party service providers;
- Implementation of new information sharing and/or electronic data exchanges with new or existing partners (federal departments, provinces/territories, municipalities or partners outside of government);
- Implementation of new or updated business processes that impact the solution; and
- Integration of the solution with new or updated IT systems or devices.

Continuously Improve – The Respondent must adopt a continuous improvement approach and adapt to change throughout the lifecycle of the Project implementation. It is expected that the Respondent will

identify continuous improvement opportunities and implement agreed upon improvements once approved through the appropriate governance forums.

Annex B – Business Capabilities

Modernizing CSC's Offender Management System requires changes to a wide variety of business capabilities. Many of the business capabilities must support and comply with CSC's legislative responsibilities under the *Correctional and Conditional Release Act* (<https://laws-lois.justice.gc.ca/eng/acts/C-44.6/index.html>). The business capability descriptions, along with the legislative background, and the high-level requirements are as follows:

Capability 1: Background Information and Considerations Management

Corrections and Conditional Release Act context:

23 (1) When a person is sentenced, committed or transferred to penitentiary, the Service shall take all reasonable steps to obtain, as soon as is practicable,

- (a) relevant information about the offence;
- (b) relevant information about the person's personal history, including the person's social, economic, criminal and young offender history;
- (c) any reasons and recommendations relating to the sentencing or committal that are given or made by
 - (i) the court that convicts, sentences or commits the person, and
 - (ii) any court that hears an appeal from the conviction, sentence or committal;
- (d) any reports relevant to the conviction, sentence or committal that are submitted to a court mentioned in subparagraph (c) (i) or (ii); and

any other information relevant to administering the sentence or committal, including existing information from the victim, the victim impact statement and the transcript of any comments made by the sentencing judge regarding parole eligibility.

CSC collects information about an offender immediately after sentencing and throughout their sentence until their criminal sentence end date (Warrant Expiry Date (WED)).

The offender information collected is largely comprised of:

- Static historical data (tombstone data), such as the offender’s personal information (date of birth, sex, gender, etc.), identification (photos, physical features, personal ID/documents, etc.), and criminal history; and,
- Stable and acute information, such as their special needs and concerns (security, suicide, etc.), criminal and gang affiliations and other considerations.

While current information about an offender can change, current processes to re-validate or update key background information after the initial offender intake, are manual, cumbersome, redundant and open to potential human error in data entry. Additionally, important supporting information such as the availability of interventions to support the offender and other offender social history components is not well integrated into the overall process. This leads to reduced effectiveness in sentence planning and a less than optimal ability for specialized case plans to meet the diverse needs of each offender.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Improved timeliness and accuracy of background information, important to case management and planning of offenders that is driven by case specific rules, considerations and factors that influence the reintegration and rehabilitation plan for each offender.

- Establish a process to re-validate or update background information and case specific factors as they arise from a variety of information sources.
- Improve the visibility, processing and timely review of relevant offender case factors in order for Parole Officers to be aware of these factors and be able to more readily integrate them into their analysis, planning, and decision-making in a clear, transparent, and structured manner.

Offender “Tombstone” Data

R1: The proposed solution must enable CSC to capture and manage offender personal information received from court documents, police reports, provincial correctional information, offender interviews, risk assessments and other information gathered by community, case management, sentence management or other staff at the outset of an offender's sentence.

Criminal Profile

R2: The proposed solution must enable CSC to capture and manage historical records of offender offence details received from police reports, court documents and other external sources.

Identification

R3: The proposed solution must enable CSC to create, store, print and issue unique identification (e.g. ID cards) to track and validate offenders and other individuals present in an institution (CSC staff, visitors, contractors, volunteers, students, etc.).

Personal Documents

R4: The proposed solution must enable CSC to capture and manage offender personal identification documents in electronic format.

Physical Features

R5: The proposed solution must enable CSC to capture and maintain information about offender distinct physical features (tattoos, scars, birthmarks, etc.).

Aliases and Nicknames

R6: The proposed solution must enable CSC to capture and manage fabricated names (aliases) used historically by offenders and informal names (nicknames) attributed to offenders by others.

Gender Considerations

R7: The proposed solution must enable CSC to capture and manage gender related information (i.e. strip search requirements for transgender offenders).

Immediate Needs Identification

R8: The proposed solution must enable CSC to capture and maintain offender immediate security (incompatibility with other offenders) and suicide related needs upon arrival at an institution.

Dietary and Religious Accommodation Needs

R9-1: The proposed solution must enable CSC to capture and maintain offender previous historical dietary and religious accommodation needs.

R9-2: The proposed solution must enable CSC to enter and manage offender requests for dietary and religious accommodation needs.

Alerts

R10-1: The proposed solution must enable CSC to capture and maintain alert information and generate notifications pertaining to potential threats and the safety of offenders, staff and the

community.

R10-2: The proposed solution must enable CSC to capture and maintain alert information and generate notifications pertaining to the safe care, custody and control of offenders.

Flags

R11: The proposed solution must enable CSC to create, manage, and activate/deactivate notifications pertaining to administrative and functional areas affecting offender sentences and case status, including the need to review or update offender information.

Needs

R12: The proposed solution must enable CSC to capture and manage offender needs that are likely to require ongoing or long-term attention (often health care or psychologically related).

Security Threat Group (STG)

R13-1: The proposed solution must enable CSC to enter and manage information related to offender STG assessments (gang/criminal affiliations).

R13-2: The proposed solution must enable CSC to maintain historical STG assessment records.

Offender Contacts

R14: The proposed solution must enable CSC to capture and manage offender contacts (people) and their relationship information through the offender's sentence.

Auditor General, 2016, Preparing Indigenous Offenders for Release	3.94 Correctional Service Canada should explore additional tools and processes to assess the security classification of Indigenous offenders, including the development of structured guidance for the consideration of an offender's Indigenous social history. (3.92–3.93)
Auditor General, 2016, Preparing Indigenous Offenders for Release	3.106 Correctional Service Canada should develop structured guidance to support the consideration of Indigenous social history factors in case management decisions. It should then ensure that staff are adequately trained on how to consider Indigenous social history in case management decisions. (3.98–3.105)

Capability 2: Personal Property Management

<p>Conditions and Conditional Release Regulations (CCRR) context:</p> <p>84 The institutional head shall take all reasonable steps to ensure that the personal effects of an offender that are permitted to be taken into and kept in the penitentiary are protected from loss or damage.</p> <p>CSC currently uses a dollar value cap in conjunction with a list of approved items across security levels to frame the structure of the personal property allowance within its Penitentiaries. The current system can capture photos, serial numbers, and the agreed-upon dollar value for all items currently entering CSC.</p>
<p>While CSC's application for offender personal property has the functionality of documenting and capturing photos of the offender's personal effects, not all property is photographed or properly documented in such a fashion as to assist CSC with analyzing claims against the crown. Further compounding this is the paper-based process for providing updates at key transition points such as placement in a structured intervention unit or a transfer, leaving CSC at risk for claims against the crown for stolen or damaged property.</p>
<p>Improvements under this capability will support the outcomes of increased efficiency and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none">• Improved ability to document and update the personal property of offenders.• Improved digitization of the process to support a more timely grievance process for offenders
<p>A more flexible and easy-to-update process for staff as they move the offender's personal property to more effectively discern fact from fiction as it relates to claims against the crown.</p>

Offender Personal Property

R1: The proposed solution must enable CSC to capture and manage itemized details (e.g. photos, unique identifiers) of offender personal property in relation to items either in their possession upon arrival at an institution, received from the community within 30 days of admission, or purchased from the National Supplier Catalogue.

Purchasing Offender Personal Property

R2-1: The proposed solution must enable CSC to capture and manage purchase orders received from offenders to purchase personal items from the National Supplier Catalogue.

R2-2: The proposed solution must enable CSC to review offender purchase orders from security and financial perspectives and to approve or deny purchase orders based on these reviews.

R2-3: The proposed solution must enable CSC to maintain a history of purchase orders submitted by each offender.

R2-4: The proposed solution must enable CSC to capture and maintain a list of all items issued to offenders from purchase orders and the details of each item, such as serial number, tag number, description, etc.

Managing Offender Personal Property

R3-1: The proposed solution must enable CSC to track personal property items kept in offender cells/rooms and in storage within institutions.

R3-2: The proposed solution must enable CSC to capture and manage information pertaining to the movement of offender personal property during offender transfers or releases.

R3-3: The proposed solution must enable CSC to maintain a detailed history of offender personal property items.

Capability 3: Offender Sentence Management

Sentence management is the management and structuring of offender sentences in accordance with the law to administer sentences imposed by the courts. In Canada, the Federal system (called the Correctional Service of Canada (CSC)), is responsible for offenders serving sentence of two years or more.

Sentence management staff review and analyze court-imposed sentences and other related information. They verify that the courts have imposed sentences and orders that comply with the Criminal Code of Canada and other laws. This ensures every offender admission to or release from CSC is in accordance with Canadian law.

The sentence management process includes collecting, analyzing and researching information to structure the sentence length and conditional release eligibility dates. Additional sentences imposed by the court require review and possible revisions to the sentence structure.

- In April 2015, the Sentence Management Business Model evolved, and a caseload approach was adopted. The approach widened the scope of work for Sentence Management Officers from their sites to a regional distribution of cases. The caseload approach introduced a significantly high movement of files between institutions and has created an unforeseen administrative burden on administrative services who are responsible for file transfers.
- In 2019, CSC Internal Audit released a report, which stated that the tested sample produced errors in 2 of 49 high profile offender files reviewed. The Audit recommended that CSC could improve in relation to its administration of sentence calculations by:
 - Enhancing system functionality to better support data input, analysis, and monitoring; and
 - Promoting the development of automated tools to support sentence calculation.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- To calculate sentences within the system to alleviate side of the desk activities.
- To create an effective Bring Forward (BF) system for Sentence Management.
- To make offence codes consistent with the *Criminal Code* and other law, allowing for periodic updates to such codes.
- To capture sentence data easily and effectively.

- A more accurate sentence management capacity with improved flexibility to modernize the sentence management, process quality assurance measures, and support the timely release of offenders to the community.
- A reduction in the manual entry of sentence information and eligibility date calculations through automated system processes.

Appeals to Decisions

R1-1: The proposed solution must enable CSC to capture and manage information about appeal applications received from offenders or the crown in an effort to change sentence decisions previously rendered on offender cases.

R1-2: The proposed solution must enable CSC to capture, track and manage the outcomes of appeal decisions and to increase or decrease offender sentence lengths based on the appeal decisions rendered.

R1-3: The proposed solution must enable CSC to maintain historical records of all offender appeal applications and appeal decisions rendered.

Authorization

R2: The proposed solution must enable CSC to capture and manage authorization information, required for admission of offenders into CSC jurisdiction.

Physical Admission

R3: The proposed solution must enable CSC to capture and manage information pertaining to the physical admission of offenders following authorization into CSC jurisdiction.

Sentence Eligibility Dates

R4-1: The proposed solution must enable CSC to calculate and manage eligibility dates based on sentence information, such as parole and statutory release dates, for consideration and planning of offender release into the community.

R4-2: The proposed solution must enable CSC to perform and validate system automated sentence calculations.

R4-3: The proposed solution must enable CSC to update offender eligibility date timelines/chronology in real-time based on offender sentencing and the changes to sentence dates as event impacts over time.

R4-4: The proposed solution must enable CSC to share sentence eligibility date timelines/chronology information with offenders and with the Parole Board of Canada (PBC).

Convicted Offences

R5: The proposed solution must enable CSC to capture and manage convicted offence and sentence information for offenders.

Court Instructions

R6: The proposed solution must enable CSC to capture and manage court documentation and instructions (the Warrant of Committal) that detail the orders, prohibitions and obligations imposed on the offender by the court.

Court Orders

R7: The proposed solution must enable CSC to capture and manage information related to court orders imposed by the courts.

Offender Escapes / Unlawfully at Large (UAL)

R8-1: The proposed solution must enable CSC to capture and manage information pertaining to attempted and successful offender escapes from institutions or facilities and information about offenders who are unlawfully at large (UAL).

R8-2: The proposed solution must enable CSC to calculate the length of time at large for escaped offenders, determine the resultant impacts to offender sentences and to recalculate sentence lengths and release eligibility dates accordingly.

Offender Extradition to Canada

R9-1: The proposed solution must enable CSC to capture and manage extradition information from institutional and regional levels and from external partners (e.g. police agencies) for offenders from foreign countries who are accused or convicted of crimes in Canada.

R9-2: The proposed solution must enable CSC to create and manage requests for extradition.

R9-3: The proposed solution must enable CSC to send requests for extradition to Public Safety for review and to capture Public Safety decision details.

R9-4: The proposed solution must enable CSC to create and manage extradition packages for submission to the Department of Justice.

R9-5: The proposed solution must enable CSC to capture and manage extradition decisions received from foreign states.

R9-6: The proposed solution must enable CSC to create, manage and report extradition information to support sharing such information with external partners (e.g. Canada Border Services Agency (CBSA), police, etc.).

Deportation

R10-1: The proposed solution must enable CSC to capture and manage information pertaining to the deportation to Canada of offenders sentenced in foreign countries and returned to Canada.

R10-2: The proposed solution must enable CSC to share deportation information with external partners (e.g. Canada Border Services Agency (CBSA), police, etc.).

Voluntary Surrender

R11-1: The proposed solution must enable CSC to capture and manage information pertaining to the repatriation of offenders who voluntarily surrender to custody.

R11-2: The proposed solution must enable CSC to share repatriation information with external partners (e.g. Canada Border Services Agency (CBSA), police, etc.).

Fact Validation

R12: The proposed solution must enable CSC to capture sentence management activities, cross-referenced against legislation, policies and guidelines for validation and quality assurance.

Immigration

R13-1: The proposed solution must enable CSC to capture and manage immigration information for offenders who are not Canadian citizens.

R13-2: The proposed solution must enable CSC to capture and manage the results of citizenship reviews of an offender and share them with CBSA.

R13-3: The proposed solution must enable CSC to provide an offender access to immigration information about that offender.

Obligation

R14: The proposed solution must enable CSC to capture and manage obligations issued by the courts, for example, that require offenders to pay financial compensation or penalties.

Outstanding Charges

R15-1: The proposed solution must enable CSC to capture and manage outstanding charges against offenders that have yet to receive formal disposition from the court.

R15-2: The proposed solution must enable CSC to convert or transfer outstanding charge information into conviction and sentence information for offenders who have been convicted of their charges.

Prohibition

R16: The proposed solution must enable CSC to capture and manage prohibition directives issued by the courts that place restrictions on offenders (e.g. prohibited from driving a vehicle, owning/carrying a firearm, etc.).

Sentence Continuum Reports

R17-1: The proposed solution must enable CSC to build and manage sentence continuum reports that

<p>contain offender sentence information, including incidents or events that impact offender sentences and the calculation of eligibility dates.</p> <p>R17-2: The proposed solution must enable CSC to review sentence continuum reports and capture the outcomes of the reviews.</p> <p>R17-3: The proposed solution must enable CSC to share sentence continuum reports with offenders and the Parole Board of Canada (PBC).</p> <p>Sentence Expiration Type</p> <p>R18: The proposed solution must enable CSC to capture and manage information pertaining to the expiration of offender sentences.</p>	
<p>Internal Audit Sector, 2019, Review of Sentence Management</p>	
<p>Enhancing system functionality to better support data input, analysis, and monitoring; and promoting the development of automated tools to support sentence calculation.</p>	

Capability 4: Offender Assessment Management

<p><i>Corrections and Conditional Release Act (CCRA) context:</i></p> <p>23 (1) When a person is sentenced, committed or transferred to penitentiary, the Service shall take all reasonable steps to obtain, as soon as is practicable,</p> <ul style="list-style-type: none"> (a) relevant information about the offence; (b) relevant information about the person’s personal history, including the person’s social, economic, criminal and young offender history; (c) any reasons and recommendations relating to the sentencing or committal that are given or made by <ul style="list-style-type: none"> (i) the court that convicts, sentences or commits the person, and (ii) any court that hears an appeal from the conviction, sentence or committal; (d) any reports relevant to the conviction, sentence or committal that are submitted to a 	
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court mentioned in subparagraph (c)(i) or (ii); and

- (e) any other information relevant to administering the sentence or committal, including existing information from the victim, the victim impact statement and the transcript of any comments made by the sentencing judge regarding parole eligibility.

28 If a person is or is to be confined in a penitentiary, the Service shall take all reasonable steps to ensure that the penitentiary in which they are confined is one that provides them with an environment that contains only the necessary restrictions, taking into account

(a) the degree and kind of custody and control necessary for

- (i) the safety of the public,
- (ii) the safety of that person and other persons in the penitentiary, and
- (iii) the security of the penitentiary.

CSC collects information about an offender immediately after sentencing and throughout their sentence until their criminal sentence end date (Warrant Expiry Date (WED)). A larger component of the data and information collection is to support the assessments in place to assist with determining the offender's risk and needs.

There is a lack of structured reassessment of an offender's progress post-intake. This creates a process with a great degree of variance based on human biases. In addition, there is a lack of program integrity data to support analysis around the relative contribution of interventions, services, and activities to an offender's successful reintegration into society as a law-abiding citizen.

Improvements under this capability will support business outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Improve the structure of the dynamic risk reassessment process to assist with determining an offender's level of risk and progress towards reintegrating into society.
- Develop program integrity indicator across all programs, interventions, services, and activities to better determine their relative contribution towards reintegration and rehabilitation.

CSC would like a more structured system whereby Parole Officers will have better access to the data they need to complete analysis and differential case planning activities based on the uniqueness of each offender. More information will be structured and placed into appropriate lanes for the aggregation by the Parole Officer.

General High-Level Business Requirements

The following general requirements pertain to all CSC assessments:

R1: The proposed solution must enable CSC to:

- Capture structured (yes/no, scores, checkboxes, etc.) and unstructured (free-text, comments, etc.) assessment data obtained from offender interviews, offender-specific documentation, and staff member notes and comments.
- Perform score calculations and enable staff to determine totals and rating levels based on assessment data.
- Determine offender correctional programming and intervention needs based on assessment data.

Preliminary Assessment

R2: Building on offender background information, the proposed solution must enable CSC to capture and maintain offender data gathered during a preliminary interview with the offender, while in the custody of provincial/territorial authorities and within five days of the offender receiving a federal sentence.

Community Assessment

R3: The proposed solution must enable CSC to request, capture and manage community related information for use in determining offender release plans, international transfers, private family visits and/or for additional offender planning activities.

Post-Sentence Community Assessment

R4-1: The proposed solution must enable CSC to capture and manage information gathered during meetings with offender contacts in the community (e.g. family members, friends, etc.) to discern the nature of the relationship and each contact's ability to provide offender support during the sentence and upon community release.

R4-2: The proposed solution must enable CSC to capture and manage the Post-Sentence Community

Assessment completed by parole officers after conducting meetings with offender contacts.

R4-3: The proposed solution must enable CSC to share some of the information gathered from contacts with offenders.

Staff Safety Assessment

R5-1: The proposed solution must enable CSC to capture and manage community safety assessments used by staff to identify potential risks when meeting or supervising offenders in the community.

R5-2: The proposed solution must enable CSC to review staff safety assessments prior to initiating contact with offenders in the community.

Elder Review

R6: The proposed solution must enable CSC to capture, maintain and share reviews received from Elders and spiritual advisors for those offenders interested in following an Indigenous healing path. Elder reviews are considered in security classification and penitentiary placement decisions in Correctional Plans.

Indigenous Interventions Centres

R7: The proposed solution must enable CSC to identify offenders who satisfy the criteria to identify as Indigenous offenders for participation in the Indigenous Interventions Centres located at seven CSC institutions across the country.

Psychological Case Management Reports

R8-1: The proposed solution must enable CSC to capture and manage psychological and psychiatric information about offenders from various sources including, but not limited to, mental health interventions, offender file reviews and meetings with offenders.

R8-2: The proposed solution must enable CSC to share psychological and psychiatric information with offenders and with external partners.

Custody Rating Scale (CRS)

R9: The proposed solution must enable CSC to capture and maintain offender background information including prior convictions, sentences, outstanding charges, institutional behaviour, health limitations and other metrics to inform the Custody Rating Scale, used to determine the appropriate level of security for penitentiary placement.

Criminal Risk Index (CRI)

R10: The proposed solution must enable CSC to capture and manage offender criminal background information from various sources (court documents, police reports, offender self-reported information of previous convictions, etc.) to inform the Criminal Risk Index, used to inform appropriate intervention levels and correctional plan programming.

Security Reclassification Scale (SRS / SRS-W)

R11-1: The proposed solution must enable CSC to capture and manage offender security related

information, including incidents, correctional plan progress and other metrics to reassess security classification for male (SRS) and female (SRS-W) offenders at regular intervals.

Computerized Assessment of Substance Abuse (CASA / WCASA)

R12: The proposed solution must enable CSC to capture and maintain historical substance abuse information for use in determining the level of severity and dependence to drugs and alcohol for male (CASA) / female (WCASA) offenders and to match offender needs to treatment.

Family Violence Risk Assessment (FVRA) and Spousal Assault Risk Assessment (SARA)

R13-1: The proposed solution must enable CSC to capture and maintain a history of violence or assault involving offender partners for male offenders.

R13-2: The proposed solution must enable CSC to capture and maintain information to help predict the future risk of domestic violence for those male offenders who have a history of violence or assault.

Statistical Information on Recidivism, Revised (SIR-R)

R14: The proposed solution must enable CSC to capture and manage demographic information and criminal history characteristics for male non-Indigenous offenders to estimate the probability of re-offending within three years of release.

Static Factors Assessment (SFA)

R15: The proposed solution must enable CSC to capture and maintain offence information, including offence history, offence types, offence characteristics and victim information, to measure and estimate an offender's risk to re-offend. The SFA results are used throughout an offender's sentence in relation to future assessments and decision-making.

Dynamic Factors Assessment (DFA)

R16: The proposed solution must enable CSC to capture and manage offender criminogenic factors that change over time and which require intervention to mitigate an offender's future risk to re-offend. These factors currently fall within seven categories: substance abuse, personal/emotional orientation, attitude, community functioning, marital/family, employment/education and associates.

Threat Risk Assessment for Security Escort

R17: The proposed solution must enable CSC to capture and manage information regarding the potential risk an offender may pose during a security escort.

Educational Assessments

R18: The proposed solution must enable CSC to capture and manage historical educational and employment data for non-recidivist offenders and for offenders returning to incarceration after being in the community for more than five years.

Learning Disability Assessment

R19: The proposed solution must enable CSC to capture and manage information pertaining to offender learning to help detect learning disabilities and tailor educational and correctional program strategies to the offender’s needs. Learning Disability Assessments are completed on an as-required basis throughout an offender’s sentence.

Employment Assessment

R20: The proposed solution must enable CSC to capture and manage offender employment history, certifications, work attitudes, skills and performance, stability and other metrics for future use when preparing offenders for reintegration into society.

Dynamic Risk Assessment for Offender Reintegration – Community (DRAOR-C)

R21: The proposed solution must enable CSC to capture and manage dynamic risk data gathered during offender interviews for use in offender community supervision, intervention level, and individual offender case planning.

Dynamic Risk Assessment for Offender Reintegration – Institution (DRAOR-I)

R22: The proposed solution must enable CSC to capture and manage dynamic risk and protective factor data gathered during offender interviews for use in individual offender case planning, custody classification, and release preparation.

STATIC-99R Assessment

R23-1: The proposed solution must enable CSC to identify and capture criminal background information of a sexual nature to assist in estimation of sexual recidivism for male sexual offenders.

R23-2: The proposed solution must enable CSC to refer, confirm and manage male sex offenders in sex offender programs and to determine correctional programming intensity levels.

R23-3: The proposed solution must enable CSC to modify sex offender program referrals based on the results of the assessment.

STABLE 2007 Assessment

R24-1: The proposed solution must enable CSC to identify and capture dynamic (changeable) risk factors that are strongly associated with sexual recidivism for male sexual offenders.

R24-2: The proposed solution must enable CSC to address dynamic risk factors for male sexual offenders through correctional programs and interventions.

Auditor General Report #6, Fall 2018

Ensure PO monitor offenders at least as often as standards require and monitor special conditions imposed by the PBC. Need to strengthen compliance monitoring through its existing

	corporate reporting system
Auditor General Report #5 Fall 2017	CSC should find ways to improve the initial security class for women. Overrides should be monitored.
Auditor General Report #3 Fall 2016	CSC should ensure that Indigenous offenders are assessed for a possible reduction in security level following significant events (completion of programs etc.) to support reintegration. CSC should examine the extent that Pathways initiatives and healing lodges contribute to the timely and successful release of Indigenous offenders into the community.
Auditor General Report #6, Spring 2015	CSC should investigate the reasons for the increase in waivers and postponements for parole (especially in the case of low risk offenders) CSC should assess the risks associated with release from medium/maximum security. CSC should clarify which documents are required for the integrity of initial assessment. CSC should strengthen the controls in place to ensure updates to the Correctional Plan.
Evaluation Report Health Services March 2017 - File # 394-2-96	Recommendation. Increase the efficiency of health-related intake assessments processes. Collect data on wait times to access selected specialist services for non-urgent care and implement strategies if wait times exceed Canadian benchmarks.

Capability 5: Offender Placement and Transfer Management

<p><i>Corrections and Conditional Release Act (CCRA) context:</i></p> <p>Criteria for penitentiary selection</p> <p>28 If a person is or is to be confined in a penitentiary, the Service shall take all reasonable steps to</p>
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ensure that the penitentiary in which they are confined is one that provides them with an environment that contains only the necessary restrictions, taking into account

- (a) the degree and kind of custody and control necessary for
 - (i) the safety of the public,
 - (ii) the safety of that person and other persons in the penitentiary, and
 - (iii) the security of the penitentiary;
- (b) accessibility to
 - (i) the person's home community and family,
 - (ii) a compatible cultural environment, and
 - (iii) a compatible linguistic environment; and
- (c) the availability of appropriate programs and services and the person's willingness to participate in those programs.

Transfers

29 The Commissioner may authorize the transfer of a person who is sentenced, transferred or committed to a penitentiary to (a) another penitentiary in accordance with the regulations made under paragraph 96(d), subject to section 28; or (b) a provincial correctional facility or hospital in accordance with an agreement entered into under paragraph 16(1)(a) and any applicable regulations.

CSC manages populations based on their security level, access to programming, and proximity to community supports, among other factors.

Due to the lack of offender correctional plan and program scheduling, there is a lack of structured consideration of the offender's programming needs against their timeline for release. In addition, much of the cell placement within an institution is driven by structured professional judgment. There is an opportunity to use machine learning (or alternatives) to assist with cell placements that may lead to a reduction in some of the 3,000 incidents that occur across CSC penitentiaries per year.

Current administrative processes in place for managing accommodation resources, adequately supporting planning efforts, and identifying gaps and relationships with existing and prospective accommodation providers are inefficient, labour intensive, and insufficient to support intermediate to

long term planning. CSC is in development of an Offender Accommodations Management (OAM) system to effectively and efficiently gather meaningful offender-based accommodation data, including bed utilization, occupancy rates and client/offender profiles in institutions and in the community.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Offender placement and transfers will be informed by offender's access to core programming, increasing the numbers of offenders that complete their programming prior to their Day Parole eligibility.
- Insights into machine learning and cell placements to lower institutional incidents.

An intuitive system whereby a Parole Officer can view the best fit locations (sites and cells) for an offender based on their risk/needs and programming requirements, to expedite their access to core programs while maintaining institutional safety and security.

Voluntary and Involuntary Offender Transfers

R1-1: The proposed solution must enable CSC to capture and manage emergency, intra-regional and inter-regional involuntary offender transfer requests submitted by Parole Officers.

R1-2: The proposed solution must enable CSC to capture and manage intra-regional and inter-regional transfer requests received from offenders.

R1-3: The proposed solution must enable CSC to capture and manage information pertaining to the withdrawal of transfer requests from offenders.

R1-4: The proposed solution must enable CSC to capture and manage recommendations pertaining to the voluntary and involuntary transfer of offenders.

R1-5: The proposed solution must enable CSC to capture and manage decisions rendered regarding the voluntary and involuntary transfer of offenders.

R1-6: The proposed solution must enable CSC to share voluntary and involuntary transfer information, including recommendations and decisions rendered, with offenders.

R1-7: The proposed solution must enable CSC to generate custom reports pertaining to the voluntary and involuntary transfer of offenders.

R1-8: The proposed solution must enable CSC to capture and manage sending and receiving institutional and regional comments/assessments on the suitability/security of an offender's proposed transfer.

R1-9: The proposed solution must enable CSC to capture and manage inter-regional flight details such as approved offenders, sending and receiving airport details, date and time schedules for flight(s), seating assignments, and the security details of offenders.

International Offender Transfers

R2-1: The proposed solution must enable CSC to capture and manage requests from offenders to transfer from Canada to their country of citizenship to serve the remainder of their custodial sentence.

R2-2: The proposed solution must enable CSC to capture and manage requests from offenders to transfer to Canada to serve the remainder of their custodial sentence.

R2-3: The proposed solution must enable CSC to capture and manage information pertaining to the withdrawal of international transfer requests from offenders.

R2-4: The proposed solution must enable CSC to capture and manage information pertaining to offender sentencing in the sentencing country and the administration of sentences in the receiving country.

R2-5: The proposed solution must enable CSC to share international transfer requests with external Canadian partners (e.g. Global Affairs Canada, Canada Border Services Agency (CBSA), airport personnel, etc.) for review and approval.

R2-6: The proposed solution must enable CSC to capture and manage international transfer request review and approval information from external Canadian partners.

R2-7: The proposed solution must enable CSC to capture and manage decisions rendered regarding the international transfer of offenders.

R2-8: The proposed solution must enable CSC to share international transfer requests and relevant offender information and documentation with foreign countries for decision making purposes.

R2-9: The proposed solution must enable CSC to capture and manage decisions made by foreign countries to accept or reject international offender transfer requests.

R2-10: The proposed solution must enable CSC to capture and manage correspondence with foreign countries pertaining to international offender transfers.

R2-11: The proposed solution must enable CSC to generate custom reports pertaining to the international transfer of offenders to and from Canada.

Transfer Warrants

R3-1: The proposed solution must enable CSC to capture and manage transfer warrants required to move offenders between institutions and which provide legal authority to have offenders in the community during transit.

R3-2: The proposed solution must enable CSC to issue, print and/or execute offender transfer warrants.

Offender Movement

R4: The proposed solution must enable CSC to capture, track and manage the movement (departures and arrivals) of offenders at various locations as a result of, but not limited to, temporary absences, work releases, transfer warrants, court orders, etc.

Cell and Bed Inventory

R5-1: The proposed solution must enable CSC to capture and manage cell and bed inventory records for each institution/facility to facilitate offender cell and bed assignment, ensure incompatible offenders are not housed together and to analyze offender populations.

R5-2: The proposed solution must enable CSC to track and report on cell and bed inventory and usage by institution/facility.

Cell and Bed Assignment

R6-1: The proposed solution must enable CSC to capture and manage the assignment of offenders to specific cells and beds upon arrival at federal institutions and cell/bed re-assignment when being relocated.

R6-2: The proposed solution must enable CSC to capture and manage information used to assess offender suitability for double-bunking or shared accommodations with other offenders.

R6-3: The proposed solution must enable CSC to capture and manage decision rendered regarding double-bunking or shared accommodations.

R6-4: The proposed solution must enable CSC to manage temporary cell assignment for offenders until their required security level has been determined.

R6-5: The proposed solution must enable CSC to track and report on offender cell and bed assignment.

Community Accommodations

R7-1: The proposed solution must enable CSC to capture and manage information pertaining to accommodations for offenders on long-term supervision orders (LTSOs) or temporary, conditional, or statutory release in the community. Community accommodations include, but are not limited to, Community Correctional Centres (CCCs), Community Residential Facilities (CRFs), hostels, treatment centres (TCs), private home placements, supervised apartments and satellite apartments.

R7-2: The proposed solution must enable CSC to capture and manage accommodation inventory records for community accommodations to facilitate offender bed utilization and occupancy

rates.

R7-3: The proposed solution must enable CSC to track and report on community accommodation inventory, bed utilization, occupancy rates and other metrics required for efficient accommodations planning.

Offender Tracking/Geo-location and Offender Count

R8-1: The proposed solution must enable CSC to capture and manage information pertaining to counting the number of offenders in an institution, unit, range or other area at any given time in order to ensure all offenders are verified and accounted for.

R8-2: The proposed solution must enable CSC to review and analyze offender count numbers to determine discrepancies.

R8-3: The proposed solution must enable CSC to report on offender count numbers and locations of offenders during counts.

R8-4: The proposed solution must enable CSC to identify, locate and track the movement of offenders in institutions and facilities in real-time using a visual graphical interface.

R8-5: The proposed solution must enable CSC to control and manage offender movement patterns, location access and offender traffic flow in institutions and facilities.

R8-6: The proposed solution must enable CSC to forecast offender movement patterns and behaviours and to respond accordingly based on geo-location data collected.

R8-7: The proposed solution must enable CSC to build and generate custom offender geo-location and movement reports.

Exchange of Services Agreement (ESA) Period

R9: The proposed solution must enable CSC to capture and manage information pertaining to the roles and responsibilities of the Minister of Public Safety and Emergency Preparedness and provincial/territorial governments during periods of temporary detention, transfer and community supervision of offenders.

Threat and Risk Assessment (TRA) for Security Escorts

R10: The proposed solution must enable CSC to capture and manage information pertaining to threats and risks to assess if security escorts are required for offenders who are being moved within institutions or public areas.

Internal Audit January 2013 –
Offender Population

The Regional Deputy Commissioners should ensure that the policies surrounding incompatibles are being followed with

Management	respect to listing incompatibles and cross matching them in OMS. Info sharing needs to be more reliable.
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Capability 6: Interventions and Service Management

<p><i>Corrections and Conditional Release Act</i> context:</p> <p>76 The Service shall provide a range of programs designed to address the needs of offenders and contribute to their successful reintegration into the community.</p> <p>77 Without limiting the generality of section 76, the Service shall:</p> <ul style="list-style-type: none"> (a) provide programs designed particularly to address the needs of female offenders; and (b) consult regularly about programs for female offenders with <ul style="list-style-type: none"> (i) appropriate women’s groups, and (ii) other appropriate persons and groups with expertise on, and experience in working with, female offenders.
<p>All interventions and services are not tracked with the same rigour, affecting CSC’s ability to conduct research on the relative contribution of those interventions and services in reducing recidivism while improving an offender’s successful reintegration. In addition, assessments, referrals, assignment waitlists and scheduling are time intensive and inefficient as the referrals are attached to the site and not the offender. This constitutes an opportunity to modernize the delivery and management of offender programs.</p>
<p>Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none"> • Improved capacity to conduct research on the relative contribution of all the services,

programs, and interventions.

- Improved efficiency and use of resources related to the scheduling of offenders in programs and interventions.

A more dynamic and less resource intensive approach towards the capturing of key program integrity indicators to support CSC's research function, while ensuring that the prioritization, referrals, and scheduling of offenders is less onerous.

Offender Programs

R1: The proposed solution must enable CSC to create, restrict and manage offender program inventory at all site locations.

Program Schedules

R2: The proposed solution must enable CSC to create and manage visually interactive schedules for all offender programs offered at all site locations.

Program Recommendations and Assignment

R3-1: The proposed solution must enable CSC to recommend offenders for, and assign offenders to, programs of varying intensity levels based on their assessed needs.

R3-2: The proposed solution must enable CSC to manage override recommendations to initially identified program needs and provide workflow notifications and electronic approval capabilities.

R3-3: The proposed solution must enable CSC to manage offender program assignments throughout the duration of their sentence.

R3-4: The proposed solution must enable CSC to track and manage offender program participation refusal, assignment suspensions, and attendance levels over program durations.

Program Prioritization

R4: The proposed solution must enable CSC to identify and rank program urgency for offenders and to prioritize program assignment based on day parole eligibility dates, risk to public safety and other criteria.

Offender Personal Targets

R5: The proposed solution must enable CSC to set and manage offender risk factors, program personal targets, skills and ability ratings, and behavioral indicators associated to risk levels.

Pathways

R6: The proposed solution must enable CSC to receive and manage requests from offenders who demonstrate a commitment to follow a traditional Indigenous healing path consistent with Indigenous traditional values and beliefs.

Program Performance Measurement

R7-1: The proposed solution must enable CSC to create and manage program performance tests.

R7-2: The proposed solution must enable CSC to associate program performance tests with scheduled programs to assist in maintaining program integrity and determining patterns within the offender population.

R7-3: The proposed solution must enable CSC to collect and analyze program performance test data to evaluate program effectiveness, adhere to national standards and meet its policy requirement to monitor and evaluate correctional programs.

Program Final Reports

R8-1: The proposed solution must enable CSC to generate and manage final program reports for all offenders in programs, regardless of the program outcome.

R8-2: The proposed solution must enable CSC to share final program reports with offenders and with the Parole Board of Canada (PBC).

Structured Living Environments

R9: The proposed solution must enable CSC to track and manage the admission to and discharge from structured living environments for female offenders with mental health needs.

Certificates and Diplomas

R10-1: The proposed solution must enable CSC to create and manage certificates and diplomas for associated programs and apprenticeships.

R10-2: The proposed solution must enable CSC to issue certificates and diplomas to offenders upon successful completion of an associated program or apprenticeship.

Apprenticeships and Trades

R11: The proposed solution must enable CSC to capture and track offender participation hours in apprenticeship programs as they work towards trade certifications.

Offender Hobby Crafts

R12-1: The proposed solution must enable CSC to capture and manage offender requests to engage in hobby crafts for pleasure during leisure time.

R12-2: The proposed solution must enable CSC to issue and manage hobby craft permits for offenders.

Educational Achievements

R13: The proposed solution must enable CSC to capture and manage successfully completed educational courses and other educational achievements for offenders.

Social Programs

R14: The proposed solution must enable CSC to capture and manage information pertaining to social programs such as, but not limited to, Community Integration Programs, Social Integration Programs for Women, Parenting Skills, etc.

Chaplaincy

R15: The proposed solution must enable CSC to capture and manage information pertaining to religious/spiritual interactions and/or services for offenders.

Offender Employment

R16-1: The proposed solution must enable CSC to capture and manage applications for employment received from offenders.

R16-2: The proposed solution must enable CSC to assess offender job suitability and to approve or deny applications for employment.

R16-3: The proposed solution must enable CSC to conduct and capture the results of work performance evaluations.

Community Employment

R17: The proposed solution must enable CSC to capture and maintain community employment records for conditionally released offenders working in the community.

Offender Pay

R18-1: The proposed solution must enable CSC to monitor and manage attendance levels for various program and employment assignments to determine appropriate pay levels.

R18-2: The proposed solution must enable CSC to determine and manage pay rates for offenders based on their assigned pay levels.

R18-3: The proposed solution must enable CSC to calculate, manage and distribute payments to offenders on work assignments.

R18-4: The proposed solution must enable CSC to adjust offender payments for overtime or special circumstances such as suspension/termination, shutdowns, maternity leave or periods in a structured intervention unit.

Restorative Justice

R19-1: The proposed solution must enable CSC to capture and manage requests for victim-offender mediation (VOM) received from offenders, victims or victim representatives and support people.

<p>R19-2: The proposed solution must enable CSC to record and manage VOM case summary records between victims of crime and the offenders who harmed them.</p> <p>R1-3: The proposed solution must enable CSC to track and report on restorative justice cases.</p> <p>Victim Services</p> <p>R20-1: The proposed solution must enable CSC to capture and manage victim registration requests.</p> <p>R20-2: The proposed solution must enable CSC to notify registered victims of specific offender-related events and provide information about offenders who harmed them.</p> <p>R20-3: The proposed solution must enable CSC to capture and manage letters, documents and other forms of communication received from registered victims and their representatives.</p> <p>R20-4: The proposed solution must enable CSC to share victim information with and receive victim information from the Parole Board of Canada (PBC).</p>	
<p>Auditor General Report #5 Fall 2017</p>	<p>CSC should implement an appropriate tool to assign women offenders to correctional programs in line with the risk to reoffend. CSC needs to ensure that it identifies women offenders who need Medical Health Services (MHS) and provide them the appropriate level of care.</p>
<p>Auditor General Report #3 Fall 2016</p>	<p>CSC should ensure that Indigenous offenders are assessed for a possible reduction in security level following significant events (completion of programs etc.) to support reintegration.</p> <p>CSC should ensure that Indigenous offenders have timely access to Correctional programs (including culturally specific programs) according to their needs.</p> <p>CSC should examine the extent that Pathways initiatives and healing lodges contribute to the timely and successful release of Indigenous offenders into the community.</p>
<p>Auditor General Report #6 Spring 2015</p>	<p>CSC should develop guidelines to prioritize the timely delivery of Correctional Interventions (employment, education) to offenders and structured tools to assess their impact on an offender's progress toward safe integration.</p> <p>CSC should clarify which documents are required for the integrity</p>

	of initial assessment. CSC should strengthen the controls in place to ensure updates to the CP.
Evaluation Report Intensive Intervention Strategy for Women Offenders. March 2011 - File # 394-2-88	Recommendation #1. A more streamlined, systematic data management approach should be implemented. At present, there is no reliable method in place to track offender placement and discharge from the SLEs, including the duration of time between placement in the unit and initiation of program participation (e.g., DBT, PSR).
Evaluation Report Motivation Based Intervention Strategy May 2010	Recommendation #3 In order to demonstrate key correctional results of MBIS, a clear data collection and tracking strategy should be established.

Capability 7: Case Documentation

<p><i>Commissioner’s Directive 710-1 context:</i></p> <p>3. The Parole Officer will: (...) <ul style="list-style-type: none"> b. document all interactions, interventions, observations and assessments. </p> <p>CSC requires that all meaningful interactions and observations regarding offenders’ actions and behaviours be documented in the Offender Management System (OMS).</p> <p>Currently, there are a few areas where this information is entered (case work record, memo to file). This digitized version evolved from paper-based note taking, but currently lacks the data structure needed to assist with analysis, searching, or using the information.</p>
Offender information that is documented in large text blobs, such as case work records and memos to

file, creates 'black holes' in the offenders' progress documentation and does not support any research, evaluation, audits, or structured progress monitoring.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Increase the data structure of offender case documentation to assist with progress monitoring and documentation analysis.
- Streamline the documentation required based on the offender contacts. Scale the information and structure based on the potential return on business value.

A structured and streamlined area to document offender behaviours and interactions that will be easier to digest for progress monitoring updates by Parole Officers.

Offender Case Documentation

R1-1: The proposed solution must enable CSC to access and manage all case documentation on file for each offender in an intuitive and efficient manner.

R1-2: The proposed solution must enable CSC to sort, filter, group, and modify the order or view of offender case documentation to facilitate access to relevant information for staff.

R1-3: The proposed solution must enable CSC to quality review reports with tracking, comments and recommendations capability within the structure of the report.

Offender Case Notes, Memos, and Case Work Records

R2-1: The proposed solution must enable CSC staff to capture and manage daily observations, notes, memos, comments, interactions, events, and other information about offenders in a structured data format.

R2-2: The proposed solution must enable CSC to conduct research, evaluations and generate reports on daily observations, notes, memos, comments, interactions, events, and other information about offenders.

Internal Audit March 2018	Recommendation #3: The Assistant Commissioner, Correctional Operations and Programs and the Assistant Commissioner, Health Services should establish and implement a monitoring and reporting plan for the management of situations that includes developing key performance indicators and information monitoring and reporting requirements.
Auditor General Report #6 spring 2015	<p>CSC should investigate the reasons for the increase in waivers and postponements for parole (especially in the case of low risk offenders) CSC should assess the risks associated with release from medium or maximum-security institutions.</p> <p>CSC should clarify which documents are required for the integrity of initial assessment. CSC should strengthen the controls in place to ensure updates to the Correctional Plan.</p>

Capability 8: Case Planning

<p><i>Corrections and Conditional Release Act</i> context:</p> <p>Correctional Plans</p> <p>Objectives for offender’s behaviour</p> <p>15.1 (1) The institutional head shall cause a correctional plan to be developed in consultation with the offender as soon as practicable after their reception in a penitentiary. The plan is to contain, among others, the following:</p> <ul style="list-style-type: none"> (a) the level of intervention in respect of the offender’s needs; and (b) objectives for <ul style="list-style-type: none"> (i) the offender’s behaviour, including: <ul style="list-style-type: none"> a. to conduct themselves in a manner that demonstrates respect for other

persons and property,

b. to obey penitentiary rules and respect the conditions governing their conditional release, if any,

(ii) their participation in programs, and

(iii) the meeting of their court-ordered obligations, including restitution to victims or child support.

Maintenance of plan

(2) The plan is to be maintained in consultation with the offender in order to ensure that they receive the most effective programs at the appropriate time in their sentence, to rehabilitate them and prepare them for reintegration into the community on release, as a law-abiding citizen.

Progress towards meeting objectives

(3) In making decisions on program selection for — or the transfer or conditional release of — an offender, the Service shall take into account the offender’s progress towards meeting the objectives of their correctional plan.

Incentive measures

15.2 The Commissioner may provide offenders with incentives to encourage them to make progress towards meeting the objectives of their correctional plans.

CSC creates a unique correctional plan for each offender entering the system. The correctional plan is initiated during the intake process, with updates to the plan based on offender progress and changes to the level of risk.

The correctional plan is comprised of several structured indicators (although determined via professional judgement and policy) and a large free text area to develop the correctional plan. Policy provides an overarching structure; however, staff locally have developed templates that they copy and paste into the Offender Management System.

Correctional plans are large text blobs that lack analysis and a tangible, structured, transparent plan for the offender to follow as they look towards reintegration in the community. Progress is challenging to effectively document given that relevant data is not easily accessible and time consuming to gather.

<p>Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none"> Improved structure, analysis, and documentation of an offender’s correctional plan and progress towards getting support from CSC for a discretionary release.
<p>CSC would like a more fluid and intuitive user experience with access to relevant information, updates, and data from the team of individuals supporting an offender’s reintegration into society. In addition, the plan for the offender to effectively reintegrate into society should be easy-to-follow, structured, and allow for easy and transparent progress monitoring, reporting and rating.</p>
<p>Correctional Plan</p> <p>R1-1: The proposed solution must enable CSC to create, review and approve a comprehensive risk management strategy (Correctional Plan) for each offender, including interventions (programs, education and employment) and monitoring techniques required to address the areas associated with each offender’s risk to re-offend.</p> <p>R1-2: The proposed solution must enable CSC to review and manage Correctional Plans as events occur over the course of the offender’s sentence.</p> <p>R1-3: The proposed solution must enable CSC to clearly identify dynamic risk factors, skills and abilities, objectives and/or personal targets, and behavioral indicators, and monitor progress against these factors and indicators in a visual manner. Ratings must be updated in real-time (for example, as interventions are completed, incidents occur, or new sentencing information is obtained) and in accordance with set decision making rules.</p> <p>Offender Case Assignment</p> <p>R2: The proposed solution must enable CSC to assign and manage staff member responsibilities in regard to offenders for the purposes of interacting with, overseeing, administrating and providing comments and recommendations to decision-makers regarding the offender.</p>

Capability 9: Contact and Visit Management

Corrections and Conditional Release Act context:

Living and working conditions

70 The Service shall take all reasonable steps to ensure that penitentiaries, the penitentiary environment, the living and working conditions of offenders and the working conditions of staff members are safe, healthful and free of practices that undermine a person's sense of personal dignity.

Corrections and Conditional Release Act 1992, c. 20, s. 70

Corrections and Conditional Release Act 1995, c. 42, s. 17(F)

Contacts and visits

71 (1) In order to promote relationships between offenders and the community, an offender is entitled to have reasonable contact, including visits and correspondence, with family, friends and other persons from outside the penitentiary, subject to such reasonable limits as are prescribed for protecting the security of the penitentiary or the safety of persons.

Visitors' permitted items

(2) At each penitentiary, a conspicuous notice shall be posted at the visitor control point, listing the items that a visitor may have in possession beyond the visitor control point.

Where visitor has non-permitted item

(3) Where a visitor has in possession, beyond the visitor control point, an item not listed on the notice mentioned in subsection (2) without having previously obtained the permission of a staff member, a staff member may terminate or restrict the visit.

Historically, CSC has allowed for in-person visits, mail, and phone calls between offenders and vetted individuals. More recently, CSC has been piloting the use of video visitation. Uptake for the video visitation service offering has steadily increased and there appears to be a large appetite within the offender population.

Technology is evolving, allowing people to more easily and frequently connect with their friends,

families, and support network from a distance. CSC is piloting video visitation; however, there is a greater opportunity to increase the amount of positive contact an offender has with the community.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Increased amount of contact between offenders and positive community contacts enabled through the use of technology.

- Increased frequency of contact between offenders and their positive community contacts.
- Use of technology to pre-screen visitation requests (e.g. online public-facing portal) for face-to-face offender visits and to facilitate private virtual interactions (e.g. video-conferencing tech, tablets, etc.).

Visitors

R1-1: The proposed solution must enable CSC to capture and manage applications received from potential visitors requesting to meet with offenders, either in person or remotely.

R1-2: The proposed solution must enable CSC to submit visitor applications to, and receive criminal background information from, the RCMP's Canadian Police Information Centre (CPIC).

R1-3: The proposed solution must enable CSC to review and approve or deny applications received from potential visitors.

R1-4: The proposed solution must enable CSC to maintain a history of decisions made to approve or deny visitation for visitors and offenders.

R1-5: The proposed solution must enable CSC to capture and manage visitor information, to associate visitors with the offenders they visit, and to identify visitors as offender "contacts".

R1-6: The proposed solution must enable CSC to suspend and re-instate offender visitation privileges.

Group Visits and Volunteers

R2-1: The proposed solution must enable CSC to capture and manage applications received from potential volunteers requesting to accompany visitor groups.

R2-2: The proposed solution must enable CSC to review and approve or deny applications received from potential volunteers.

R2-3: The proposed solution must enable CSC to capture and manage information pertaining to groups of visitors (e.g. Indigenous support groups, spiritual groups, Alcoholics Anonymous, etc.) requesting to meet with one or more offenders.

R2-4: The proposed solution must enable CSC to capture and manage information (e.g. personal and contact information, security clearance, references, training completed, availability, emergency contact information, etc.) about volunteers.

R2-5: The proposed solution must enable CSC to maintain a list of offenders approved to participate in specific group visits and to assign offenders to specific visitor groups.

Day and Video Conference Visitations

R3-1: The proposed solution must enable CSC to schedule day and video-conferencing visits between offenders and approved visitors and visitor groups.

R3-2: The proposed solution must enable CSC to capture and manage visitation information prior to, and following, day and video-conference visits.

R3-3: The proposed solution must enable CSC to maintain a history of visitations between visitors, visitor groups and offenders.

Media Visits

R4-1: The proposed solution must enable CSC to capture and manage visitation requests received from the media to visit institutions and/or conduct offender interviews for news, special interest, entertainment, social media, print media or documentary purposes.

R4-2: The proposed solution must enable CSC to review and approve or deny visitation requests received from the media.

Private Family Visits

R5-1: The proposed solution must enable CSC to capture and manage requests received from offenders for private family visits, typically involving visitation from family or other loved ones for up to 72 hours in a special unit within the confines of a correctional institution.

R5-2: The proposed solution must enable CSC to review and approve or deny private family visit requests received from offenders.

R5-3: The proposed solution must enable CSC to schedule private family visits between offenders and approved family members or other loved ones.

R5-4: The proposed solution must enable CSC to capture and manage the results of Threat and Risk Assessments (TRAs) completed to provide background offender information, current information about potential visitors, and approval/denial recommendations for private family visits.

R5-5: The proposed solution must enable CSC to capture and manage visitation information prior to,

and following, private family visits.

R5-6: The proposed solution must enable CSC to maintain a history of private family visits between offenders and visitors.

R5-7: The proposed solution must enable CSC to capture and manage information pertaining to accommodations for visitors staying in institutions during private family visits with offenders.

Inmate Mail

R6-1: The proposed solution must enable CSC to document, track and manage incoming and outgoing offender mail.

R6-2: The proposed solution must enable CSC to capture and manage information pertaining to the interception and contents of offender mail.

R6-3: The proposed solution must enable CSC to capture, track and manage offender mail that has been confiscated due to inappropriate or illegal content or for security reasons.

R6-4: The proposed solution must enable CSC to document and track the delivery of mail to offenders.

Inmate Phone

R7-1: The proposed solution must enable CSC to capture and manage information pertaining to phone cards and Personal Identification Numbers (PINs) provided to offenders upon admission to institutions.

R7-2: The proposed solution must enable CSC to capture and manage requests from offenders to add telephone numbers to a list of approved numbers they can call.

R7-3: The proposed solution must enable CSC to manage the telephone numbers offenders are approved to call.

R7-4: The proposed solution must enable CSC to associate offender phone cards with offender financial/bank accounts and to charge phone call fees to offenders.

R7-5: The proposed solution must enable CSC to control the duration and frequency of calls made by offenders.

Capability 10: Security and Intelligence Management

<p><i>Commissioner's Directive 568-2 context:</i></p> <p>1. The Deputy Warden/Associate District Director or Area Director will:</p> <ul style="list-style-type: none">a) provide direction as required to the Security Intelligence Officer/Parole Officer Supervisor on all preventive security and intelligence mattersb) ensure that the pertinent local information/intelligence is shared with other CSC sites and partner agencies as required. <p>2. The Security Intelligence Officer/Parole Officer Supervisor will:</p> <ul style="list-style-type: none">a) gather, assess, record and share information and intelligence as requiredb) consult and provide advice to the Deputy Warden/Associate District Director or Area Director on all matters related to security intelligencec) contribute actively to the case management process.
<p>Redundancy in a paper-based process is a strong theme in this area. In addition, given the lack of digital information, there is a large opportunity from a preventative security intelligence perspective when you collect more structured information and overlay a tool to detect patterns (machine learning/AI).</p>
<p>Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none">• A more efficient and digital process for the operational information gathering and sharing amongst security staff (daily reports, escort paperwork, use of force etc.).• Enhanced use of the OMS Protected B information to support Preventative Security

Intelligence function.
A more fluid and streamlined process to document pertinent security information to avoid duplication and support advanced analytics.
<p>Medical Emergency Incident Response</p> <p>R1: The proposed solution must enable CSC to capture, manage and report on staff response to incidents involving a medical emergency.</p> <p>Protected Information Report (PIR)</p> <p>R2: The proposed solution must enable CSC to record and manage references to security information reports, (e.g. Incident Reports, Security Intelligence Reports, etc.) stored outside of the system in a preventive security file (Protected “C” information).</p> <p>Shift Briefing</p> <p>R3: The proposed solution must enable CSC to capture, manage and communicate concerns, incidents, daily operational directions and other pertinent information to staff members over the course of a shift.</p> <p>Incident Reporting</p> <p>R4: The proposed solution must enable CSC to capture, manage and report on the involvement of staff members in security related incidents, and report offender activities/behaviours and other notable concerns within an institution or community setting.</p> <p>Drug Strategy</p> <p>R5-1: The proposed solution must enable CSC to capture and manage information pertaining to the involvement of offenders in drug-related activities and the identification and seizure of drugs and contraband found in institutions.</p> <p>R5-2: The proposed solution must enable CSC to capture and manage decisions made by the Drug Strategy Review Board for offenders caught with drugs.</p> <p>R5-3: The proposed solution must enable CSC to build and generate custom reports pertaining to the prevention of drug-related activities, enforcement of drug trafficking, evidence gathering and processing, urinalysis testing, etc.</p> <p>National Monitoring Centre Reporting</p> <p>R6-1: The proposed solution must enable CSC to capture and manage information pertaining to</p>

incidents (e.g. fights, overdoses, medical emergencies, etc.) that occur in all CSC institutions across Canada.

R6-2: The proposed solution must enable CSC to build, generate and distribute incident reports and other incident related information to all institutions across Canada, as required.

Threat Risk Groups

R7-1: The proposed solution must enable CSC to capture and manage information pertaining to offender Threat Risk Groups (e.g. gangs, clubs, allegiances, etc.).

R7-2: The proposed solution must enable CSC to identify, monitor, track and manage offender allegiances to Threat Risk Groups within institutions.

Interception

R8: The proposed solution must enable CSC to capture and manage verbal and written offender communication information gathered through listening devices, telephone conversation recordings, interception of incoming and outgoing mail, etc.

Incompatible Assessments

R9: The proposed solution must enable CSC to capture and manage information pertaining to incompatible offenders for use when considering offender movements, transfers and placements and to establish and implement conflict resolution processes.

Contraband Evidence Management

R10: The proposed solution must enable CSC to capture and manage information pertaining to the continuity of evidence for court hearing purposes, including but not limited to, evidence identification, tracking, storage and disposal.

Investigations

R11-1: The proposed solution must enable CSC to capture and manage information pertaining to investigations into institutional incidents (e.g. review video, conduct interviews, gather intelligence information, intercept communications, etc.)

R11-2: The proposed solution must enable CSC to review institutional incidents and make recommendations to Wardens regarding the movement, placement and transfer of offenders.

R11-3: The proposed solution must enable CSC to build, generate and distribute institutional incident reports.

Evaluation Report Institutional Security Feb 2015 - File #394-2-95

The Preventive Security and Intelligence Division should ensure the tools provided to SIOs are used to engage and debrief staff and management, and improve the gathering, development and

	<p>communication of intelligence. This should be achieved through consistent, timely, and standardized monitoring and reporting of the production and sharing of intelligence.</p>
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Capability 11: Search and Seizure Management

<p><i>Corrections and Conditional Release Act</i> context:</p> <p>Routine non-intrusive or frisk searches</p> <p>47 (1) A staff member may conduct routine non-intrusive searches or routine frisk searches of offenders, without individualized suspicion, in the prescribed circumstances, which circumstances must be limited to what is reasonably required for security purposes.</p> <p>Routine strip search of offenders</p> <p>48 A staff member of the same sex as the offender may conduct a routine strip search of an offender, without individualized suspicion,</p> <ul style="list-style-type: none"> (a) in the prescribed circumstances, which circumstances must be limited to situations in which the offender has been in a place where there was a likelihood of access to contraband that is capable of being hidden on or in the body; or (b) when the offender is entering or leaving a structured intervention unit. <p>Frisk search of offender</p> <p>49 (1) Where a staff member suspects on reasonable grounds that an offender is carrying contraband or carrying evidence relating to a disciplinary or criminal offence, the staff member may conduct a frisk search of the offender.</p> <p>Strip search of offender</p> <p>(3) Where a staff member</p> <ul style="list-style-type: none"> (a) believes on reasonable grounds that an offender is carrying contraband or carrying evidence relating to a disciplinary or criminal offence, and that a strip search is necessary to find the contraband or evidence, and

- (b) satisfies the institutional head that there are reasonable grounds to so believe, a staff member of the same sex as the offender may conduct a strip search of the offender.

Emergency search

(4) Where a staff member

- (a) satisfies the requirements of paragraph (3)(a), and
- (b) believes on reasonable grounds that the delay that would be necessary in order to comply with paragraph (3) (b) or with the gender requirement of subsection (3) would result in danger to human life or safety or in loss or destruction of the evidence, the staff member may conduct the strip search without complying with paragraph (3)(b) or the gender requirement of subsection (3).

Use of X-ray, “dry cell”

51 Where the institutional head is satisfied that there are reasonable grounds to believe that an offender has ingested contraband or is carrying contraband in a body cavity, the institutional head may authorize in writing one or both of the following:

- (a) the use of an X-ray machine by a qualified X-ray technician to find the contraband, if the consent of the offender and of a qualified medical practitioner is obtained; and
- (b) the detention of the offender in a cell without plumbing fixtures, with notice to the penitentiary’s medical staff, on the expectation that the contraband will be expelled

Body cavity search

52 Where the institutional head is satisfied that there are reasonable grounds to believe that an offender is carrying contraband in a body cavity and that a body cavity search is necessary in order to find or seize the contraband, the institutional head may authorize in writing a body cavity search to be conducted by a qualified medical practitioner, if the offender’s consent is obtained.

Exceptional power of search

53 (1) Where the institutional head is satisfied that there are reasonable grounds to believe that

- (a) there exists, because of contraband, a clear and substantial danger to human life or safety or to the security of the penitentiary, and
- (b) a frisk search or strip search of all the offenders in the penitentiary or any part thereof is necessary in order to seize the contraband and avert the danger, the institutional head may authorize in writing such a search, subject to subsection (2).

Urinalysis

54 Subject to section 56 and subsection 57(1), a staff member may demand that an offender submit to urinalysis

- (a) where the staff member believes on reasonable grounds that the offender has committed or is committing the disciplinary offence referred to in paragraph 40(k) and that a urine sample is necessary to provide evidence of the offence, and the staff member obtains the prior authorization of the institutional head;
- (b) as part of a prescribed random selection urinalysis program, conducted without individualized grounds on a periodic basis and in accordance with any Commissioner's Directives that the regulations may provide for; or
- (c) where urinalysis is a prescribed requirement for participation in
 - i. a prescribed program or activity involving contact with the community, or
 - ii. a prescribed substance abuse treatment program.

The search and seizure area of corrections has an in-depth and prescriptive legislative component that drives much of the system requirements.

There is a duplication of information requested and a lack of an organized and structured process for the collection and dissemination of pertinent data.

The current Detector Dog Program (implemented in 2000) requires a structure that will allow a comprehensive measure of performance results.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- A more efficient way to document searches including contraband and unauthorized items.
- A more structured approach to documenting and disseminating historical searches and the results of those searches including location of contraband/unauthorized items, offenders involved, and type of contraband/unauthorized item found.
- A way to monitor/audit results from the Detector Dog Program in order to measure success of the program.

A more precise and efficient process to document and link searches to seizures of contraband and unauthorized items.

Search Authorization

R1-1: The proposed solution must enable CSC to capture and manage search authorization requests to conduct non-routine searches on people (offenders, staff members, visitors, contractors, etc.) or in areas based on reasonable grounds or reliable security intelligence information.

R1-2: The proposed solution must enable CSC to review and authorize non-routine search requests.

R1-3: The proposed solution must enable CSC to capture and manage the consent or refusal of requests to non-routine search requests from visitors.

R1-4: The proposed solution must enable CSC to capture and manage the consent or refusal of requests to x-ray and body cavity searches from offenders and from the medical practitioners conducting the search.

R1-5: The proposed solution must enable CSC to capture the results of non-routine searches.

Search Log

R2: The proposed solution must enable CSC to capture and maintain a log of routine and non-routine searches and the details of each search, including but not limited to: date, time, location(s) searched, object(s) found, reason(s) for search, person(s) involved, and other details.

Post Search Report

R3-1: The proposed solution must enable CSC to capture the details of routine and non-routine searches after contraband or unauthorized items are seized.

R3-2: The proposed solution must enable CSC to review Post Search Reports for accuracy and completeness before approval.

Urinalysis Testing

R4-1: The proposed solution must enable CSC to capture and manage orders to collect urine samples from offenders based on security information (reasonable grounds), as part of the National Random Urinalysis Program, or at pre-set intervals to monitor an abstinence condition in the community.

R4-2: The proposed solution must enable CSC to randomly select offenders within a facility to

undergo urinalysis.

R4-3: The proposed solution must enable CSC to capture and manage the results of laboratory testing on collected urine samples.

R4-4: The proposed solution must enable CSC to build and generate reports detailing the product(s) found in urine samples within a facility over a specific period.

Detector Dog Searches

R5-1: The proposed solution must enable CSC to capture and manage details of routine and non-routine searches when detector dogs are utilized.

R5-2: The proposed solution must enable CSC to capture and manage search authorization requests specific to the Detector Dog Program (i.e. reasonable grounds, section 53, positive urinalysis).

R5-3: The proposed solution must enable CSC to capture and manage issues with using the Detector Dog Program (i.e. uncooperative visitor, offender).

R5-4: The proposed solution must enable CSC to capture the results of routine and non-routine searches that resulted from a detector dog search.

Dry Cells

R6-1: The proposed solution must enable CSC to capture and manage information pertaining to the placement of offenders in dry cells, including search authorization and reasons for placement.

R6-2: The proposed solution must enable CSC to capture and manage daily reviews from health care and institutional heads to determine if continued offender placement in the dry cell is warranted.

R6-3: The proposed solution must enable CSC to capture and manage staff observations about offenders in dry cells and any contraband or other objects found.

R6-4: The proposed solution must enable CSC to capture and manage information pertaining to searches of dry cells prior to the admission, and after the removal, of offenders.

R6-5: The proposed solution must enable CSC to capture and manage information pertaining to the continued placement, or release, of offenders in/from dry cells.

R6-6: The proposed solution must enable CSC to maintain a history of, and to report on, the placement of offenders in dry cells.

Internal Audit of the Detector Dog Program Nov 2017

Recommendation #6: The Assistant Commissioner, Correctional Operations and Programs should specify the definition of the required information that dog handlers must record on the various logs to ensure consistency.
The Regional Deputy Commissioners should ensure that

	<p>institutions are accurately and consistently providing the required information so that it can be used to monitor the overall effectiveness of the Detector Dog Program.</p>
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Capability 12: Inmate Discipline Management

<p><i>Corrections and Conditional Release Act (CCRA) context:</i></p> <p>Purpose of disciplinary system</p> <p>38 The purpose of the disciplinary system established by sections 40 to 44 and the regulations is to encourage inmates to conduct themselves in a manner that promotes the good order of the penitentiary, through a process that contributes to the inmates’ rehabilitation and successful reintegration into the community.</p> <p>Informal resolution</p> <p>41 (1) Where a staff member believes on reasonable grounds that an inmate has committed or is committing a disciplinary offence, the staff member shall take all reasonable steps to resolve the matter informally, where possible.</p> <p>Charge may be issued</p> <p>(2) Where an informal resolution is not achieved, the institutional head may, depending on the seriousness of the alleged conduct and any aggravating or mitigating factors, issue a charge of a minor disciplinary offence or a serious disciplinary offence.</p> <p>Notice of charge</p> <p>42 An inmate charged with a disciplinary offence shall be given a written notice of the charge in accordance with the regulations, and the notice must state whether the charge is minor or serious.</p> <p>Hearing</p> <p>43 (1) A charge of a disciplinary offence shall be dealt with in accordance with the prescribed procedure, including a hearing conducted in the prescribed manner.</p> <p>Presence of inmate</p>

(2) A hearing mentioned in subsection (1) shall be conducted with the inmate present unless

- (a) the inmate is voluntarily absent;
- (b) the person conducting the hearing believes on reasonable grounds that the inmate's presence would jeopardize the safety of any person present at the hearing; or
- (c) the inmate seriously disrupts the hearing.

Decision

(3) The person conducting the hearing shall not find the inmate guilty unless satisfied beyond a reasonable doubt, based on the evidence presented at the hearing, that the inmate committed the disciplinary offence in question.

The inmate discipline process is cumbersome and relies on paper and humans to ensure that information is gathered and shared with key stakeholders.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Improved tracking of offender discipline charges, outcomes, and results in a transparent method.
- Digitization of the process from charge to disposition of the extra duties/off privileges.
- Improved tracking of informal resolution attempts where applicable.

A more streamlined and structured process flow of information starting with the charging officer all the way to the end, including the results of the charge and any outcomes.

Inmate Offence Reports

R1-1: The proposed solution must enable CSC to capture and manage allegations and specific

evidence pertaining to institutional inmate behaviour and activities that may be in violation of section 40 of the *Corrections and Conditional Release Act* (CCRA).

R1-2: The proposed solution must enable CSC to review the allegations and specific evidence contained in the Inmate Offence Report to determine if charges are warranted and to determine the seriousness of offence(s).

Institutional Charges

R2-1: The proposed solution must enable CSC to capture and manage institutional charges against inmates to determine if the charges are warranted and, if so, to determine if disciplinary court appearances are required.

R2-2: The proposed solution must enable CSC to capture and manage incidents where informal resolution was used in place of a charge.

Institutional Court

R3-1: The proposed solution must enable CSC to schedule and manage inmate disciplinary court appearances.

R3-2: The proposed solution must enable CSC to capture and manage information pertaining to institutional court proceedings.

R3-3: The proposed solution must enable CSC to capture and manage audio recordings of institutional court proceedings and to associate audio recordings with offender decisions.

R3-4: The proposed solution must enable CSC to capture and manage the institutional court findings and any sanctions imposed on the inmate (e.g. loss of privileges, restitution, fine, suspended sentence, etc.).

R3-5: The proposed solution must enable CSC to share the institutional court findings outlining the disposition of charge, date and resultant sanctions/administrative actions with inmates who are found guilty.

Institutional Incident Reports

R4-1: The proposed solution must enable CSC to capture, manage and report on information pertaining to institutional incidents, including but not limited to, persons involved, charges laid, damage to property, injuries, use of force, contraband items seized, criminal charges, media contacted, etc.

R4-2: The proposed solution must enable CSC to capture and manage the actions taken against inmates, staff, visitors and community members as a result of institutional incidents.

R4-3: The proposed solution must enable CSC to capture and manage criminal charges laid against inmates, staff, visitors and community members as a result of institutional incidents.

R4-4: The proposed solution must enable CSC to maintain a history of and to report on institutional incidents.

Community Incident Reports

- R5-1: The proposed solution must enable CSC to capture, manage and report on information pertaining to community incidents, including but not limited to, persons involved, charges laid, damage to property, injuries, use of force, contraband items seized, criminal charges, media contacted, etc.
- R5-2: The proposed solution must enable CSC to capture and manage the actions taken against inmates, staff, visitors and community members as a result of incidents that occur in the community.
- R5-3: The proposed solution must enable CSC to capture and manage criminal charges laid against inmates, staff, visitors and community members as a result of community incidents.
- R5-4: The proposed solution must enable CSC to maintain a history of, and to report on, community incidents.

Structured Intervention Units (SIUs)

- R6-1: The proposed solution must enable CSC to capture and manage factors, alternatives and other information required to determine if inmate placement in Structured Intervention Units (SIUs) is warranted.
- R6-2: The proposed solution must enable CSC to capture and manage suicide risk checklists to determine if referral to mental health care is required prior to placing inmates in SIUs.
- R6-3: The proposed solution must enable CSC to capture and manage procedural safeguard checks prior to placing inmates in SIUs.
- R6-4: The proposed solution must enable CSC to capture and manage information pertaining to initial admission of inmates into SIUs.
- R6-5: The proposed solution must enable CSC to capture and manage information pertaining to inmate transfers to/from SIUs.
- R6-6: The proposed solution must enable CSC to modify correctional plan timelines and interventions for inmates upon admittance to SIUs.
- R6-7: The proposed solution must enable CSC to capture and manage institutional and regional reviews conducted periodically to determine the need for continued placement of inmates in SIUs.
- R6-8: The proposed solution must enable CSC to capture and manage information pertaining to daily healthcare visits for inmates in SIUs.
- R6-9: The proposed solution must enable CSC to capture and manage information pertaining to daily visits by members of his/her CMT, Warden and any other person associated with the offender's case.
- R6-10: The proposed solution must enable CSC to capture and manage information pertaining to

daily time spent by inmates outside their cell and time spent meaningfully interacting with others.

R6-11: The proposed solution must enable CSC to capture data pertaining to admissions, transfers, monitoring, visits, releases and other common activities for offenders in SIUs in real-time.

R6-12: The proposed solution must enable CSC to share completed SIU assessments, suicide risk checklists, reviews, and the rationale for placement in SIUs with inmates.

R6-13: The proposed solution must enable CSC to capture and manage information and recommendations pertaining to the continued placement, or release, of inmates in/from SIUs.

R6-14: The proposed solution must enable CSC to capture and manage information pertaining to restricted access to inmates in SIUs.

R6-15: The proposed solution must enable CSC to maintain a history of, and to report on, inmates in SIUs.

Use of Force

R7-1: The proposed solution must enable CSC to capture, manage and report on the use of force by staff members against offenders in self-defence, the defence of others, protection of property and for rule and regulatory purposes.

R7-2: The proposed solution must enable CSC to conduct institutional, health, security and regional level reviews of the use of force by staff members on an offender.

R7-3: The proposed solution must enable CSC to amalgamate use of force information, such as incident reports, chemical and inflammatory agent deployment, video recording, health exams, staff injuries and other items for review.

Pinel Restraint System

R8-1: The proposed solution must enable CSC to capture information pertaining to the use of the Pinel Restraint System on an offender who is self-injurious, suicidal, or have serious mental illness with significant impairment.

R8-2: The proposed solution must enable CSC to capture mental health assessment information for offenders placed in the Pinel Restraint System.

R8-3: The proposed solution must enable CSC to capture information pertaining to the monitoring of offenders placed in the Pinel Restraint System.

Capability 13: Offender Grievance Management

<p><i>Corrections and Conditional Release Act (CCRA) context:</i></p> <p>Grievance procedure</p> <p>90 There shall be a procedure for fairly and expeditiously resolving offenders’ grievances on matters within the jurisdiction of the Commissioner, and the procedure shall operate in accordance with the regulations made under paragraph 96(u).</p> <p>Access to grievance</p> <p>91 Every offender shall have complete access to the offender grievance procedure without negative consequences.</p> <p>Frivolous complaints, etc.</p> <p>91.1 (1) If the Commissioner is satisfied that an offender has persistently submitted complaints or grievances that are frivolous, vexatious or not made in good faith, the Commissioner may, in accordance with the prescribed procedures, prohibit an offender from submitting any further complaint or grievance except by leave of the Commissioner.</p> <p>Review of prohibition</p> <p>91.1 (2) The Commissioner shall review each prohibition under subsection (1) annually and shall give the offender written reasons for his or her decision to maintain or lift it.</p> <p>Regulations</p> <p>91.2 The Governor in Council may make regulations respecting the complaints and grievances regime with respect to offenders who are subject to a prohibition under subsection 91.1(1).</p>
<p>CSC’s offender grievance process is approximately 90% paper based. This process has resulted in delays in processing offender grievances from the 60-80 day policy prescribed timeframes to up to three (3) years.</p>
<p>Improvements under this capability will support the outcomes of increased efficiency and improved</p>

effectiveness. Specific outcomes include:

- Improved flow of data to support grievance processing aligned to policy timeframes.

- A digital process where analysts have electronic access to the grievance and all supporting documentation including links to the offender personal property. This process should also consider a transparent and easier access to the system by offenders.
- Use of automated system functionality to facilitate the offender grievance decision-making process.

R1-1: The proposed solution must enable CSC to capture and manage grievances received from offenders who believe they have been treated unfairly by staff members or in a manner inconsistent with legislation or policy.

R1-2: The proposed solution must enable CSC to capture and manage information pertaining to the escalation of grievances to the National level by offenders who were unsatisfied with the initial responses.

R1-3: The proposed solution must enable CSC to review grievances and capture and manage information pertaining to the prioritization of grievances according to their impact on offender right and freedoms.

R1-4: The proposed solution must enable CSC to generate and share correspondence (e.g. acknowledgement letters, deferral letters, extension letters, etc.) with offenders regarding their submitted grievances.

R1-5: The proposed solution must enable CSC to capture and manage information pertaining to grievance decisions rendered and corrective actions taken.

R1-6: The proposed solution must enable CSC to assess and designate offenders as “multiple grievers” based on the volume of grievances submitted and their impact on the capacity to respond to submissions from other grievers.

R1-7: The proposed solution must enable CSC to maintain a history of grievances and to build and generate offender grievance reports.

R1-8: The proposed solution must enable CSC to capture and manage requests from offenders to have their grievances reviewed by additional provisions, such as the Alternate Dispute Resolution (ADR) team, the Inmate Grievance Committee (IGC) or the Outside Review Board (ORB), prior to rendering a decision.

R1-9: The proposed solution must enable CSC to capture and manage the recommendations received from the ADR team, IGC or ORB regarding offender grievances.	
Internal Audit March 2018	Recommendation #1d: ensure that direction and support is available to continuously improve the use and analysis of complaint and grievance-related data.

Capability 14: Decisions Management

<p><i>Corrections and Conditional Release Act (CCRA) context:</i></p> <p>27 (1) Where an offender is entitled by this Part or the regulations to make representations in relation to a decision to be taken by the Service about the offender, the person or body that is to take the decision shall, subject to subsection (3), give the offender, a reasonable period before the decision is to be taken, all the information to be considered in the taking of the decision or a summary of that information.</p> <p>(2) Where an offender is entitled by this Part or the regulations to be given reasons for a decision taken by the Service about the offender, the person or body that takes the decision shall, subject to subsection (3), give the offender, forthwith after the decision is taken, all the information that was considered in the taking of the decision or a summary of that information.</p> <p>Rendering Decisions and Sharing Decision Information</p> <p>CSC is required to document and share with the offender (and for some decisions, with the Parole Board of Canada) all pertinent information relevant to the decision and the rationale for the decision itself. While CSC has the legal authority to render a number of key decisions related to the offender in terms of security, discipline, and transfers (for example), the Parole Board of Canada is the legal authority for granting a conditional release to Federal offenders.</p> <p>Currently, there are a number of key decisions in an offender’s sentence, each require a different set of factors to be analyzed from which will flow a recommendation to different levels of authority inside and outside of CSC in order to formulate a decision. This decision is then recorded and shared</p>

with the offender.
How assessments for decisions are analysed, the factors considered, and the formatting, is not aligned with how the Parole Board of Canada analyses and measures offender progress and decision information. Additionally, not all decisions require the same template for analysis, causing inefficiencies for some of the less technical and less risky decisions.
<ul style="list-style-type: none"> • Less time spent on writing up the administrative (and less risky) decisions for an offender. • Increased alignment with the analysis and formatting required by the Parole Board of Canada for release decisions. • More efficient information sharing with partners and the offenders. • Increased capture of structured data pertaining to information sharing with partners and offenders.
<ul style="list-style-type: none"> • Improved structure of decision documents to more closely align with the Parole Board of Canada, while being better tailored to the requirements of each decision type that CSC is required to recommend and/or render. • Ability to share information with offenders digitally and enable private access to such information.
<p>Release Decision Processing</p> <p>R1-1: The proposed solution must enable CSC to capture and manage applications received from offenders who are requesting certain types of releases such as, but not limited to, temporary absences, conditional releases, transfers, international transfers and private family visits.</p> <p>R1-2: The proposed solution must enable CSC to capture and manage non-offender driven release decisions (e.g. involuntary transfers) and release decisions based on legislative timeframes.</p>

Assessments for Decisions

- R2-1: The proposed solution must enable CSC to capture and manage information from various sources required to make key decisions for offenders over the duration of their sentences.
- R2-2: The proposed solution must enable CSC to capture and manage offender decision recommendations and provide the rationale behind each recommendation.
- R2-3: The proposed solution must enable CSC to review offender decision recommendations by internal and external authorities and decision makers in order to manage final decisions.
- R2-4: The proposed solution must enable CSC to capture and manage offender decision information along with the final decisions.
- R2-5: The proposed solution must enable CSC to provide future notifications and recommendations of other offender management decisions in accordance with a set of determined rules (i.e. - offender risk level is mitigated by completion of necessary program and 6 months incident free, therefore decision maker is notified of recommendation of lower security transfer).
- R2-6: The proposed solution must enable CSC to share specific decision-related information with offenders and external partners.

Waive Review, Postpone Review, or Withdraw Application for Release

- R3-1: The proposed solution must enable CSC to capture and manage requests from offenders to waive legislative reviews related to conditional releases or waive their participation in the parole hearings associated with these reviews.
- R3-2: The proposed solution must enable CSC to capture and manage requests from offenders to withdraw or postpone legislative reviews related to conditional releases.
- R3-3: The proposed solution must enable CSC to capture and manage requests from offenders to withdraw applications for conditional releases.

Parole Board of Canada – Conditional Release Decision Making

- R4-1: The proposed solution must enable CSC to capture and manage information about offenders required by the Parole Board of Canada (PBC) when making conditional release (i.e. Parole) decisions.
- R4-2: The proposed solution must enable CSC to share relevant conditional release decision information with the Parole Board of Canada (PBC) and to receive decision information from the PBC.
- R4-3: The proposed solution must enable CSC to share information pertaining to conditional release decisions with offenders.

Capability 15: Offender Release and Absence Management

Corrections and Conditional Release Act (CCRA) context:

Purpose of conditional release

100 The purpose of conditional release is to contribute to the maintenance of a just, peaceful and safe society by means of decisions on the timing and conditions of release that will best facilitate the rehabilitation of offenders and their reintegration into the community as law-abiding citizens.

Release of Offenders

General Disposition

92 An offender may be released from a penitentiary or from any other place designated by the Commissioner.

Timing of release from penitentiary

93 (1) Except as provided by subsection (2), an offender who is entitled to be released from penitentiary on a particular day by virtue of statutory release or the expiration of the sentence shall be released during normal business hours on the last working day before that day.

Earlier release in some cases

(2) Where the institutional head is satisfied that an inmate's re-entry into the community will be facilitated by an earlier release than that provided for by subsection (1), the institutional head may release the inmate up to five days before the day on which the inmate is entitled to be released by virtue of statutory release or the expiration of the sentence.

When inmate is deemed released

(3) An inmate who is released pursuant to subsection (2) shall be deemed to have been released by virtue of statutory release or the expiration of the sentence, as the case may be, at the moment of actual release.

Release on request

(4) Where an inmate who is in penitentiary pursuant to subsection 94(1) requests to be released, the Service shall release the inmate as soon as reasonably possible but is not required to release the inmate except during normal business hours on a working day.

Escorted Temporary Absences

Temporary absences may be authorized

17 (1) The institutional head may, subject to section 746.1 of the *Criminal Code*, subsection 140.3(2) of the *National Defence Act* and subsection 15(2) of the *Crimes Against Humanity and War Crimes Act*, authorize the temporary absence of an inmate, other than an inmate described in subsection 17.1(1), if the inmate is escorted by a staff member or other person authorized by the institutional head and, in the opinion of the institutional head,

- a. the inmate will not, by reoffending, present an undue risk to society during an absence authorized under this section;
- b. it is desirable for the inmate to be absent from the penitentiary for medical or administrative reasons, community service, family contact, including parental responsibilities, personal development for rehabilitative purposes or compassionate reasons;
- c. the inmate's behaviour while under sentence does not preclude authorizing the absence; and
- d. a structured plan for the absence has been prepared. The temporary absence may be for an unlimited period if it is authorized for medical reasons or for a period of not more than five days or, with the Commissioner's approval, for a period of more than five days but not more than 15 days if it is authorized for reasons other than medical reasons.

Work Releases

Definition of work release

18 (1) In this section, work release means a structured program of release of specified duration for work or community service outside the penitentiary, under the supervision of a staff member or other person or organization authorized by the institutional head.

Work releases may be authorized

(2) Where an inmate is eligible for unescorted temporary absences under Part II or pursuant to section 746.1 of the *Criminal Code*, subsection 226.1(2) of the *National Defence Act* or subsection 15(2) of the *Crimes Against Humanity and War Crimes Act*, and, in the opinion of the institutional head,

- a. the inmate will not, by reoffending, present an undue risk to society during a work release,
- b. it is desirable for the inmate to participate in a structured program of work or community service in the community,
- c. the inmate's behaviour while under sentence does not preclude authorizing the work release, and

d. a structured plan for the work release has been prepared, the institutional head may authorize a work release, for such duration as is fixed by the institutional head, subject to the approval of the Commissioner if the duration is to exceed sixty days.

Tracking and evaluating the incremental benefits of temporary absences and work releases as it relates to reducing recidivism and increasing the likelihood of successful reintegration by offenders into communities requires further refinement from a program integrity standpoint.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Data to assist with research on substantiating the benefits of temporary absences and work releases including insights on what groups of offenders benefit the most, the timing of the releases and the duration.
- Incorporation of these release types as part of the planning cycle for offenders at intake (correctional planning)

The future vision will include recommended temporary absences and work releases based on the offender's unique risk/needs profile, including the scheduling of these events during the correctional planning cycle at intake to help develop a clear way forward (with expectations) for the offender to successfully secure the earliest release type possible. In addition, with the inclusion of robust program integrity data, this will continue to provide information to research, in order to continually revalidate and refine target offender populations that could benefit from these release types.

Conditional Release

R1: The proposed solution must enable CSC to capture and manage conditional release (e.g. day parole, full parole) decisions and decision-related information for offenders from the Parole Board of Canada.

Detention

R2: The proposed solution must enable CSC to capture and manage detention orders and detention-related information for offenders from the Parole Board of Canada.

Temporary Absences and Work Releases

R3-1: The proposed solution must enable CSC to capture and manage inmate requests for escorted and unescorted temporary absences from institutions for medical, familial, personal development, rehabilitative and other reasons.

R3-2: The proposed solution must enable CSC to capture and manage inmate requests for supervised work releases from institutions.

R3-3: The proposed solution must enable CSC to capture and manage release recommendations for inmate temporary absences and work releases.

R3-4: The proposed solution must enable CSC to review inmate temporary absence and work release requests and to capture the decisions rendered.

R3-5: The proposed solution must enable CSC to create, issue and manage permits required for the temporary absence and work release of offenders from institutions.

R3-6: The proposed solution must enable CSC to capture and manage special conditions, escort and supervision requirements imposed upon inmate temporary absences and work releases.

R3-7: The proposed solution must enable CSC to share information pertaining to temporary absences and work releases of inmates with the Parole Board of Canada.

R3-8: The proposed solution must enable CSC to notify and share information with police agencies and other external partners of inmate temporary absences and work releases.

R3-9: The proposed solution must enable CSC to capture and manage observations/evaluations completed after completion of temporary absences, work releases and work release programs.

Statutory Release

R4-1: The proposed solution must enable CSC to capture and manage decision information pertaining to the statutory release (a mandatory form of release) of offenders serving determinate sentences.

R4-2: The proposed solution must enable CSC to capture and manage statutory release related information such as, but not limited to, detailed release plans, standard release conditions, special release conditions, residence information, supervision information, community strategy, etc.

Conditions

R4-1: The proposed solution must enable CSC to capture and manage requests and recommendations sent to the Parole Board of Canada to impose standard and special release conditions on offenders.

R4-2: The proposed solution must enable CSC to capture and maintain standard and special release

conditions imposed on offenders by the Parole Board of Canada.

Long Term Supervision Order (LTSO)

R5-1: The proposed solution must enable CSC to capture and manage Long Term Supervision Order (LTSO) information received from the courts for offenders designated as “dangerous offenders” (DOs) or “long-term offenders” (LTOs).

R5-2: The proposed solution must enable CSC to capture and manage appeals received from offenders subject to LTSOs.

R5-3: The proposed solution must enable CSC to impose and manage standard and special conditions for offenders subject to LTSOs.

R5-4: The proposed solution must enable CSC to issue warrants and capture and manage warrant-related information for offenders subject to LTSOs.

R5-5: The proposed solution must enable CSC to capture and manage suspension information for LTSO offenders who breach one or more of their LTSO conditions.

R5-6: The proposed solution must enable CSC to build and generate LTSO offender reports.

Capability 16: Offender Community Supervision

Corrections and Conditional Release Act (CCRA) context:

Purpose of Conditional Release

100 The purpose of conditional release is to contribute to the maintenance of a just, peaceful and safe society by means of decisions on the timing and conditions of release that will best facilitate the rehabilitation of offenders and their reintegration into the community as law-abiding citizens.

Entitlement

127 (1) Subject to any provision of this Act, an offender sentenced, committed or transferred to penitentiary is entitled to be released on the date determined in accordance with this section and to remain at large until the expiration of the sentence according to law.

Continuation of Sentence

128 (1) An offender who is released on parole, statutory release or unescorted temporary absence continues, while entitled to be at large, to serve the sentence until its expiration according to law.

Conditions of Release

133 (2) Subject to subsection (6), every offender released on parole, statutory release or unescorted temporary absence is subject to the conditions prescribed by the regulations.

Conditions for Long-Term Supervision

134.1 (1) Subject to subsection (4), every offender who is required to be supervised by a long-term supervision order is subject to the conditions prescribed by subsection 161(1) of the [Corrections and Conditional Release Regulations](#), with such modifications as the circumstances require.

Community parole officers spend significant amounts of time traveling to and from meetings with offenders in the community. This is especially impactful for high risk offenders as they require contact on a more frequent basis. Reducing or eliminating (in some instances) travel time could foreseeably aid community parole officers in balancing their workloads and meeting their mandate.

All information gathered during offender meetings is written on paper and inputted into OMS once parole officers have returned from the community. Additionally, parole officers must enter repetitive background-type information about the offender prior to inputting the details of the offender meeting in many instances (creating an Assessment for Decision (A4D) for example). Enabling community parole officers to input information directly into the solution from remote community locations would save time that could be better spent addressing offender supervision requirements. Populating pre-defined content into certain document types (such as A4Ds) would also result in time savings and improve consistency.

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Remote / off-site access to input data electronically
- Reduced travel requirements
- Improved efficiency and use of resources related to the monitoring and reporting of offenders in the community

- A digital data capture process where parole officers have remote access to a more intuitive and user-friendly solution.
- Possible use of video-conferencing or similar technology to reduce parole officer travel requirements.
- Possible use of voice-to-text or similar software to reduce manual data entry requirements.

Offender Community Supervision

R1: The proposed solution must enable CSC to capture and manage information discussed and reviewed with offenders during initial interviews upon arrival at their release destinations.

Frequency of Contact

R2-1: The proposed solution must enable CSC to capture and manage information gathered in a remote setting using software compatible with a smartphone and/or tablet.

R2-2: The proposed solution must enable CSC to monitor, report, and share information regarding frequency of contact.

R2-3: The proposed solution must enable CSC to create and manage reminders to monitor compliance with frequency of contact dependant on level of intervention.

Tandem Supervision

R3-1: The proposed solution must enable CSC to capture and manage information pertaining to the assignment of multiple parole officers to offenders who have been identified as requiring tandem parole officer supervision.

R3-2: The proposed solution must enable CSC to capture and manage information pertaining to the tracking, supervising and monitoring of offenders in the community who have been identified as requiring tandem parole officer supervision.

Supervision Certificates

R4-1: The proposed solution must enable CSC to create and manage supervision certificates and related information (e.g. conditions, supervision status, supervising office, police reporting agency, etc.) required in preparation for the release of offenders into the community.

R4-2: The proposed solution must enable CSC to print supervision certificates to be provided to and signed by offenders upon release to the community.

R4-3: The proposed solution must enable CSC to share supervision certificates signed by offenders with internal and external partners.

R4-4: The proposed solution must enable CSC to notify applicable police agencies of offender releases into their communities prior to release.

R4-5: The proposed solution must enable CSC to associate offender extradition/deportation orders with supervision certificates.

Electronic Monitoring

R5-1: The proposed solution must enable CSC to capture and manage referral information required to refer offenders for electronic monitoring (EM).

R5-2: The proposed solution must enable CSC to capture and manage information about electronic monitoring hardware devices (e.g. ankle bracelets, radio frequency (RF) receiver units, etc.) and the assignment of these devices to offenders.

R5-3: The proposed solution must enable CSC to monitor, track, capture and manage offender location information using global positioning system (GPS), cellular technology and radio frequency (RF) data to ensure they are adhering to the geographic release conditions imposed on their release.

R5-4: The proposed solution must enable CSC to set and manage geographic zones used to track offender location and movement.

Offender Community Information

R6-1: The proposed solution must enable CSC to capture and manage information pertaining to offenders on release in the community, including but not limited to, offender address, community employment details, vehicle information, offender physical characteristics, sentence information, supervision information, etc.

R6-2: The proposed solution must enable CSC to print and share offender community related information with internal and external partners.

Community Accommodations

R7-1: The proposed solution must enable CSC to capture and manage information pertaining to the accommodations of offenders on conditional release (day or full parole), statutory release and long-term supervision orders (LTSOs).

R7-2: The proposed solution must enable CSC to monitor and share information regarding residency requirements including but not limited to housing, bed assignment, curfew etc.

Suspension

R8-1: The proposed solution must enable CSC to capture and manage information pertaining to the suspension of offenders because, but not limited to, a breach of release conditions, the protection of society, the offender receives a new sentence, or the offender's risk is determined

to be unmanageable in the community.

R8-2: The proposed solution must enable CSC to capture and manage information gathered during post-suspension interviews with offenders.

R8-3: The proposed solution must enable CSC to capture and manage information pertaining to the cancellation of suspensions based on new information received, new release plans or conditions or loss of jurisdiction.

Revocation

R9-1: The proposed solution must enable CSC to capture and manage information pertaining to the revocation of conditional release of offenders by the Parole Board of Canada.

R9-2: The proposed solution must enable CSC to capture and manage information gathered during post-revocation interviews held with offenders following their apprehension.

Warrants

R10-1: The proposed solution must enable CSC to create, issue, execute and manage warrants of apprehension for offenders at large without lawful authority.

R10-2: The proposed solution must enable CSC to create, issue, execute and manage warrants of suspension for offenders.

R10-3: The proposed solution must enable CSC to create, issue, execute and manage warrants for offenders on Unescorted Temporary Absences (UTAs) due to a breach of conditions, to prevent a breach of conditions, or for the protection of society.

R10-4: The proposed solution must enable CSC to create, issue, execute and manage warrants for offenders on parole, statutory release or under Long-Term Supervision Orders (LTSOs).

R10-5: The proposed solution must enable CSC to share warrants with CPIC, external agencies and offices as required.

Travel Permits

R11-1: The proposed solution must enable CSC to create and manage travel permits for offenders under community supervision for all travel outside the offender's established travel boundaries/supervision zone.

R11-2: The proposed solution must enable CSC to generate police notifications related to travel permits and to share the notifications with the Canadian Police Information Centre (CPIC).

R11-3: The proposed solution must enable CSC to share travel permits and other relevant information with offenders and external partners and agencies.

R11-4: The proposed solution must enable CSC to review offender travel permits and capture and manage the decisions rendered.

R11-5: The proposed solution must enable CSC to notify victims of all travel by offenders.

R11-6: The proposed solution must enable CSC to report on offender travel permits.	
Evaluation Report Community Mental Health Initiative November 2008 - File #394-2-51	Recommendation #3 CSC should explore and develop mechanisms to increase information-sharing across institutional and community mental health and case management teams.
Fall 2018/ report #6 Community Supervision	Ensure PO monitor offenders at least as often as standards require and monitor special conditions imposed by the PBC. Need to strengthen compliance monitoring through its existing corporate reporting system.

Capability 17: Performance Management and Reporting

<p>CSC has many resources internal to the organization that provide statistical information and/or report on performance. These include:</p> <ul style="list-style-type: none"> • Performance Direct (PD) – Monitors and reports results along the offender’s sentence continuum. • Departmental Performance Results Framework (DRF) – Online tool or dashboard that presents performance information and summaries of several DRF performance indicators. • Reports of Automated Data Applied to Reintegration (RADAR) – A collection of offender reports. • Portal on Results, Information, Measurement and Evaluation (PRIME) – Provides data on CSC’s performance at a high level. • Corporate Reporting System Modernized (CRS-M) – A snapshot of the Offender Management System (OMS) information over time in enough detail to identify trends. • Integrated Corporate Reporting Tool (ICRT) – Reports on training compliance and explains

<p>how CSC tracks completion of its employees' training requirements.</p>
<p>CSC currently relies on a number of external (to OMS) reporting tools in a number of different areas to track and monitor performance. As the tools themselves are not flexible or dynamic, CSC has also invested heavily into a number of experts (site, regional, national) who produce ad-hoc reports (queries) to augment and report on a number of key areas. Front-line workers have to move between systems and other tools to access a number of key reports that would assist them in their day-to-day work activities.</p>
<p>Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none"> • Improved flexibility to configure operational reports and dashboards to ensure proper analysis by staff of new information and tasks that require their attention. • A more consistent approach towards creating a streamlined user-experience to ensure that helpful information is readily accessible by front-line staff. • Increased use of data analytics, artificial intelligence, and machine learning to produce better results for the organization.
<p>A more user friendly, flexible, and user-centered approach towards performance management and performance monitoring.</p>
<p>R1: The proposed solution must enable CSC to create operational metrics and targets for front-line staff and at regional and national levels in order to meet strategic objectives.</p> <p>R2: The proposed solution must enable CSC to monitor and manage operational metrics and targets at the staff, regional and national levels.</p> <p>R3: The proposed solution must enable CSC to create and manage formal and informal processes to help align staff and resources to strategic objectives.</p>

- R4: The proposed solution must enable CSC to perform real-time forecasting to identify negative performance indicators and make adjustments as required.
- R5: The proposed solution must enable CSC to build and generate custom operational performance reports for front-line, regional and national staff and management.
- R6: The proposed solution must enable CSC to communicate and share information with other departmental applications that operate external to the solution (e.g. human resources, finance, etc.).
- R7: The proposed solution must enable CSC to create and manage visual representations of performance reporting data by user roles and types.

Capability 18: Victims Services Management

Corrections and Conditional Release Act (CCRA) context:

Conditions to protect victim

133 (3.1) If a victim or a person referred to in subsection 26(3) or 142(3) has provided the releasing authority with a statement describing the harm, property damage or loss suffered by them as a result of the commission of an offence or its continuing impact on them — including any safety concerns — or commenting on the possible release of the offender, the releasing authority shall impose any conditions on the parole, statutory release or unescorted temporary absence of the offender that it considers reasonable and necessary in order to protect the victim or the person, including a condition that the offender abstain from having any contact, including communication by any means, with the victim or the person or from going to any specified place.

Disclosure of information to victims

142 (1) At the request of a victim of an offence committed by an offender, the Chairperson

- o (a) shall disclose to the victim the following information about the offender:
 - i. the offender's name,
 - ii. the offence of which the offender was convicted and the court that convicted the offender,
 - iii. the date of commencement and length of the sentence that the offender is

serving, and

- iv. eligibility dates and review dates applicable to the offender under this Part in respect of unescorted temporary absences or parole; and
- o (b) may disclose to the victim any of the following information about the offender, where in the Chairperson's opinion the interest of the victim in the disclosure clearly outweighs any invasion of the offender's privacy that could result from the disclosure, namely,
 - i. the offender's age,
 - ii. the location of the penitentiary in which the sentence is being served,
 - iii. the date, if any, on which the offender is to be released on unescorted temporary absence, escorted temporary absence where the Board has approved the absence as required by subsection 746.1(2) of the *Criminal Code*, parole or statutory release,
 - iv. the date of any hearing for the purposes of a review under section 130,
 - v. any of the conditions attached to the offender's unescorted temporary absence, parole or statutory release and the reasons for any unescorted temporary absence,
 - vi. the destination of the offender when released on unescorted temporary absence, parole or statutory release, and whether the offender will be in the vicinity of the victim while travelling to that destination,
 - vii. whether the offender is in custody and, if not, the reason that the offender is not in custody,
 - viii. whether or not the offender has appealed a decision of the Board under section 147, and the outcome of that appeal, and
 - ix. the reason for a waiver of the right to a hearing under subsection 140(1) if the offender gives one.

In July 2015, the majority of the Canadian Victims Bill of Rights came into force, which strengthened a victim's rights to information about an offender's conditional release, the right of have their security considered, and the right to have their views considered when decisions were made that affect their interests.

<p>Completing certain tasks in the current Victims Application Module (VAM) can be unnecessarily rigid and time consuming due to the number of stages and steps involved. Additionally, the lack of an embedded word processor results in wasted time and security concerns as users must save documents locally, make changes, upload the new documents, and finally delete the local copy.</p>
<p>Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:</p> <ul style="list-style-type: none"> • Reduce time required to complete victims-related tasks through streamlined business processes. • Enable word processing functionality within the solution to avoid saving document copies locally (desktops and shared/personal drives). • Provide users with simple and concise business process flows to complete common tasks.
<p>CSC envisions a solution that provides staff with easy access to victim related information, enables staff to complete victim-related tasks and activities in a clear and concise manner, and alleviates the need to open and edit documentation in an external application and save documentation on an external personal or network drive.</p>
<p>Victim Registration</p> <p>R1-1: The proposed solution must enable CSC to receive, capture and manage registration information submitted through the public-facing Victims Portal requesting to be recognized as victims of offenders.</p> <p>R1-2: The proposed solution must enable CSC and the Parole Board of Canada (PBC) to capture, review and manage victim registration requests and decisions to approve or deny registration requests.</p> <p>R1-3: The proposed solution must enable CSC and PBC to approve or deny victim registration requests independently (i.e. an individual can be recognized as a victim by CSC but not by PBC,</p>

vice-versa, or by both agencies).

Victim Representative Registration

R2-1: The proposed solution must enable CSC to receive, capture and manage registration information submitted through the public-facing Victims Portal by individuals and agencies requesting to be recognized as victim representatives.

R2-2: The proposed solution must enable CSC to capture, review and manage victim representative requests and to approve or deny representative requests.

Victim and Representative Contact Information

R3-1: The proposed solution must enable CSC to capture and manage personal information about registered victims, including but not limited to, name(s), date of birth, address(es), email, phone number(s), representative information, notification preferences, etc.

R3-2: The proposed solution must enable CSC to capture and manage information about designated victim representatives, including but not limited to, name(s), agency, address(es), email, phone number(s), relationship to victim, victim notification preferences, etc.

Sharing Information with Victims and Representatives

R4-1: The proposed solution must enable CSC to share information with registered victims about the offenders who harmed them and to inform and notify victims of offender movements, transfers, releases and other offender-related information that may be of interest to victims.

R4-2: The proposed solution must enable CSC to share information with victim representatives about the offenders who harmed the victims and to inform and notify victim representatives of offender movements, transfers, releases and other offender-related information that may be of interest to the victims they represent.

R4-3: The proposed solution must enable CSC to capture and manage victim notification settings based on requests from victims and victim representatives to ensure victims are receiving only the information they have requested about the offender(s) who harmed them.

Correspondence Information from Victims

R5-1: The proposed solution must enable CSC to capture and manage correspondence information received from registered victims and victim representatives (e.g. letters, victim impact statements, court orders, etc.).

R5-2: The proposed solution must enable CSC to capture and manage correspondence information from victims received by the PBC (i.e. victim statements, requests to observe parole hearings, requests for copies of PBC decisions, etc.).

R5-3: The proposed solution must enable CSC to share certain information received from registered victims with offenders if the information will be used in offender decision-making.

Notifications

R6-1: The proposed solution must enable CSC to generate and manage notifications used to inform internal departments and external agencies (e.g. PBC) that victim information exists and requires further action.

R6-2: The proposed solution must enable CSC to generate, manage and display notifications to staff members when offenders are being released (e.g. statutory release, day parole, full parole, etc.) that there are registered victims who may need to be informed.

R6-3: The proposed solution must enable CSC to generate, manage and distribute notifications to victims and victim representatives as a result of specific events and offender-based decisions made by CSC and PBC.

Outgoing Correspondence to Victims

R7-1: The proposed solution must enable CSC to create, generate and manage outgoing correspondence letters and documents to be sent to registered victims and victim representatives.

Annex C – Technical Capabilities

Non-Functional Requirements

The Correctional Service of Canada’s (CSC’s) current Offender Management System (OMS) struggles to adequately support the legislative framework, priorities, commitments, and evolving user needs, resulting in organizational performance challenges.

Many of the components in CSC’s aging Offender Management System are at, or nearing, end-of-life; and the resulting lack of flexibility limits/inhibits CSC’s ability to address performance gaps.

Respond to legislative requirements:

- Legislation typically specifies an effective date for the change and often demands very quick turnaround times. This is challenging within the current application suite and its schedule of updates and upgrades. With maintenance becoming increasingly difficult, the organization is at risk of not having the ability to implement legislative requirements in a timely manner.

Legacy solutions becoming obsolete:

- The overall system is becoming outdated and complex with respect to data sharing and maintenance. Some third-party software and tools are no longer supported.

Capacity for advanced reporting and analytics:

- OMS must be modernized to meet changing business requirements for advanced reporting and analytics, and to serve an ever-evolving organization that needs improved access to more robust and structured data for reporting purposes.
- With the rich data content of OMS, a modernized system would be capable of performing analytics to assist in timely and accurate presumptive decision-making levers, automated reporting standards, offender population management strategies, and “real time” accessible security information such as incompatibles, gang affiliation and other offender alerts and notifications.

Legacy solutions are a roadblock to efficient correctional practices:

- CSC operations must change the way they approach case management for offenders. The current solution does not support CSC's strategic intent to address new business requirements. Changes to the fragmented systems are costly and timely. The need for a more cost effective, intuitive and agile solution is long overdue.

A modernized OMS system will enhance the quality and quantity of work performance. The reinvestment of these resources towards CSC's corporate priorities will increase the number of offender interventions, assessments, grievances reviews and more efficient program delivery, all of which represent increased value to CSC.

Implement a modern, integrated, component-based offender management solution that will result in:

- More accurate, timely and reliable data sharing with criminal justice partners at the federal, provincial/territorial and municipal levels;
- Improved data for offender program selection, resulting in offenders who are better prepared for first parole eligibility and improved public safety results;
- Increased efficiency in the delivery of offender management services;
- Improved effectiveness in processing and managing offenders; and
- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders.

1. Architecture (Technical and Application)

- 1.1. The solution should be scalable, affordable and maintainable; using a standards-based graphical user interface (GUI), presented through a standard Internet browser.
- 1.2. The proposed solution would preferably be hosted on Cloud-based infrastructure. The solution must be architected to enable CSC to meet Protected B security controls. Protected B is the federal level of security that applies to information and assets that, if compromised, could cause serious injury to an individual, organization or government.

- 1.3. The proposed application design pattern should be built around business capabilities. The application modules should be loosely coupled to allow for staggered deployment/ implementation.
- 1.4. The proposed solution must include a library of Application Programming Interfaces (API) that are available to external systems.
 - a) The solution API library must expose business functionality that allows external applications to access, validate and consume data associated with the business capabilities
 - b) APIs must be discoverable through an API store to be specified by CSC
 - c) All API's must follow the Government of Canada API Standards and use Hypertext Transfer Protocol Secure (HTTPS)
- 1.5. The proposed solution must be able to consume APIs provided by CSC or external partners to access data from a CSC owned and managed data store when required to complete a transaction.
- 1.6. The solution should include a distributed architecture to enable scaling vertically or horizontally as required.
- 1.7. The system should support the use of multiple environments, including at minimum: production, test and training, and development environments.
- 1.8. The system should be capable of integrating with automated testing tools, enabling CSC to simulate load and perform regression testing activities.
- 1.9. Time zone support (data and time capture, calculations): The solution must take into account the various time zones of CSC facilities and reflect the unique time zone in each region e.g., a record created in the application at 1:00 pm CST should reflect that time zone and not 10:00 am EST.
- 1.10. Service Capacity
 - a) The application must be able to support a minimum 15,000 user accounts.
 - b) The application must be able to support a minimum 2,000 concurrent users at peak time.
- 1.11. The solution should have the ability to capture electronic signatures using an approach that is acceptable to Canada in accordance with the Secure Electronic Signature Regulations
 - <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-30/page-1.html>

- Wet signature capture may still be required, with an ability for the solution to link to an external document management system/repository.

2. Security

2.1. Privacy – Protection of Personal Information: Canada has an obligation to ensure that Canadian statutes, regulations, and policies on privacy protection are respected. Where applicable, federal institutions must ensure that personal information is protected in accordance with the *Personal Information Protection and Electronic Document Act*

- a) Policy on Privacy Protection, July 2018: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12510§ion=html>
- b) The *Personal Information Protection and Electronic Documents Act* (PIPEDA), June 21, 2019: <https://laws-lois.justice.gc.ca/eng/acts/P-8.6/index.html>

2.2. Government of Canada Security Rating: The Government of Canada adheres to the principles established in the security life cycle publication called the Information Technology Security Guidance-33 (ITSG-33) which was developed by the Communications Security Establishment Canada (CSEC). It includes processes recommended by CSEC to ensure security is considered right from the start in IT implementation. The solution must meet the applicable Protected B security controls

- <https://cyber.gc.ca/en/guidance/overview-itsg-33>
- Security control compliance may be mapped from other standards (e.g., National Institute of Standards and Technology), but will have to be verified by CSC as part of the Security Assessment & Authorization process.

2.3. The solution must apply and support Protected B system and data security configuration requirements.

2.4. Data encryption: All data must be encrypted in transit and at rest. All data communication between the system and interfacing applications must be sent encrypted.

- The system should rely on the Communication Security Establishment Canada (CSEC) guidance on which encryption algorithm can be used:
 - Cryptographic Algorithms for UNCLASSIFIED, PROTECTED A, and PROTECTED B Information (ITSP.40.111) <https://cyber.gc.ca/en/guidance/cryptographic-algorithms-unclassified-protected-and-protected-b-information-itsp40111>
 - Guidance on Securely Configuring Network Protocols (ITSP.40.062) - <https://cyber.gc.ca/en/guidance/guidance-securely-configuring-network->

[protocols-itsp40062](#)

2.5. Data Residency: The Respondent must comply with TBS Direction for Electronic Data Residency.

- <https://www.canada.ca/en/government/system/digital-government/modern-emerging-technologies/direction-electronic-data-residency.html>

2.6. API Security: The system must support modern API authentication schemes (e.g. OAuth2 or JWT RSA/HMAC).

2.7. Secure file transfer: The system must support the use of secure file transfer function to send and receive messages to and from other internal CSC or external partner systems.

2.8. Implements TLS 1.2, or subsequent versions, and uses supported cryptographic algorithms and certificates, as outlined in CSE's

- [ITSP.40.062 Guidance on Securely Configuring Network Protocols, Section 3.1 for AES cipher suites](#)
- [ITSP.40.111 Cryptographic Algorithms for Unclassified, Protected A, and Protected B Information](#)

3. Business Continuity

3.1. High Availability will be required with a scheduled uptime of 99.9%. Specific definition of uptime to be jointly developed with the Respondent.

3.2. Disaster Recovery: The solution must include Disaster Recovery failover to physically separate locations. Locations must be at least 100 km apart and on different power grids.

3.3. The solution should support real-time full redundancy to allow for transparent failover from one set of infrastructure to another.

4. Accessibility

4.1. Accessibility and/or adaptive technologies are required in order to meet the needs of the visually and/or physically impaired.

4.2. The system must follow the Treasury Board of Canada Secretariat's Standard on Web Accessibility available at the website:

- <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601>

4.3. Web Content Accessibility Guidelines (WCAG) 2.1:

- <https://www.w3.org/TR/WCAG21/>

5. Bilingual Support

5.1. The solution must deliver, enable and support functionality in Canada's official languages (English and Canadian French). All single instances of the application should be able to simultaneously support users operating in either official language (English and Canadian French).

6. Adaptability / Flexibility

6.1. The system should have the ability and the defined process for incorporating new technological advancements into the architecture and for improving the resiliency and application performance.

6.2. The system must be flexible and have the ability to rapidly integrate and deploy new capabilities, improvements and fixes with little to no effect on other components of the system.

7. End-User Computing

7.1. The solution must work with standard CSC desktops, which may be configured with:

- Microsoft Windows 10 CBB 64 bits
- Microsoft Office 2016, 32 bits
- Internet Explorer 11+, Microsoft Edge 25+ and Google Chrome 48+.
- Java 8_X, Java 9.x
- .NET 4x (or greater)

7.2. The solution must support mobile devices

- Responsive UI, cross-platform (Android version 7 and above, iOS 10 and above and Windows) mobile support
- Support for off-line caching, store and forward or synchronization capabilities would be desirable

8. Usability

8.1. All configurations of the solution screens should follow standards and best practices for UI/UX design and interface development.

8.2. The solution should include on-line help information that is content sensitive and indexed

with the help manual. It should include instructions on how to use each feature, in both official languages.

8.3. The system should include multi-device optimization with multi-input modalities (keyboard, mouse, touch, etc.).

8.4. The system must support capture and display of special characters, particularly, but not limited to, French characters.

8.5. The solution must allow users to move (backwards and forwards) between screens in a multi-screen process without losing any data.

8.6. The solution must allow an authorized user (system administrator) to configure messages that users could acknowledge at login.

8.7. The solution must store and display units of measurement using both metric and imperial systems.

8.8. The solution must support scanning of documents and allow users to scan, save, retrieve, redact, version, and display them.

9. Information Management

9.1. Reporting: The application must have the ability to generate statistics and reports on all aspects of its functions, as required.

9.2. Life Cycle Management/Record keeping:

- a) Allow the application of department specific information classification schemes and associated retention specifications (retention periods and retention triggers) required for the management and disposition of all data.
- b) Allow all information/data to be locked, extracted and permanently deleted from all databases, systems, servers, repositories.

9.3. The solution should support the aggregation of all information/data related to a specific subject(s) or case(s) and allow the extraction of a complete contextual narrative in formats that meet Library and Archives Canada's minimum requirements for transfer and digital sustainability of information resources of enduring value (IREVs).

10. Data Access

10.1. Data must be accessed from the authoritative source and data captured through the provided solution must be accessible through APIs.

10.2. The solution should also consider the need for sharing information both internally and

externally through secure file transfer (e.g. ETL).

10.3. Database Safeguards: The solution must perform field and record locking for the purpose of data protection and integrity when multiple users are accessing the same record.

11. Account Management and System Administration

11.1. The solution must integrate with Active Directory authentication as the preferred solution for internal users.

11.2. The application shall enforce all approved authorizations based on a role-based access control (RBAC) scheme that supports:

- Role assignment
- Role authorization
- Permission authorization

11.3. The system should include the ability to assign administrative privileges to specific users to enable them to perform specific account and system administration tasks (e.g. manage and edit certain user data, manage metadata, etc.).

11.4. The solution must support peripheral devices that provide authentication of users or offenders using two-factor authentication.

12. System Monitoring and Alerts

12.1. The solution should be designed and implemented to facilitate monitoring, measurement and reliability, and the IT architecture will support the operation of business processes.

12.2. The system must have effective operational and analytical tools to allow CSC to identify, measure, and monitor system performance in real time and through historical analysis.

12.3. The solution must provide proactive alerting for the general health of system including, but not limited to:

- a) The APIs
- b) Connections to external systems
- c) System processes including, but not limited to, any critical system components required for the system to operate
- d) System user interface

- e) Database
- f) Performance and throughput

13. Audits and Logging

13.1. The Solution must deliver secure audit logging functionality that must be able to record various levels of information for every system transaction. Secure audit trail functionality should include items such as recording events, changes to data, etc. Secure access to audit trail data is required for reporting and shall be retained in accordance with applicable laws, policies and directives. Modifications or deletion of audit logs by any user must not be allowed.

13.2. System and Information Integrity: The application shall detect security-relevant error conditions and generate appropriate error messages/log entries.

14. Network Requirements

14.1. The solution must function in a Wide Area Network (WAN), which may consist of various connection speeds (both bandwidth and latency). The solution will need to consider that some remote locations do not have high-speed internet access.

- Nominal 1.5 Mbps among sites and data centres
- Small, more remote offices connect at nominal 1.0 Mbps

15. 3rd Party Access and Information Sharing

15.1. The solution should be architected to allow secure and reliable information exchange with CSC's criminal justice partners. These partners currently include:

- Community Residential Facilities (CRF's)/Community Assessment and Parole Supervision (CAP's) Agencies
- Provincial and Territorial Corrections
- Provincial Parole Boards
- Police Services at all levels
- Ontario Sex Offender Registry
- National Sex Offender Registry
- Canadian Police Information Centre (CPIC)

- Crown Attorneys
- Courts
- Citizenship and Immigration Canada
- Canada Revenue Agency
- Employment and Social Development Canada
- Service Canada
- Passport Canada
- Statistics Canada

GC Digital Architectural Standards:

- <https://www.canada.ca/en/government/system/digital-government/government-canada-digital-standards.html>

Annex D – Questions to Industry

CSC requests that respondents provide written responses to each of the questions below.

When responding, please ensure your answers are detailed and contain the rationale to support your suggested feedback.

Question ID	Area	Description
Q1	Company Overview	<p>Please provide a short description of your company, its facilities and locations and the types of products and services it provides.</p> <ol style="list-style-type: none"> i. In which country/countries are your facilities located? ii. In which country/countries does your company conduct business? iii. How long has your company been in business? iv. Describe your products, capabilities and experience that would be relevant to offender management. <p>Has your company previously received security clearance to work with the Government of Canada? If so, please provide the clearance level.</p>
Q2	Scope of Services	What is your feedback on the Scope of Services listed in Section 4? Are there additional services you believe should be included?
Q3	Corporate & Solution Requirements	What is your feedback on the proposed requirements listed in Section 5? Please include any concerns with using the identified requirements as mandatory criteria for the RFP or how they could be improved.
Q4	Business Capabilities	Describe how your solution would meet the capabilities requirements described in Annex B.

Question ID	Area	Description
Q5	Business Capabilities	Are there business capabilities or requirements listed in Annex B that are not currently addressed by your solution? Please provide feedback that specifically highlights problematic capabilities or requirements. Are there additional business capabilities available in your proposed solution that CSC should consider?
Q6	Business Capabilities	What is your feedback on the business capability descriptions and requirements provided in Annex B? Please identify any significant gaps in the requirements presented or how requirements could be improved
Q7	Business Capabilities	Beyond the requirements included in Annex B for each business capability, what additional information would you need to provide an estimate of the effort required to implement the capabilities?
Q8	Business Capabilities	Which business capabilities, or group of capabilities, would you recommend implementing first (see Annex B for details)? Please provide the rationale for your recommendation(s).
Q9	Technical Capabilities	What is your feedback on the technical capabilities described in Annex C? Please include any significant gaps in the identified requirements or how they could be improved.
Q10	Technical Capabilities	CSC intends to retain ownership of the authoritative source of data for offenders, facilities, and other key areas. What is your feedback on this approach? Describe how your proposed solution would integrate with CSC master data and reference data architectures, particularly where your solution must consume data from an external authoritative source?

Question ID	Area	Description
Q11	Potential solution components	Describe the product suite and the functionality offered in your solution as it relates to the draft business capability requirements in Annex B. Please provide a list of any third-party software necessary to complete the solution suite.
Q12	Information Management	What mechanisms/processes does your solution provide: <ul style="list-style-type: none"> i. To protect the input data? ii. For data retention and disposition? iii. To package and transfer data back to the Government of Canada if the solution is discontinued? iv. For reporting IT security incidents and violations? v. For disaster recovery and business continuity?
Q13	Security Requirements	What is your feedback on the contemplated security requirements set out in this RFI? Please ensure that your response identifies, but is not limited to, any issues, concerns or recommendations with respect to the security requirements.
Q14	Data Residency	The solution must comply with TBS Direction for Electronic Data Residency. All access to Protected B data must be initiated from within Canada and all data must remain in Canada both in transit and at rest (https://www.canada.ca/en/government/system/digital-government/modern-emerging-technologies/direction-electronic-data-residency.html). Describe the production support process and model you would recommend in order to comply with this requirement.

Question ID	Area	Description
Q15	Customization	CSC would like to minimize any customization related to the core elements of their solution. Ideally, changes to support business requirements would be handled through configuration and not customization. Describe how the product can be tailored to meet a broad range of user requirements without compromising the common base configuration.
Q16	Integration	Describe the tools and capabilities provided in the proposed solution to interface with existing CSC applications and systems.
Q17	Integration	Describe how the proposed solution could be integrated with a cloud-based unified communication and collaboration platform such as Microsoft Teams, Slack, or Google Hangouts for collaboration between staff as well as for interactions between staff and offenders.
Q18	Product roadmap	Describe the vision for evolving the proposed solution and incorporating advances in technology (for example: user mobility, user devices, virtualization and hosting architectures, information intelligence, and other technical considerations). Please provide the product evolution and improvements implemented over the past 5 years (including technical upgrades or architecture changes) along with your current product roadmap.
Q19	Hosting options	Please describe the hosting model(s) that you offer or support such as "Hosted", "SaaS", "On Premise", or other. Which model or models would you recommend for CSC, based on your proposed solution? If there is an "On Premise" option, please describe the infrastructure requirements and options, including typical server and storage capacity, operating system, and database management system.

Question ID	Area	Description
Q20	Solution provider	Are you the publisher of the proposed software solution or a solution integrator who will implement a solution produced by a separate entity? If the latter, please describe your relationship with the solution producer.
Q21	Solution provider	In order to deliver the suite of capabilities, would you require a partnership with another supplier? If so, please describe your relationship with each partner.
Q22	CSC responsibilities	What do you expect from CSC during the initial onboarding and solution implementation as well as during ongoing support?
Q23	Cost & schedule	What is the typical cost and timelines for similar implementations, in whole or in part?
Q24	Change Management & training	<p>Different clusters of users will, from time to time, require different types of training and professional services in support of the solution. Describe capabilities in this area including:</p> <ul style="list-style-type: none"> i. What tools or capabilities can be provided to assist the transition of an organization from an existing system to the proposed system (for example: data migration, process mapping, system configuration and other considerations?) ii. The training and professional services your firm can offer directly and how they are supported. Indicate the approximate number of resources, their certification levels and availability.

Question ID	Area	Description
Q25	Ongoing operation	<p>CSC will need to support a cluster of internal users. Provide an overview of the model you would recommend and an estimate of the resources required to support the ongoing operation of the proposed solution's system given the scenario of 15,000 internal users including:</p> <ol style="list-style-type: none"> i. Describe the level of expertise, certifications (if required), and training required by support teams and individual users within a business unit to effectively support the application. ii. Describe your proposed responsibilities and process for supporting these users.
Q26	Testing	What is the standard testing approach for similar implementations, in whole or in part?
Q27	Testing	Do you use automated testing in product or solution development and implementation? If so, please describe how it is used, including the scope of testing, tools, and processes used.
Q28	SDLC Process	Please describe your software delivery lifecycle and methodology.
Q29	Change requests	What is your software change request process related to the proposed solution? How are requests for new or enhanced functionality prioritized across customers? How would urgent items such as legislative changes with firm implementation dates be accommodated in this process?
Q30	Migration	Based on your knowledge of CSC business and your experience in similar implementations, what is a suggested migration approach to move a client from their legacy processes to the proposed solution? What would this timeframe be and how would you minimize the potential disruption to CSCs existing operation?

Question ID	Area	Description
Q31	Implementation challenges	What challenges do you foresee in developing and implementing a modernized OMS, and what solutions exist to overcome those challenges? What are the unique considerations in the correctional environment? How would you envision deploying this system?
Q32	Bilingualism	Please explain the languages and/or character sets supported for the import, export and manual entry of data into the solution.
Q33	Accessibility	What mechanisms are in place to meet Web Content Accessibility Guidelines (WCAG)?
Q34	Cost model	Please describe the options for the pricing model for a supplier-owned solution (e.g., perpetual licence, subscription-based licence, user licence, device/CPU/server licence, entity/enterprise licence, another model)? Please also describe the support and maintenance cost model, including standard releases as well as post-implementation enhancements.
Q35	Risks	Based on your experience, what are the biggest risks that CSC is likely to face in executing this project?