



Government
of Canada

Gouvernement
du Canada

National Parole
Board

Commission nationale des
libérations conditionnelles

Financial Management Institute of Canada Strategic Review: National Parole Board Perspective

November 23, 2009



Overview

- Government Strategic Review
- National Parole Board
- NPB's Strategic Review Process
- Proposals
- Implementation
- Lessons Learned

Government Strategic Review

- Strategic review process initiated in 2007-08 Budget
- 2008-09: 20 organizations
- Not meant to be cost-cutting exercise – promote management excellence & fiscal credibility
- Recommendations:
 - Cost-neutral proposals to improve efficiency & effectiveness
 - Lowest priority, lowest performing 5% of departmental activities that could be re-allocated
 - Proposals for reinvestment linked to government priorities

Government Strategic Review

- April: identification of organizations
- June: draft to Treasury Board
- September: final signed off by Minister submitted to Treasury Board
- Nov-Dec: recommendations presented to Treasury Board Committee & input into Budget planning
- Feb: results announced in Budget 2009

National Parole Board

The National Parole Board, as part of the criminal justice system, makes independent, quality conditional release and pardon decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely integration of offenders as law-abiding citizens

Independent Administrative Tribunal

- Tribunal – render decisions affecting offenders' liberty
- Administrative – decentralized body; inquisitorial process
- Independent – exercise our jurisdiction without interference in the decision making process in individual cases; arms-length relationship with Minister of Public Safety

Legislated Roles/Responsibilities

- Public safety through quality decision making
- Legislation:
 - *Corrections and Conditional Release Act* – conditional release decisions for federal & provincial offenders; open & accountable decision processes
 - *Criminal Records Act* – pardon decisions
 - *Royal Prerogative of Mercy / Letters Patent* – requests for clemency
 - *Criminal Code of Canada*

Program Activity Architecture (PAA)

- Strategic Outcome: conditional release & pardon decisions & decision processes that safeguard Canadian communities
- Program activities:
 - Conditional release decisions
 - Conditional release openness & accountability
 - Pardon decisions / clemency recommendations
- PAA reflects how the Board plans & allocates resources, delivers programs, & measures results

Program Delivery Challenges

- Prescriptive legislation framework constrains operational flexibility
- Heavy workloads challenge program capacity
- More difficult offender population serving shorter sentences adds complexity to decision-making
- Growing diversity creates a need for innovative decision processes (e.g., Elder-assisted hearings)
- Increasing role for victims of crime

Program Delivery Challenges (cont.)

- Public safety agenda/proposed legislative amendments influence program delivery
- Transformation of corrections impacts on the NPB
- Increasing number of pardon applications
- Pressing need for effective human resource management

NPB's Strategic Review Process

- Planned spending for 2008-09 - \$45.9M
- 5% target - \$2.3M
- Primary objective – public safety
- Focus for strategic review – improvements, re-allocations, reinvestments that strengthen capacity for quality decision-making in support of public safety

NPB's Process

- Establish governance structure
 - Steering Committee
 - Coordinating Committee
- Comprehensive review of 100% of direct costs:
 - Exhaustive review by all managers
 - Application of horizontal test
 - Review of proposals against legislated responsibilities & strategic outcome
 - Steering Committee final review & approval
- Result – integrated package of proposals that achieved 5% target

Proposals - Improvement

- Strategic focus – enhance organizational efficiency (no impact on reference levels)
 - Integrate organizational units to strengthen research & evaluation
 - Enhance partnership with CSC to support provision of timely & relevant information to victims
 - Raise cap on full-time members from 45 to 60
 - Allow Board members at end of appointments to work until re-appointed or replaced
 - Increase user fee for processing pardon applications

Proposals - Re-allocation

- Strategic focus – cost reduction with minimal impact on public safety
- Total re-allocation - \$2.3M:
 - Discontinue hearings to impose a residency condition on statutory release (\$650k)
 - Align quorum (Board member votes) (\$750k)
 - Streamline program delivery, integrate organizational units, introduce efficiencies in internal services (\$900k)

Proposals - Reinvestment

- Strategic focus – quality decisions & decision processes in support of public safety
 - Victims of crime
 - Public safety – improving quality decision making for Board members

Implementation

- Focus on public safety & service to the public
- Communication strategy
- Internal re-allocation proposals implemented quickly
- Changes to policy
- Changes to regulations & legislation
- Pardon user fee

Lessons Learned

- Strategic review presented a challenge for the NPB
 - Limited resource base
 - Legislated responsibilities
- Importance of a strong PAA
- Good governance structure and support from senior management
- External advisor
- Importance of bottom-up approach – buy in
- Timelines important

Lessons Learned (cont.)

- Good working relationship with Treasury Board Secretariat
- Importance of support from Minister's office
- Use for operational planning
- Look at unintended consequences
- Be prepared to implement re-allocation proposals
- Use strategic review to implement changes

Suggested Improvements

- Consistent, timely information from TBS
- Streamline & clarify reporting requirements
- Involvement of senior management team
- Ensure re-allocation proposals are robust
- Improved coordination of communications; more consistent messaging
- Ability to discuss more fully within organization and with stakeholders