



GUIDELINES 726-1		In Effect: 2021-11-08 Due for Review: 2024-11-01
National Correctional Program Standards		
CORE RESPONSIBILITY	Correctional Interventions	
OFFICE(S) OF PRIMARY INTEREST	Correctional Operations and Programs Sector	
ONLINE @	<ul style="list-style-type: none"> • http://thehub/En/collections/policy-legislation/CommissionersDirectives/726-1-gl-eng.pdf • http://thehub/Fr/Collections/politiques-lois/DirectivesDuCommissaire/726-1-gl-fra.pdf • http://www.csc-scc.gc.ca/acts-and-regulations/726-1-gl-eng.shtml • http://www.csc-scc.gc.ca/lois-et-reglements/726-1-gl-fra.shtml 	
AUTHORITIES	<ul style="list-style-type: none"> • Corrections and Conditional Release Act (CCRA), sections 3, 3.1, 4, 5(b), 15.1, 76, 77, 79, 80, 83 and 87 • Corrections and Conditional Release Regulations (CCRR), section 102 • Commissioner’s Directive (CD) 726 – Correctional Programs 	
PURPOSE	<ul style="list-style-type: none"> • To establish the framework to maximize correctional program effectiveness and ensure integrity in the management and delivery of correctional programs 	
APPLICATION	Applies to all staff and contractors involved in correctional program development, management, evaluation, monitoring, and delivery	
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RESPONSIBILITIES

1. The Assistant Commissioner, Correctional Operations and Programs, in collaboration with the Deputy Commissioner for Women, will:
 - a. maximize program capacity by recommending corrective measures or taking action to improve results when required, in collaboration with the Regional Deputy Commissioners
 - b. ensure that the Performance Measurement and Evaluation Committee evaluates the [national correctional programs](#) in accordance with the Treasury Board [Policy on Results](#).

2. The Regional Deputy Commissioner will ensure the competencies of Regional Program Managers and Correctional Program Officers/Indigenous Correctional Program Officers are evaluated through the [quality review and certification](#) process.
3. The Director, Reintegration Programs, in consultation with the Director General, Women Offender Sector, as appropriate, will:
 - a. oversee the development and updates of the correctional programs and ensure that they adhere to the following foundational principles:
 - i. be based on empirically-validated models of behavioural change
 - ii. address factors that have been empirically demonstrated to be linked to criminal behaviour
 - iii. employ methods that have been consistently effective with offenders in reducing re-offending
 - iv. provide offenders with skills to reduce re-offending and to encourage successful reintegration
 - v. include methods that are responsive to each offender's specific [responsivity](#) factors, such as the needs of women, [Indigenous](#) offenders, offenders with health needs, and other groups
 - vi. have an intensity and continuum of care related to the level of risk
 - vii. include the production of supporting documentation, such as a program description, program manual, training manual, and supplementary materials
 - viii. employ methods to maintain participant performance
 - ix. include a process for ongoing monitoring and evaluation
 - b. oversee the development and updates of the train-the-trainer training, which will include the following components:
 - i. program-specific content:
 - (1) program model and structure
 - (2) theoretical background
 - (3) assessment procedures
 - (4) report writing

- (5) self-management
- ii. program administration:
 - (1) overview of the Human Resources Management System (HRMS), Offender Management System (OMS), and Reports of Automated Data Applied to Reintegration (RADAR)
 - (2) overview of correctional program policies
 - (3) overview of the quality review process
 - (4) methods to evaluate Correctional Program Officer/Indigenous Correctional Program Officer delivery, program reporting, and program delivery compliance
 - (5) how to organize a training session and provide constructive feedback
 - (6) ethics and integrity, which will include self-care, conflict management and safety
- c. oversee the development and updates of the correctional program training, which will include the following components:
 - i. program-specific content:
 - (1) program model and structure
 - (2) theoretical background
 - (3) assessment procedures
 - (4) report writing
 - (5) self-management
 - ii. program administration:
 - (1) overview of the HRMS, OMS, and RADAR
 - (2) overview of correctional program policies
 - (3) overview of the quality review process
 - (4) ethics and integrity, which will include self-care, conflict management and safety

- d. ensure that initial correctional program training prepares the Correctional Program Officers/Indigenous Correctional Program Officers to deliver all intensity levels within that correctional program stream. The initial training will normally be a maximum of 10 working days, with up to 5 supplementary training days added for specific correctional program components, such as for Indigenous offenders, sex offenders, and adapted programs
 - e. ensure that initial correctional program training and supplementary training are normally delivered by two National Correctional Program Trainers/Regional Program Managers
 - f. establish the quality review and certification processes for National Correctional Program Trainers, Regional Program Managers and Correctional Program Officers/Indigenous Correctional Program Officers
 - g. ensure that staff involved in Indigenous correctional program training and delivery are evaluated on their Indigenous-based cultural approach as part of the initial training, quality review and certification process
 - h. ensure that staff involved in women offender correctional program training and delivery are evaluated on their women-centred approach as part of the initial training, quality review and certification process
 - i. coordinate the training of National Correctional Program Trainers and Regional Program Managers
 - j. oversee correctional program monitoring, reporting and implementation
 - k. approve recommendations for certification of National Correctional Program Trainers, Regional Program Managers, and Correctional Program Officers/Indigenous Correctional Program Officers
 - l. ensure consultation with the Indigenous Initiatives Directorate, as applicable, for matters related to Indigenous offenders
 - m. approve or deny requests to deliver [Indigenous correctional programs](#) that will not have the minimum level of [Elder/Spiritual Advisor involvement](#) specified in these guidelines, prior to the start of the program.
4. The Institutional Head/District Director will ensure that the data related to correctional program evaluation is collected and available for evaluation, research and monitoring purposes.

5. The National Program Manager, in consultation with the Director General, Women Offender Sector, or their delegate, as appropriate, will:
 - a. manage the development, implementation and delivery of correctional programs for men, women and Indigenous offenders
 - b. ensure that initial Indigenous correctional program training includes information on [Indigenous social history](#), culture, teachings, and supporting the role of the [Elder/Spiritual Advisor](#) or [Elder Helper](#)
 - c. coordinate the quality review of National Correctional Program Trainers and Regional Program Managers
 - d. make recommendations to the Director, Reintegration Programs, for the certification of National Correctional Program Trainers, Regional Program Managers, and Correctional Program Officers/Indigenous Correctional Program Officers
 - e. ensure that the certified National Correctional Program Trainer completes the train-the-trainer evaluation and quality reviews of National Correctional Program Trainers/Regional Program Managers and inputs the information into the Human Resources Management System within the timeframes specified in these guidelines
 - f. approve or deny requests for Correctional Program Officers/Indigenous Correctional Program Officers to receive [provisional training](#) in a correctional program stream.
6. The Regional Administrator, Assessment and Interventions, will:
 - a. ensure correctional program monitoring and reporting include information on correctional program demand, availability and results, as well as financial information
 - b. identify the need for training for Regional Program Managers and notify the appropriate National Program Manager
 - c. designate a certified Correctional Program Officer/Indigenous Correctional Program Officer to perform the quality review functions of the Regional Program Manager's role, if required
 - d. ensure that the Regional Program Manager completes initial and supplementary training evaluations and quality reviews of Correctional Program Officers/Indigenous Correctional Program Officers and inputs the information into the Human Resources Management System within the timeframes specified in these guidelines
 - e. determine the Elder/Spiritual Advisor or Elder Helper resourcing needs in order to meet the minimum requirements for Elder involvement in correctional programs specified in these guidelines, as well as inform the Director, Reintegration Programs, if the Elder/Spiritual Advisor or Elder Helper resources do not meet the minimum requirements.

7. The Regional Administrator, Indigenous Initiatives, will allocate sufficient Elder/Spiritual Advisor or Elder Helper resources to meet the minimum requirements for Elder/Spiritual Advisor or Elder Helper involvement in correctional programs outlined in these guidelines.
8. The Regional Administrator, Assessment and Interventions, in collaboration with the Regional Administrator, Indigenous Initiatives, and in consultation with the National Program Manager and the Director General, Women Offender Sector, where appropriate, will approve or deny requests for a non-Indigenous Correctional Program Officer who has completed the required training to deliver an Indigenous correctional program.
9. The Regional Program Manager will:
 - a. actively participate in the training and quality review process for Regional Program Managers, including submission of video-recordings of correctional program training as required
 - b. deliver initial and/or supplementary correctional program training to Correctional Program Officers/Indigenous Correctional Program Officers
 - c. complete the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) and, if required, the [Supplementary Initial Training Evaluation of Correctional Program Officers](#) form (CSC/SCC 1312-01e) for each Correctional Program Officer/Indigenous Correctional Program Officer, indicating whether the first or second program delivery is to be video recorded, and enter the comments into the Human Resources Management System within 30 working days of training completion
 - d. conduct quality reviews of Correctional Program Officers/Indigenous Correctional Program Officers and enter the comments provided on the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) into the Human Resources Management System within 120 working days of receipt of the required elements
 - e. submit recommendations for the certification of eligible Correctional Program Officers/Indigenous Correctional Program Officers and supporting documentation to [GEN-NHQ RPD-DPRS Certification Requests-Demandes de certification](#)
 - f. provide refresher training to Correctional Program Officers/Indigenous Correctional Program Officers and record participation in the Human Resources Management System within 20 working days of training completion
 - g. request approval from the National Program Manager to provide provisional training to Correctional Program Officers/Indigenous Correctional Program Officers as required
 - h. provide provisional training to Correctional Program Officers/Indigenous Correctional Program Officers following approval from the National Program Manager.

10. The Manager, Programs/Community Program Manager will:
- a. inform the Regional Program Manager when a Correctional Program Officer/Indigenous Correctional Program Officer requires refresher training
 - b. provide a justification to the Regional Program Manager when a Correctional Program Officer/Indigenous Correctional Program Officer does not submit video-recordings for participation in the quality review process following their first or second program delivery after the initial training, excluding primers/engagement programs.
11. The National Correctional Program Trainer will:
- a. deliver training to the National Correctional Program Trainers/Regional Program Managers
 - b. complete the [Train-the-Trainer \(TTT\) Evaluation of Regional Program Managers/Trainers](#) form (CSC/SCC 1314e) and enter the comments into the Human Resources Management System within 30 working days of training completion
 - c. ensure that the National Correctional Program Trainers/Regional Program Managers deliver the correctional program training in accordance with the training materials and that cultural protocols are respected for the Indigenous correctional program training, as appropriate
 - d. conduct quality reviews of the National Correctional Program Trainers/Regional Program Managers, complete the [Quality Review of Regional Program Managers/Trainers](#) form (CSC/SCC 1314-01e), and enter the comments into the Human Resources Management System within 120 working days of receipt of the required elements
 - e. deliver initial and/or supplementary correctional program training to the Correctional Program Officers/Indigenous Correctional Program Officers
 - f. complete the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) and, if required, the [Supplementary Initial Training Evaluation of Correctional Program Officers](#) form (CSC/SCC 1312-01e) for each Correctional Program Officer/Indigenous Correctional Program Officer, and enter the comments into the Human Resources Management System within 30 working days of training completion
 - g. conduct quality reviews of the Correctional Program Officers/Indigenous Correctional Program Officers, complete the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) and enter the comments into the Human Resources Management System within 120 working days of receipt of the required elements

- h. recommend certification of eligible National Correctional Program Trainers, Regional Program Managers and Correctional Program Officers/Indigenous Correctional Program Officers to the appropriate National Program Manager
- i. ensure the participation of the National Correctional Program Trainers, Regional Program Managers and Correctional Program Officers/Indigenous Correctional Program Officers in refresher training is recorded in the Human Resources Management System within 20 working days of training completion.

12. The Correctional Program Officer/Indigenous Correctional Program Officer will:

- a. actively participate in the training and quality review process and submit video-recordings of correctional program sessions following the first or second program delivery (as indicated by the Regional Program Manager) after the initial or supplementary training, excluding primers/engagement programs, until certification has been finalized
- b. ensure Indigenous ceremonies, [traditional medicines](#) and [ceremonial objects](#) are not video recorded for the quality review of an Indigenous correctional program session; the quality review is restricted to program content sessions; the video camera is angled so as not to record traditional medicines or ceremonial objects; and the video camera is turned off for the ceremonial portion(s) of the session
- c. provide a justification to the Manager, Programs/Community Program Manager as to why video-recordings for participation in the quality review process were not submitted following the first or second program delivery after the initial training, or when delivering exclusively the primers/engagement programs
- d. destroy all recordings of correctional program sessions that were submitted to the National Correctional Program Trainer/Regional Program Manager for quality review within two years of submission or upon receipt of their quality review evaluation, whichever comes first
- e. destroy all electronic or hardcopy [transitory records](#) once these are no longer required for business purposes.

PROCEDURES

Training, Quality Review and Certification of Correctional Program Staff

13. National Correctional Program Trainers, Regional Program Managers and Correctional Program Officers/Indigenous Correctional Program Officers will participate in the training, quality review and certification processes to ensure that they have the support, structure, knowledge and skills necessary to carry out their duties.

Training of National Correctional Program Trainers and Regional Program Managers

14. National Correctional Program Trainers/Regional Program Managers will normally achieve the following to be eligible to deliver training to Correctional Program Officers/Indigenous Correctional Program Officers:
- a. attend the initial training in the program stream in which they will deliver training prior to attending the train-the-trainer training
 - b. successfully complete program-specific content training, as well as training in program administration
 - c. receive certification in the delivery of a correctional program to offenders
 - d. for programs where a train-the-trainer training does not exist, co-facilitate their initial correctional program training with a certified National Correctional Program Trainer in lieu of a train-the-trainer training
 - e. complete Women-Centered Training prior to the delivery of women offender correctional program training and/or conduct quality reviews for women offender correctional programs.
15. The certified National Correctional Program Trainer will complete and share the [Train-the-Trainer \(TTT\) Evaluation of Regional Program Managers/Trainers](#) form (CSC/SCC 1314e) with the Regional Program Manager, Regional Administrator, Assessment and Interventions, and National Program Manager, or National Correctional Program Trainer and National Program Manager, as appropriate.

Quality Review of National Correctional Program Trainers and Regional Program Managers

16. The National Program Manager or designate will ensure that the quality review of National Correctional Program Trainers and Regional Program Managers normally examines two days of correctional program training. The examination will consist of direct observation and/or the review of video recordings, and should include as much of the recorded sessions as is deemed necessary by the reviewer to evaluate the required competencies.
17. The certified National Correctional Program Trainer will complete and share the [Quality Review of Regional Program Managers/Trainers](#) form (CSC/SCC 1314-01e) with the Regional Program Manager, Regional Administrator, Assessment and Interventions, and National Program Manager, or National Correctional Program Trainer and National Program Manager, as appropriate.
18. The National Program Manager or the Regional Administrator, Assessment and Interventions, may request subsequent quality reviews of certified National Correctional Program Trainers/Regional Program Managers.

Certification of National Correctional Program Trainers and Regional Program Managers

19. The National Correctional Program Trainer/Regional Program Manager must achieve the following to be eligible for certification as a trainer in a correctional program stream:
 - a. deliver the initial correctional program training for that program stream
 - b. meet the requirements of the quality review process, including demonstration of the required competencies as outlined in the [Quality Review of Regional Program Managers/Trainers](#) form (CSC/SCC 1314-01e).
20. The certified National Correctional Program Trainer may recommend the certification of a National Correctional Program Trainer/Regional Program Manager who is already certified as a trainer in a correctional program stream, following successful completion of the train-the-trainer training/co-facilitation of the initial training as outlined in the [Train-the-Trainer \(TTT\) Evaluation of Regional Program Managers/Trainers](#) form (CSC/SCC 1314e).

Refresher Training for National Correctional Program Trainers and Regional Program Managers

21. The National Program Manager will ensure that refresher training is provided to National Correctional Program Trainers/Regional Program Managers when:
 - a. the quality review identifies a need for it
 - b. the National Correctional Program Trainer/Regional Program Manager was trained but did not deliver training in the correctional program stream within six months of the completion of training
 - c. the National Correctional Program Trainer/Regional Program Manager has been inactive in training in the correctional program stream for more than 24 months, or
 - d. significant changes have been made to the correctional program stream.

Initial Training of Correctional Program Officers/Indigenous Correctional Program Officers

22. Normally, the Correctional Program Officer/Indigenous Correctional Program Officer will successfully complete the initial training for the correctional program stream prior to delivering the correctional program to offenders.
23. The Correctional Program Officer/Indigenous Correctional Program Officer may deliver correctional programs prior to completing the initial training in exceptional circumstances where a site is unable to meet its program delivery needs, provided they successfully complete provisional training. The Correctional Program Officer/Indigenous Correctional Program Officer must meet all of the following requirements to be considered for provisional training:

- a. have previous experience delivering interventions to offenders, including but not limited to correctional programs, and for women offender correctional programs, normally have successfully completed Women-Centred Training prior to program delivery
 - b. deliver the program with an [experienced Correctional Program Officer/Indigenous Correctional Program Officer](#) (for co-facilitated programs)
 - c. have access to an experienced Correctional Program Officer/Indigenous Correctional Program Officer who can provide guidance and support during the program delivery
 - d. receive written approval from the National Program Manager.
24. Correctional Program Officers/Indigenous Correctional Program Officers who are approved for provisional training will attend the next available initial training in that correctional program stream.
25. The National Correctional Program Trainer/Regional Program Manager will share the completed [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) or [Supplementary Initial Training Evaluation of Correctional Program Officers](#) form (CSC/SCC 1312-01e) with the Correctional Program Officer/Indigenous Correctional Program Officer and the Manager, Programs/Community Program Manager.

Quality Review of Correctional Program Officers/Indigenous Correctional Program Officers

26. The National Correctional Program Trainer/Regional Program Manager or designate will conduct a quality review of the first or second correctional program delivered, for each Correctional Program Officer/Indigenous Correctional Program Officer following initial training, excluding primers/engagement programs.
27. The National Correctional Program Trainer/Regional Program Manager or designate will:
- a. directly observe and/or review video recordings of identified correctional program sessions in the quality review
 - b. examine the equivalent of four correctional program sessions and a representative sample of final correctional program reports to conduct the quality review and may examine additional program sessions and/or final correctional program reports deemed necessary to evaluate the required competencies
 - c. complete and share the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) with the Correctional Program Officer/Indigenous Correctional Program Officer and the Manager, Programs/Community Program Manager

- d. conduct a subsequent quality review of certified Correctional Program Officers/Indigenous Correctional Program Officers at three years and six years following initial certification in that program stream. Quality review will normally end after the sixth year following initial certification in a particular program stream unless a need for improvement is identified
 - e. conduct additional quality review if required, or at the request of the Manager, Programs/Community Program Manager.
28. The Correctional Program Officer/Indigenous Correctional Program Officer will undergo a subsequent quality review if they are not recommended for certification following the quality review process. The National Correctional Program Trainer/Regional Program Manager or designate will outline specific areas for improvement in the quality review report.
29. A Correctional Program Officer/Indigenous Correctional Program Officer will not be permitted to deliver any subsequent programs in the particular program stream in which they were assessed as being unsuitable to deliver through the quality review process. The National Correctional Program Trainer/Regional Program Manager will advise the Manager, Programs/Community Program Manager if serious concerns are identified that would likely impact delivery across program streams.
30. The National Correctional Program Trainer/Regional Program Manager or designate may re-evaluate the areas in which a Correctional Program Officer/Indigenous Correctional Program Officer did not meet the requirements for certification in the initial quality review. When this occurs, the National Correctional Program Trainer/Regional Program Manager will determine the number of additional correctional program sessions that will be reviewed.
31. The Regional Administrator, Assessment and Interventions, may designate a certified Correctional Program Officer/Indigenous Correctional Program Officer to conduct quality reviews on behalf of the Regional Program Manager, through an assignment at level. The Correctional Program Officer/Indigenous Correctional Program Officer must achieve the following to be eligible to conduct quality reviews:
- a. successfully complete the initial correctional program training for the correctional program stream for which they will be conducting quality reviews and if possible, also successfully complete the train-the-trainer training for the correctional program stream
 - b. receive certification in the delivery of the correctional program stream for which they will be conducting quality reviews
 - c. receive training on the quality review process.

32. The Regional Administrator, Assessment and Interventions, will ensure the certified Correctional Program Officer/Indigenous Correctional Program Officer on assignment at level does not conduct quality reviews of Correctional Program Officers/Indigenous Correctional Program Officers at the same site as their substantive position, or for known contentious cases.

Certification of Correctional Program Officers/Indigenous Correctional Program Officers

33. Correctional Program Officers/Indigenous Correctional Program Officers must achieve the following to be eligible for certification in a correctional program stream:
- a. deliver a minimum of one correctional program to offenders at any intensity level, excluding primers/engagement programs, within the correctional program stream
 - b. meet the requirements of the quality review process, including demonstration of the required competencies as outlined in the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e).
34. The National Correctional Program Trainer/Regional Program Manager or designate may recommend the certification of Correctional Program Officers/Indigenous Correctional Program Officers who are already certified in one correctional program stream following successful completion of the initial correctional program training outlined in the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) or [Supplementary Initial Training Evaluation of Correctional Program Officers](#) form (CSC/SCC 1312-01e).
35. The National Correctional Program Trainer/Regional Program Manager will consider the following factors when recommending a certified Correctional Program Officer/Indigenous Correctional Program Officer for certification after initial training:
- a. how long the Correctional Program Officer/Indigenous Correctional Program Officer has been delivering programs
 - b. the level of competency demonstrated in previous quality reviews
 - c. how many different programs they have delivered, and their level of intensity (high, moderate, maintenance)
 - d. the degree of program structure
 - e. the program target group (men, women, sex offenders, Indigenous, adapted)
 - f. the program setting (institution or community).

36. The National Correctional Program Trainer/Regional Program Manager or designate may recommend the certification of Correctional Program Officers/Indigenous Correctional Program Officers in a primer program if they only deliver program primers and meet the requirements of the quality review process, including demonstration of the required competencies as outlined in the [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e). However, certification in a program primer will be considered a stand-alone certification and not a certification in that particular correctional program stream.
37. When the National Correctional Program Trainer/Regional Program Manager or designate recommends the certification of a Correctional Program Officer/Indigenous Correctional Program Officer, they will send the completed [Integrated Initial Training and Quality Review Form for the Evaluation of Correctional Program Delivery Staff](#) (CSC/SCC 1313e) to [GEN-NHQ RPD-DPRS Certification Requests-Demandes de certification](#), for the approval of the Director, Reintegration Programs.

Refresher Training for Correctional Program Officers/Indigenous Correctional Program Officers

38. The National Correctional Program Trainer/Regional Program Manager will provide refresher training to Correctional Program Officers/Indigenous Correctional Program Officers when:
- the quality review or Manager, Programs/Community Program Manager identifies a need for it
 - the Correctional Program Officer/Indigenous Correctional Program Officer was trained but did not deliver a program in the correctional program stream within six months of the completion of training
 - the Correctional Program Officer/Indigenous Correctional Program Officer has been inactive in delivery in the correctional program stream for more than 24 months, or
 - significant changes have been made to the correctional program stream.
39. The Regional Program Manager will ensure refresher training for Correctional Program Officers/Indigenous Correctional Program Officers does not normally exceed three working days, and focuses on the areas in which the Correctional Program Officer/Indigenous Correctional Program Officer requires review and/or on any elements of the correctional program stream that have changed since the initial training.

Correctional Program Group Size

40. The Manager, Programs/Community Program Manager will ensure:

- a. one Correctional Program Officer/Indigenous Correctional Program Officer delivers programming to a maximum of 10 participants per group for primers/engagement programs, moderate intensity correctional programs, community programs, and maintenance/self-management programs
- b. two Correctional Program Officers/Indigenous Correctional Program Officers deliver programming to a maximum of 12 participants per group for high intensity correctional programs.

41. The Manager, Programs, may allow a high intensity correctional program to be delivered by one experienced Correctional Program Officer/Indigenous Correctional Program Officer, and preferably certified, provided that there are no more than six participants from the beginning to the end of the correctional program.

Elder/Spiritual Advisor or Elder Helper Involvement

42. The Assistant Warden, Interventions, will notify the Regional Administrator, Assessment and Interventions, of cases where a site does not have sufficient Elder/Spiritual Advisor or Elder Helper resources to meet the requirements outlined below.

43. The Regional Administrator, Assessment and Interventions, will ensure Elder/Spiritual Advisor involvement in Indigenous correctional programs, including in programs for Inuit offenders, is as follows:

- a. a minimum of 50 percent of sessions in the program primers and moderate and high intensity programs in the case of men offender Indigenous correctional programs
- b. a minimum of 80 percent of each module in the moderate and high intensity programs, as well as 80 percent of self-management programs in the case of women offender Indigenous correctional programs.

44. The Regional Administrator, Assessment and Interventions, will collaborate with the Regional Administrator, Indigenous Initiatives, to identify strategies to provide the site with the required level of Elder/Spiritual Advisor or Elder Helper involvement in the Indigenous correctional programs.

45. The Regional Administrator, Assessment and Interventions, will notify the Director, Reintegration Programs, of situations where it is not possible to provide the site with the required Elder/Spiritual Advisor or Elder Helper resources in a timely manner. The Director, Reintegration Programs, will make a decision as to whether or not the site can proceed with the delivery of the Indigenous correctional program, in consultation with the Director, Operations, Indigenous Initiatives, and the Director General, Women Offender Sector, where appropriate.
46. The Elder/Spiritual Advisor or Elder Helper will:
- a. participate in men offender Indigenous correctional programs, including identified sessions in maintenance programs
 - b. participate in women offender Indigenous correctional programs, including all sessions of Indigenous women engagement programs.

Post-Program Document Management

47. The Correctional Program Officer/Indigenous Correctional Program Officer will ensure the offender is provided with the originals of all [written work](#) completed during the correctional program at the end of the offender's participation in the program.
48. The Correctional Program Officer/Indigenous Correctional Program Officer may take one of the following measures in cases where the offender having possession of their written work would jeopardize the safety of an offender or the security of the institution:
- a. destroy the written material, at the offender's request
 - b. send the written material outside of the institution, at the offender's expense
 - c. place the written material among the offender's personal property.
49. The Correctional Program Officer/Indigenous Correctional Program Officer may make a photocopy of the offender's written work if they need a copy of the work to assist in report writing. The Correctional Program Officer/Indigenous Correctional Program Officer will ensure the original copies are returned to the offender, and any photocopies, with the exception of the self-management/healing plan, are destroyed once the final correctional program report is finalized.
50. The Correctional Program Officer/Indigenous Correctional Program Officer will place paper copies of the offender's [Consent to Participate in a Correctional Program](#) (CSC/SCC 1288), interview booklets, final correctional program reports and self-management/healing plans in the offender's Education and Training file.

51. The Correctional Program Officer/Indigenous Correctional Program Officer will file paper copies of all correctional program performance measures according to the distribution indicated on the document. The Correctional Program Officer/Indigenous Correctional Program Officer will place program performance measures on the Education and Training file if no distribution is indicated on the document.

ENQUIRIES

52. Strategic Policy Division
National Headquarters
Email: Gen-NHQPolicy-Politi@CSC-SCC.GC.CA

Assistant Commissioner,
Correctional Operations and Programs

Original signed by:

France Gratton

ANNEX A

CROSS-REFERENCES AND DEFINITIONS

CROSS-REFERENCES

[CD 001 – Mission, Values and Ethics Framework of the Correctional Service of Canada](#)

[CD 087 – Official Languages](#)

[CD 700 – Correctional Interventions](#)

[CD 701 – Information Sharing](#)

[CD 702 – Indigenous Offenders](#)

[CD 711 – Structured Intervention Units](#)

[CD 726 – Correctional Programs](#)

[GL 726-2 – National Correctional Program Referral Guidelines](#)

[GL 726-3 – National Correctional Program Management Guidelines](#)

[CD 730 – Offender Program Assignments and Inmate Payments](#)

[CD 767 – Ethnocultural Offenders: Services and Interventions](#)

Treasury Board [Guideline for Employees of the Government of Canada: Information Management \(IM\) Basics](#)

Treasury Board [Operational Security Standard on Physical Security](#)

Treasury Board [Policy on Government Security](#)

Treasury Board [Policy on Results](#)

DEFINITIONS

Ceremonial objects: objects deemed to be sacred, spiritual or ceremonial in nature. Also referred to as “personal spiritual effects”.

Correctional program: a structured intervention that targets empirically-validated factors directly linked to offenders’ criminal behaviour, in order to reduce re-offending.

Elder Helper: an individual other than an offender designated to assist offenders to benefit from traditional healing and contemporary treatment interventions by supporting the work of the Elders/Spiritual Advisors and the Interdisciplinary Team.

Elder/Spiritual Advisor: any person recognized by an Indigenous community as having knowledge and understanding of the traditional culture of the community, including the physical manifestations of the culture of the people and their spiritual and social traditions and ceremonies. Knowledge and wisdom, coupled with the recognition and respect of the people of the community, are the essential defining characteristics of an Elder/Spiritual Advisor. Elders/Spiritual Advisors are known by many other titles depending on the region or local practices. An example is Angakuk who is an Inuit shaman or medicine man.

Elder/Spiritual Advisor involvement: the in-person presence and engagement of an Elder/Spiritual Advisor or Elder Helper in Indigenous correctional programs/interventions through traditional teachings and cultural ceremonies in program sessions and individual sessions. Under exceptional circumstances, and where no reasonable alternative exists, the in-person presence and engagement of an Elder/Spiritual Advisor or Elder Helper may be substituted by alternative methods (such as, but not limited to, video conferences, telephone, etc.). The written approval of the Assistant Warden, Interventions, in consultation with the Regional Administrator, Indigenous Initiatives, will be required prior to proceeding with substitutions to in-person Elder/Spiritual Advisor or Elder Helper involvement. An example of exceptional circumstances is the COVID-19 pandemic where Elder/Spiritual Advisor or Elder Helper access to operational units was suspended thereby preventing in-person presence in program/intervention sessions.

Experienced Correctional Program Officer/Indigenous Correctional Program Officer: a Correctional Program Officer/Indigenous Correctional Program Officer who has delivered correctional programming to offenders in the program stream they will be delivering or in any other program stream, and is compliant with the quality review process without current performance results indicating a need for improvement or development in the program stream.

Indigenous: a person of First Nations, Métis or Inuit heritage.

Indigenous correctional programs: structured, culturally-based interventions that target empirically-validated factors directly linked to Indigenous offenders' criminal behaviour in order to reduce re-offending. These programs' culturally-relevant content includes Indigenous social history considerations, traditional teachings and ceremonies, and cultural activities. Indigenous correctional programs should normally be delivered by Indigenous Correctional Program Officers with the involvement of Elders/Spiritual Advisors or Elder Helpers, and will utilize a healing and holistic approach to address the physical, emotional, spiritual and mental needs of Indigenous offenders. Indigenous correctional programs include specific programming for Inuit men offenders.

Indigenous social history: the various circumstances that have affected the lives of most Indigenous peoples. Considering these circumstances may result in alternate options or solutions and applies only to Indigenous offenders (not to non-Indigenous offenders who choose to follow the Indigenous way of life). These circumstances include the following (not an exhaustive list):

- effects of the residential school system
- sixties scoop into the adoption system
- effects of the dislocation and dispossession of Inuit peoples
- family or community history of suicide
- family or community history of substance abuse
- family or community history of victimization
- family or community fragmentation
- level or lack of formal education
- level of connectivity with family/community
- experience in the child welfare system

- experience with poverty
- loss of or struggle with cultural/spiritual identity.

National correctional programs: a specific set of correctional programs that have been developed and implemented on a national level. These programs are structured interventions that target empirically-validated factors directly linked to offenders' criminal behaviour, in order to reduce re-offending.

Provisional training: a modified initial correctional program training which allows a Correctional Program Officer/Indigenous Correctional Program Officer to deliver the program under exceptional circumstances when the site is unable to meet program needs. It is used when a site needs trained staff to deliver a particular program and there is no initial training scheduled for that program stream in the near future.

Quality review and certification: the process used to measure Correctional Program Officer/Indigenous Correctional Program Officer competency, as well as the competency of National Correctional Program Trainers and Regional Program Managers.

Responsivity: the presence of a characteristic(s) that influences the offender's capacity to benefit from the targeted intervention(s). These can include, but are not limited to: health needs, intellectual and developmental disabilities, physical disabilities, learning disabilities, Fetal Alcohol Spectrum Disorder, Attention Deficit Hyperactivity Disorder, age, gender, linguistic differences, ethnocultural background, motivation level, etc. [Responsivity resource kits](#) are available to staff to effectively engage and work with offenders with responsivity needs.

Traditional medicines: sacred, natural medicines used during ceremonies, which may include sweet grass, sage, cedar or tobacco.

Transitory records: information resources that are required only for a limited time to ensure the completion of a routine action or the preparation of a subsequent record. They do not include records required by government institutions or Ministers to control, support, or document the delivery of programs, to carry out operations, to make decisions, or to account for government activities.

Written work: any material, including artwork, completed by an offender as part of their participation in a program assignment, with the exception of self-report program performance measures completed by the offender.