Standing Committee on Oversight of
Government Operations and Public
Accounts Review of the 2021 Report of the
Auditor General of Canada to the
Legislative Assembly of Nunavut: Followup Audit on Corrections in Nunavut
Iqaluit, Nunavut
April 27, 2022

Members Present:

Bobby Anavilok
Janet Pitsiulaaq Brewster
George Hickes, Chair
Joelie Kaernerk
Mary Killiktee
Solomon Malliki
Karen Nutarak
Daniel Qavvik
Joseph Inagayuk Quqqiaq
Alexander Sammurtok, Co-Chair
Joe Savikataaq

Staff Members:

Alex Baldwin Stephen Innuksuk

Interpreters:

Eva Ayalik Andrew Dialla Allen Makhagak Abraham Tagalik Blandina Tulugarjuk

Witnesses:

Andrew Hayes, Deputy Auditor General James McKenzie, Principal Stephen Mansell, Deputy Minister of Justice Mickey McLeod, Director of Corrections

>>Committee commenced at 8:59

Chairman (Mr. Hickes): Good morning, everyone. Welcome back to the Committee on Government Operations and Public Accounts on the Auditor General's follow-up

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report to the 2015 on corrections in Nunavut. I would like to ask Mr. Anavilok to lead us in prayer to get our meeting started. Thank you.

>>Prayer

Chairman: Thank you very much. In our proceedings yesterday, we left off and we were still on the second portion of the report, dealing with paragraphs 14 through 66, and the last Member that was asking questions was the Member for Sanikiluaq, Mr. Qavvik, and I believe he had one more question or maybe more since yesterday. Mr. Qavvik, please proceed.

Mr. Qavvik: Thank you, Mr. Chairman. Good morning, Members and witnesses.

Yesterday we left off questioning the Office of the Auditor General in regard to the examination of the frequency and severity in violent incidents in territorial corrections. I have a follow-up question that I will direct to the Government of Nunavut witnesses, and I would like to recap the wording from paragraph 56 just to refresh your memories. It quotes, "Administrative segregation' is used to temporarily keep inmates out of the general population for their own protection, including to protect them from threats from other inmates or the risk of self-harm. Inmates may also be placed into administrative segregation because they are jeopardizing the security of the institution or the safety of other inmates or staff."

My question is within the same lines, but to what extent does the department track the frequency and severity of violent incidents in territorial correctional facilities? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

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Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. All incidents where a client is required to be placed in administrative segregation or what we call assessment is tracked. It's logged into our COMS system, which is our Corrections Offender Management System. It's tracked for future reference as well. With the new SharePoint, we will be able to extract that data a lot more easily. Currently it's kind of difficult to pull all that data in real time, but all cases are tracked and logged. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Thank you, Mr. Oavvik. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. Good morning, colleagues, the [Auditor] General's officials, and (interpretation ends) Nunavut government staff.

My question is to...the Auditor General's report indicates in paragraph 32 that "adult male inmates did not always have access to key rehabilitation programs, such as anger management and substance abuse recovery." What accounts for these gaps? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: As we discussed yesterday, one of the things that we learned from this report was that we needed to do better in programming and documenting our programming. Some of the things that we were doing in our facilities weren't being documented enough and we weren't able to provide the Auditor General with sufficient evidence that the clients had taken the programming or that it was offered.

We have greatly increased our documentation with respect to programming

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and tracking who is taking what and who is delivering what. Some of the gaps across the facilities is that we just have different capacity within a facility, either staffing-wise or facilities-wise, but our goal is to ensure that our clients receive, if not exactly the same, comparable programming across the board. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) What specific actions has the department taken to address these issues? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell. Sorry. Mr. McLeod, go ahead.

Mr. McLeod: Thank you, Mr. Chairman. The department has worked to work with other stakeholders to try to develop more culturally relevant programming. We're also trying to create the database that will effectively track all the courses that our clients are taking.

One of the issues that we have is that in that COMS system, the Corrections Offender Management System, is it's very sporadic where you find the records that are taking part in the programs as well as it is also difficult to see comments from the staff that were delivering the program for each individual client. We have increased the requirement and tracking forms as well as summaries at the end of every program for the clients as to what they have done in the program and their level of participation.

We're currently working on right now the...sorry...working on remission awards. A number of years ago, the territory had stopped the monthly remission awards that were just credited up front. What we're doing

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now to try to reinstall that value in the programming is to have those monthly remission awards returned so that it gives the clients who are required to take the programming the incentive to take the programming and it also allows us to effectively measure and document and track their level of participation. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. I believe Mr. Mansell wanted to supplement. Go ahead.

Mr. Mansell: Just on steps we're taking, I think the two biggest things that we're doing to improve our programming is the creation of a lot more program space, particularly in phase 2 of Aaqqigiarvik. That's a number of classrooms, elder space, and an Inuit cultural skills outbuilding that you can see when you go to the airport now, the big structure there, and that significantly is increasing our capacity, as well as staffing up in our programming and recreation side of things, so new program staff, new recreation staff, which we put a number of business cases forward for. (interpretation) Thank you.

Chairman: Thank you, Mr. Mansell. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for those good responses. (interpretation ends) As of today, who delivers anger management and substance abuse recovery programs in Nunavut correctional facilities? (interpretation) Thank you, Mr. Chairman.

Chairman: Go ahead, Mr. Mansell.

Mr. Mansell: I missed the first part. Sorry, sir.

Chairman: Mr. Malliki.

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Mr. Malliki (interpretation): Thank you. I'm sorry. (interpretation ends) As of today, who delivers anger management and substance abuse recovery programs in Nunavut correctional facilities? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The Substance Abuse Recovery Program historically has been delivered by our elder counsellor in the facilities. Currently that position is vacant. We're trying to get someone new to the position. I have asked our facilities to start to look at the opportunities to work with our community stakeholders that also deliver the programming to try to bring that consistency into the facilities. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you again for those good responses. (interpretation ends) The Auditor General's report indicates in paragraph 32 that "The content of the anger management program was updated in 2020." What specific changes to this program were made? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We don't have that off the top of our head, the exact changes that were made, but we can commit to get back to you. Thank you, Mr. Chairman.

Chairman: Thank you. Just before I go on to Ms. Killiktee, just to follow up on Mr. Malliki's question, when Mr. McLeod mentioned that there is an elder that looks after the Substance Abuse Recovery Program, it was only being offered at one

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facility across the territory, so if Mr. McLeod can just confirm that.

Mr. McLeod: Thank you, Mr. Chairman. The program was offered at multiple facilities across the territory. At the main facility, the BCC is where we had the elder counsellor who was offering it. That elder counsellor would work with the facilities there and the local region. At our Utaqqivik facility, those clients were able to go out into the community and take part in community programs like the AA substance abuse programming. In Rankin Inlet they have a program for themselves in their community as well. I believe that it's also an internal program that also delivers that programming in that facility. Thank you, Mr. Chairman.

Chairman: Thank you for clarifying that, Mr. McLeod. Ms. Killiktee.

Ms. Killiktee (interpretation): Good morning. Thank you, Mr. Chairman. I say "good morning" to everyone.

Perhaps I'll ask my question to the auditors. The audit report indicates in paragraph 41 on page 12 that (interpretation ends) "...we found that the Baffin Correctional Centre and the Rankin Inlet Healing Facility had few staff members who could provide counselling or other support services to inmates." Going down further, they explain that Nunavut correctional facilities have mental health and addictions challenges and also showing that only two in-house mental health positions, one to support inmates in Baffin Correctional and Makigiarvik. Following that and going through that, and also showing that they have "found that the department had not added any new dedicated mental health positions since 2006."

Following all that and then going to... . (interpretation) Where is it now?

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In looking at the report where the facilities were audited and in perusing the information, I felt that it would be better to provide some context so that it is more understandable, at least in my line of thinking. Let me turn to the audit report; perhaps I'll quote from it. Have you seen cases in Nunavut and extraterritorially, (interpretation ends) outside of our territory, comparisons?

(interpretation) Related to competent counsellors who can provide this service, especially for inmates who have completed their incarceration, I have seen firsthand people with paper certification showing their capability to provide life skills counselling for people facing alcohol and drug addiction issues or difficulties in their lives and/or mental health issues.

We have people who have taken training to become certified to provide counselling for people in this category, and the number of qualified people within Nunavut continues to increase. However, the Government of Nunavut continues to deny acknowledgement of these certified people since they are certified by an organization not approved by the bureaucracy. Have you seen this problem? Is this the reality? Are there numerous certified people not recognized by the public servants working for the Government of Nunavut?

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Maybe to clarify, (interpretation ends)
Indigenous Certification Board of Canada, which is located down in BC, (interpretation) certifies people attending training coming from Nunavut. Are you seeing this discriminatory problem in our government, the fact that they don't recognize numerous Inuit who are now certified by this body after completing this training? There are many people who have this certification. Have you acknowledged this institutional discrimination in your reviews? That is my question, albeit a bit long-winded. I hope I'm understandable. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes, did you want to take that first? Go ahead.

Mr. Hayes: Yes. Thank you very much, Mr. Chairman. Thank you for the question. In our report, I think it is important to emphasize the statement that the positions that are important for the delivery of mental health services to individuals in the correctional facilities. It is incredibly important. Ongoing treatment, counselling, and support to meet their mental health needs can be critical for the success of their rehabilitation. Quite frankly, I would position it as an investment in outcomes for both those individuals and the communities.

In terms of the question about qualified individuals, I don't have a comment specifically on standards for qualifications. However, what I will say is that across the country, we are aware of shortages of qualified practitioners in various areas, nursing and doctors are a good example, and there are a number of programs in the federal government to try to bring qualified people to Canada and to leverage the skills and experience of those individuals.

Mr. McKenzie might be able to add some perspectives after I finish here, but in the

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I wonder if Mr. McKenzie might have a comment.

Chairman: Thank you, Mr. Hayes. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. In regard to the question by the Hon. Member, it is not an issue that we specifically examined. As Mr. Hayes mentioned, there are certainly shortages in this field and other areas of health services. Certainly, looking at that question of equivalency is important for the government to consider.

The other aspect that I would note is certainly the role of partnerships and looking at other providers who can provide that type of service. I am aware of other partnerships in the area of health in Nunavut where they have established relations and partnerships with other organizations to help improve the capacity of the government.

Maybe another note is certainly to view mental health.... Corrections plays a critical role, that individuals who are in the facility are under the responsibility and the care of the correctional services, but certainly when it comes to mental health, it's very much a continuum, that there are services that individuals are at a certain point, either before they enter the facility and certainly

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once they get released, so establishing those partnerships not necessarily with third parties but also other government departments is an important consideration as a tool, if you will, or an option for improving and increasing capacity. Thank you.

Chairman: Thank you, Mr. McKenzie. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you for your responses. Now, I want to further elaborate on my views on this issue, again for your attention on this matter. Why is this not included within your report? It seems you have acknowledged this deficiency in the report, but it isn't included as a recommendation for action. Why? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chairman. I might go to Mr. McKenzie, if that's okay. Thank you.

Chairman: Absolutely. Mr. McKenzie, go ahead.

Mr. McKenzie: Thank you, Mr. Chairman. Yes, so my apologies; I may have mischaracterized my statement.

That is something that I am aware of other jurisdictions and other professions, in fact, expressing that concern where individuals may have an education from another country, for example. It wasn't something that was specifically brought to our attention in terms of a barrier, if you will, during the course of our audit. It was more, certainly, issues around training of staff that were brought to our attention as an example, and essentially the availability of services within the facilities.

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I apologize if I mischaracterized it. It was really more of a general comment that I'm aware of those types of barriers, not just in this field but in others, education, for example. Thank you.

Chairman: Thank you, Mr. McKenzie. Ms. Killiktee.

Ms. Killiktee (interpretation): Sorry; I apologize. Thank you, Mr. Chairman, and I thank the witnesses as well for their responses. Just to speak further to this issue as it revolves around an important service that can offer some professional benefits to fellow Nunavummiut based on your report. I really appreciate the overall report and the potentiality to benefit more people in the future if recommendations are followed as outlined in this report. I wanted to voice that firstly, and obviously I will have follow-up questions later, as I believe this entire day is set aside for this review. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Killiktee, and I'll go to your immediate right. Mr. Anavilok, go ahead, please.

Mr. Anavilok: Thank you, Mr. Chairman. Good morning to you all.

My questions are for the government witnesses; it's going towards rehabilitative programming. What are the main programs available in correctional centres an inmate needs to take in order to maybe be transferred to a healing centre or a halfway home like the Kugluktuk Ilavut Centre? (interpretation) Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. We don't have sort of a list of specific programs that they have to take in order to move to

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While all of these programs aren't offered all the time, I can give a list of examples of some of the things that we do provide in the facilities.

- At Aaqqigiarvik, town crew, which is a group of clients that have their risk assessment that has allowed them to go out into the community and do good works in the community;
- We have our Inuit Cultural Skills Program;
- Elder counselling;
- A carving program, which many of you
 might have heard about, which is very
 successful; clients are able to do carving
 in the facility and also to sell their
 carvings to the public, and the funds from
 that, a small portion goes back to pay for
 the tools and the program and the rest can
 go to the family of the client;
- Substance abuse counselling;
- Educational programming for clients wishing to better their education;
- Smart recovery, which teaches clients problem-solving and how to improve relationships;
- Recreation programming and sports, now that phase 1 of Aaqqigiarvik is on board and we have a full gymnasium, has really been improved;
- Trades programming;
- My Father's Voice;
- Life skills;
- Parenting programming;
- A Better Father, Better Husband;
- On-the-job training with Pilitak, while we were doing construction, we had some clients that helped construct the facility that we use now;

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- Training provided by the Kakivak
 Association in writing resumés, safe food handling, workplace hazardous materials, worker health and safety, all designed to improve education and life skills when our clients get out;
- In Rankin Inlet we have talked about the land program;
- Traditional skills and tool-making;
- Spousal abuse program;
- Alcohol and drug program;
- Elder spiritual counselling and bible studies available:
- First aid;
- Kitchen worker;
- Ice gathering for the community;
- Health services;
- Carpentry;
- Soapstone carving;
- Work assignments for those whose security rating allow them to actually work outside the facility;
- Men's group;
- A Better Father, Better Husband town crew in Rankin Inlet.

Our other facilities have a number of programs as well. Just for the women, we have mental health counselling, elder counselling, in-house casework, Inuit cultural skills, sewing program, library visits, and work program.

Those are just some of the things that have been offered in our facilities. As I say, they're not all offered at the same time, particularly recently with a lot of the programming that was outside facility had to be curbed because of COVID and possible exposure during the pandemic, but at any time there is a lot of good programming going on in our facilities. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mansell.

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Mr. Anavilok.

Mr. Anavilok: Thank you, Mr. Chairman. Thank you for the response. Under Kugluktuk, you have a land program, carving program, elder counselling, traditional skills, sewing programs, cooking country food, making and repairing hunting equipment. Those are just pretty much everyday stuff that you do. When inmates get incarcerated or when they do an offence, it's probably not from those, but under that, you don't have anger management, Alcoholics Anonymous, mental health counselling, and life skills programs. They are not listed under Kugluktuk Ilavut Centre.

Kugluktuk being a halfway home, I guess you go into your community from there, back home, and it probably would be great to see them continue those programs there before they get back to their communities. That might just be a statement or comment, but if you want to elaborate. *Quana*, Mr. Chairman.

Chairman: Thank you. I think it is worth elaborating it. Mr. Mansell.

Mr. Mansell: I can confirm that we do drug and alcohol counselling in Kugluktuk. As well, one thing to consider in that facility is if there is some specialized programming that a client needs, they may not be eligible to go to Kugluktuk. We have to make that assessment when we decide who is going to go there, but we do endeavour to do alcohol and drug programming in the Kugluktuk facility as well. Thank you, Mr. Chairman.

Chairman: Thank you for expanding on that, Mr. Mansell. The next name I have on my list is Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Good morning, officials and auditors.

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Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. A lot of the facilities don't have dedicated elder counsellor positions to their facility. A lot of those facilities rely on community supports and community elders to take part in the facilities. We do that either through honorariums or through relief employment with our local elders to be able to come in and work with our clients on a regular basis. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Let me rephrase my question. At these facilities, here at Akausigiarvik or Aaqqigiarvik, women's jail, Rankin Inlet's jail, Kugluktuk's jail, I tried to ask if those elder positions are vacant or filled rather than just having them on a contractual basis. I tried to ask: how many positions of those counsellors are vacant? Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: We have a full-time elder counsellor position here in Iqaluit that is vacant at the moment. In the other facilities, we don't have a dedicated full-time elder counsellor position. We work with community stakeholders and elders in the community to bring them into the facility, paying them on honorarium or sometimes via relief contract. The position in Iqaluit is currently vacant. We don't have that full-

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time position in the other communities. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. When will that position be filled? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: It's into HR now, in the queue for a competition. I can't tell you exactly when it will be filled, but the staffing action process is complete and it's in the queue to be put out to competition.

Chairman: Thank you. Mr. Kaernerk.

Mr. Mansell: ...(inaudible)...in this case as well. Thank you, Mr. Chairman.

The current vacancy that we have is in the queue for staffing. As well, through a business case, we have requested a second elder counsellor and as soon as that's approved, we will put that through the staffing process as well.

Chairman: Thank you for that clarification. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for clarifying that. I'm asking questions, so I guess the acronym for "q" is questions. If you can rephrase that "q," I would be happy. Thank you.

Chairman: I could probably respond to that, Mr. Kaernerk. The "queue" is just the order of things in the process; it's not an actual acronym. It's q-u-e-u-e. I can't remember how to spell it now.

>>Laughter

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Δ⁶/«ኦር⁶ (ጋጎ, ληυ⁶): ρρχ⁶α⁶ς, Γ¹ς δδ¹σ¹δ¹, Ċ⁶α "queue" CΔ⁶δδ Ͻ⁶ης γ¹ς Λ⁶ς σ¹γγις CL⁶δδ Lς⁶ζης q-u-e-u-e, Δ¹⁶δριχ⁶σ¹ς δρ¹⁶ ηης¹⁶γις¹ς.

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Obviously spelling is not my forte. With all the spellcheck, with all the technology we have now, I have lost that ability, but Mr. Kaernerk, did you have another question?

Mr. Kaernerk: Thank you. Moving on to my other questions, does the department have a potential applicant that they wish to consider to hire? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Well, we wouldn't want to sort of prejudge the competitions as it is open to anyone that meets the qualifications, and then we will go through the normal staffing process. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. I'll be focusing my line of questioning in regard to these positions.

Mr. Mansell, you just mentioned that there are people who are hired out there on a contractual basis. How are they determined? Does the department look at these community justice committees or since here in Iqaluit they have Iqaluit Restorative Justice? How does the department collaborate with these restorative committees or do they take the recommendations from these restorative justice committees when they're trying to hire an elder counsellor? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. When we work to try to fill these elder positions, we're really just working with the local elder community and the elder centres to try to find elders who are willing to come in and work with our clients. When we do

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that and we have an elder who is interested in working with us, then we will do up a relief contract with them so that they can come in and work with us or, like Mr. Mansell stated, we will look to pay them an honorarium. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Now, before the *Corrections Act* was passed, how did department work before this new *Corrections Act* was passed, especially on the case management side? When these individuals reintegrate into their communities, there's a big gap in between the case management at the facility and some communities don't have probation officers.

How did it work out with this case management and these individuals reintegrating to their communities, and once they're in their communities and all these programs, education programs, My Father's Voice, culturally camping out...? How does the department work with these individuals once they are reintegrated to their communities?

I'm sure they have conditions that they have to follow. How are they determined before this new *Corrections Act* was passed? There needs to be a whole lot of improvement, especially on the case management side. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I'll speak a bit and then Mr. McLeod can talk a bit more about how our community corrections work.

The Act, as I said in my opening, isn't in force yet, so the improvements that we have been trying to make have been internally via

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Ċ°Φ LCU[®] LDΔ[®]7[®]66∩⁶DJ 4DC[®]NCP[®]1^LL[©] 7C, CΔ⁶d4 Λ[®]6[©]CPN⁶56[©] ΔD[©]6[©]676[©]60[©]60 our policies and regulations, but when the Act does come into force, we hope to be in compliance and we're working to ensure that we live up to all the standards in the new Act.

The Member is right that we, in some communities, don't have community correctional officers. Often that's due to housing or office space, but we ensure that they are supervised by a community that is nearby. Mr. McLeod can talk a bit about the work that our community corrections officers do. Thank you, Mr. Chairman.

Chairman: Thank you. Go ahead, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you, Member, for the question. That's a very good question. It's one that we have been working on for a long time. It's one that we have identified that we have a lot of shortfalls in. One of the big changes that we made to try to ease that transition back into the community is the creation of the new model that we're working under.

The pre-existing model of corrections is more of the traditional custody model which you would typically see around Canada and the rest of the world, where it's really based on strict rules, confinement, and we put programs in there. The new model that we're trying to work is a more restorative model. It's more based on community living. We're trying to replicate community life within the facility the best we can so that the transition back in the community is not so abrupt. The previous model was very structured and rigid. It didn't allow for our clients to make choices or decisions on their own. It took away all those decision abilities from them. When they get out of custody, it's a big shock to them. They don't know where they fit and how they work when they get back.

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With this new model, we are trying to get the more realistic community social interactions within custody so that it's not that abrupt.

The other part to that is the transitioning back into the community and one of the things that we have been trying to work on recently is expanding that elder advisory group to a territorial elder advisory group. Currently right now we each have pockets of elder advisory committees and they're just in those communities that have our facilities. The idea is that we would like to have an elder advisory committee that has representatives from each of our communities in Nunavut that have a voice in our programming and the reintegration of our clients. It also helps with those clients that maybe have damaged that relationship with their community to try to rebuild that relationship with them before they return.

The other part of the question also is the transitioning between custody and our community corrections system. As we spoke a little bit about yesterday, the new SharePoint system allows for us to have that continuity of custody and care of that client when they leave our custody facility and when they go into community. A lot of times there's duplication of work and there's were we doing assessments and interviews when a lot of that work and information has been provided, and a lot of that care has been given already, and then the last piece is with the programming.

We realize that a lot of the programming that we've had over the years has been more tailored towards our custody facility and it may not translate very cleanly in the community. That's one of the reasons why we have chosen to try to work more with community stakeholders for existing programs that are already in the community so that when those clients are transitioning

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from custody back into community, they can rejoin a program and the work that they're doing in custody will transfer with them into that community program. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for the answers. I think that there would be a good improvement if the department keeps on that model that I think Mr. McLeod had mentioned. They need to be more mobilized in the community. In saying that, how will the department utilize these community justice outreach workers that are in the community for those communities that have no probation officers?

I'm sure that there will be better programs for these reintegrated individuals that are sent back home and I'm sure that they would like to go out on the land. How will the department be utilizing these community justice outreach workers that actually work in the community and they are paid by the department? Is that part of the planning too? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. The Member is right that our community justice outreach workers are a great resource and they support their communities in many ways, through programming, through access to the *Family Abuse Intervention Act*, and supporting the community justice committees. We don't use them for probation work. That's a specialized position that requires training and we don't use CJOWs for that.

I can give an update here that we have community correction officers in 16

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communities right now and staffing actions at some phase in Igloolik, Baker Lake, Kinngait, Rankin Inlet, and Sanikiluaq. You're right that CJOWs are a good resource. They have a role to play in providing programming that clients can take when they get out of the facility, but for actual community correction supervision, we would leave that to the community corrections officers. Thank you, Mr. Chairman.

Chairman: Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for providing the answer, Mr. Mansell. Now moving on to my question here, ever since the new *Corrections Act* was passed here in the Legislative Assembly and the Auditor General has made big recommendations on the case management side, now, with these segregations, the administrative segregations, there are disciplinary segregations or whatever. There were two segregations that were in place.

Will the department still be using those three types of segregation when an individual has to be sent to isolation due to security or safety reasons? Will the department make any changes with those segregation programs after this legislation was passed in June? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I'll make some comments and then Mr. McLeod will elaborate.

We do continue to use administrative segregation, but as was pointed out in the Auditor General's report, it's usually not more than one or two days. We have taken a lot of steps to ensure regular check-ins from caseworkers and medical staff for anyone

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that's in administrative segregation. The department has completely eliminated disciplinary segregation. We do not use that as discipline any longer. We were one of the first jurisdictions in the country to fully eliminate disciplinary segregation.

One important change with respect to segregation at Aaqqigiarvik is that that section of the facility is now staffed. At the former facility, floor staff would go and check; now there is someone there at all times when there is someone in a segregation unit. Mr. McLeod can elaborate a bit more on segregation if he wants.

Chairman: Thank you. Mr. McLeod, go ahead, please.

Mr. McLeod: Thank you, Mr. Chairman. Yes, like Mr. Mansell has stated, Nunavut fully eliminated the use of disciplinary segregation. We realized very early that the use of disciplinary segregation wasn't serving the purpose that we have historically believed that it would serve. I think that it was more intended to be a deterrent.

The division realizes that we would only ever place someone in segregation if they were actively threatening the safety and the security of the centre or other clients in the facility or themselves and only when they're actively threatening. The use of segregation for any other reason is more harmful to the client and we found that clients were decompensating more and actually becoming more traumatized from being placed in isolation.

With that, every client that goes there, we have ongoing dialogue with them every day, all day, while they're in there. The staff are manned in there and when they see that the client is calmed down and they are no longer presenting a threat to themselves or others,

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then we start to go through a formal assessment to see whether or not they can be moved back to their unit. That assessment then is followed up by a visit with the psychiatric nurse to come in and talk to the person to make sure that what they're saying, that they're okay, they're not still in that place where they're going to hurt themselves or others, and then once we are satisfied that the person is ready to go back, we will make that movement.

Regardless of whether or not there has been a threat put out there prior, if there has been a threat or attempt of assault on another client or a staff member, we also use mediation before we return that client back so that we have the ability to try to resolve the issue before we bring in or start something up again.

I hope that answers your question. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Yes, you did.

Looking at the follow-up on the Auditor General's report, in paragraph 64, page 17, it says.... Let me start off pretty much on the centre side. "...documentation requirements for administrative segregation were met, both for initial and ongoing placements." This was in the response to the 2015 audit, but I see that there is administrative segregation. There is no position created, it says here. Has that position been created now or has there been staff to train them how to take these individuals once they are put into isolation or segregation? Is there a position created under the recommendation of the Auditor General's report? Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We don't have a position dedicated to segregation. Our caseworkers work with clients on segregation. A caseworker would be assigned to monitor segregation, but we don't have one specific position that's dedicated to that; it's the caseworkers that are on the floor at the time. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Just to elaborate a little bit further on that, there is a person who is always in our administrative segregation area, our COM unit. That position was added into the complement of our correctional caseworkers, so it's actually a post within the facility that is manned every day. Even if there's no one in that unit, that post is still manned, but we will try to use them elsewhere in the facility to help them, unless someone is in there. We have dedicated or ensure that we have staff always there in that position. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for the answer. Once they're in the segregation, I think Mr. Mansell mentioned that the psychiatric nurses or Mr. McLeod had mentioned that the psychiatric nurses are put to a task to ask the questions if they are ready to get into the general area.

Before I go into that question, since the majority of them are Inuit at the facilities, has any individual requested on their preference if they want to speak in Inuktitut, to talk to you with their mother tongue? Has there been a preference requested from those individuals

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who are in segregation? Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I can't speak to specifics, but I can say that that request has been made in the past. Whenever we receive a request such as that where they want to speak with either an elder or someone that is Inuk, we will do everything we can to make sure that they have someone that they can talk to. Thank you, Mr. Chairman.

Chairman: Thank you. Just before I go back to Mr. Kaernerk, could you maybe elaborate on doing everything you can, maybe some of the steps that you have taken in the past. Mr. McLeod.

Mr. McLeod: Sorry. Thank you, Mr. Chairman. I may have been a little bit too broad.

When we're looking to try to get someone in, usually we will talk with our...if we have the elder counsellor present, which is now vacant but it wasn't before. We would use that elder counsellor. We would call our local elder advisors that come in on a voluntary basis and see if they will come in and help our clients. Sometimes we will look to see if there is a staff member that's on shift that they are comfortable with that they would rather talk to.

In some cases we've even had a client that, if they are comfortable with it, we can have them talk to someone that we can bring in to actually help them communicate. In some cases, if we need to reach out, I'll reach out to our department to see if we can get someone brought in to help them. It's very rare that we ever get to that point, as usually we are able to manage it with the staff that ᡏ᠋᠘ᡓ,᠘ᡓ᠘ᡓ᠘᠐ᢕᢉᠳ᠈᠄ᡊᠯᢣᠳᡶ ᠘ᠵᢗᡖᠧᡎ

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we have on hand. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for the clarification. These recommendations from the Office of the Auditor General are quite huge, and I guess I'll ask the Office of the Auditor General. With all of these recommendations from the Office of the Auditor General, does the office think that the department will meet these recommendations, ever since the *Corrections Act* was passed? That will be my last question for now to the Auditor General. Will the department be able to meet these recommendations after the *Corrections Act* was passed? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes, did you want to start?

Mr. Hayes: Yes, please. Thank you very much, Mr. Chairman. Thank you for the question. In terms of whether we believe that the department can meet the recommendations, I'm happy that the department agreed with all of the recommendations. The department also agreed with the recommendations that we made in 2015, but we found that there was still work to be done to address those recommendations.

In terms of the new legislation, we do know that there will be activity that needs to happen in order to address the recommendations. In light of the new legislation, I think an example comes in the area of the administrative segregation. As we recommended, the department should immediately establish and implement formal procedures for its revised approach to segregation and that they include monitoring, oversight, and ensuring that the required

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documentation is completed when an inmate is placed in administrative segregation, along with the regular reviews of the placement being completed and documented.

At the end of the day, many of our recommendations do relate to rigour and documentation. This is important. Taking it back to the case management example, it's important to have documentation so that the staff know what has been done and can support an inmate through their rehabilitation, the support services provided, and if they happen to come back to the facility at a later point, to pick up and support them with the benefit of the history being available.

In terms of acting on these recommendations, what I'll say in that respect is that it's open for the department to figure out how best to do that. The most optimal solution may not always be the most realistic, so we would encourage the department to look for the solution that's most realistic that will give, I guess another way of putting it, the most bang for the buck in terms of improving outcomes for both the individuals in their care and the communities.

Chairman: Thank you, Mr. Hayes. That was quite a fulsome answer, but Mr. McKenzie, did you want to jump into that as well?

Mr. McKenzie: Yes, please. Thank you, Mr. Chairman. Just briefly, what I will say is that certainly, and if I reflect on the opening remarks that the Deputy Minister of Justice provided yesterday, it would suggest to me that there are actions being taken and, if I look, for example, I know we have talked about the new information system that the department is putting in place.

There are certainly steps that we have seen being taken during the course of our audit

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and certainly since that are encouraging. I mean, I'll just say that it's a question of successfully implementing them and sustaining those actions, but I'm just reflecting on some of the comments and the direction that the department is taking would suggest that we can be encouraged. I mean, obviously, it's hard for us to predict, but I think certainly some of the steps they're taking are positive in that regard. Thank you.

Chairman: Thank you, gentlemen. Just before I go to Mr. Sammurtok, I just have a couple of clarifications on a couple of the comments made by the department. Mr. McLeod had mentioned that there are bilingual staff on hand at the facilities. Across the territory and across the various facilities, what is just a rough percentage of bilingual staff that are available? Does Mr. McLeod have that information handy?

Mr. McLeod: Thank you, Mr. Chairman. Unfortunately, no, I don't have that information handy. It will be something that I can commit to getting for the Committee. Thank you, Mr. Chairman.

Chairman: Thank you. Just one last thing, when we're talking about honoraria for elders, I do know that there are different levels of remuneration that honoraria can provide. Obviously this can be a very stressful environment, and I'm just wondering: what category of honoraria do you typically use for elders in the facilities? Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I'm not certain of the category; I can get back to you. However, I do know that we generally as a department attempt to provide the higher limit of honorarium in all cases because we do difficult work. Thank you, Mr. Chairman.

Chairman: Thank you. I appreciate those

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responses and I'll look forward to that information. Mr. Sammurtok.

Mr. Sammurtok (interpretation): Thank you, Mr. Chairman. (interpretation ends) The Department of Justice was indicating that they were going to hire an elder for their facility. Now, my question is: if it is a full-time elder counsellor for the Iqaluit facility, are there any thoughts for the other regions like the one in Rankin Inlet or the one in the Kitikmeot to hire elder counsellors? You guys indicated also that 1 percent, it's one digit, non-Inuit that are your clients in these facilities, so the other 99 are Inuit clients. Are there any thoughts of hiring elder counsellors for the other communities? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We do have the one position in Iqaluit as well as a business case forward for another position in Iqaluit just due to the number of clients we have in the community. In Kugluktuk and Rankin Inlet we have been using community supports, but Mr. McLeod can talk about any discussions, maybe internally, that we've had about building capacity outside Iqaluit.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member. It's a very good question. I know it's one that we look at quite often is our capacity to provide appropriate levels of care for our Inuit clients. What we find more so in Iqaluit is that we have a lot of non-Inuit employees working in our larger facility. Just because of the nature of the work, it's hard to retain Inuit staff in that facility.

With that, our main priority right now is trying to have it in Iqaluit, where we have the

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Chairman: Thank you. Mr. Sammurtok.

Mr. Sammurtok: Thank you, Mr. Chairman. As my colleague from Aivilik was indicating, I'll just do some follow-up in regard to the.... In which of Nunavut's official languages are anger management and substance abuse recovery programs being offered? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. The programming is in English right now, but we are actively working on getting the material translated. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Sammurtok.

Mr. Sammurtok (interpretation): Thank you, Mr. Chairman. (interpretation ends) Even though the clients are mostly Inuit, they are doing the programs in English, so it doesn't seem right.

I'll just go back to another question here. The Auditor General's report indicates in paragraph 33 that adult male inmates had inconsistent access to literacy and pre-trades tutoring. What accounts for these gaps? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

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Mr. Mansell: Mr. McLeod will take over, but can he repeat the question? Sorry, Mr. Chairman.

Chairman: Mr. Sammurtok, can you repeat the question, please?

Mr. Sammurtok (interpretation): Thank you, Mr. Chairman. (interpretation ends) The Auditor General's report indicates in paragraph 33 that adult male inmates had inconsistent access to literacy and pre-trades tutoring. What accounts for these gaps? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Sammurtok. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. With the programs that we're offering, a lot of the programs are offered, especially the literacy or the tutoring, pre-trades programs are offered through Frontier College. What we find is that there are often inconsistencies with delivery, mostly just because of the availability of the programming in the different areas and the different facilities. In Iqaluit we have a lot stronger uptake in the programming just because it's more accessible for our clients.

Not all facilities have the same programming and some of this is by design because each facility kind of offers some unique type of programming as well, so we do try to encourage that as well, but with these types of programs, we have to rely on where it's actually available and where there's feasibility to provide it. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Sammurtok.

Mr. Sammurtok: Thank you, Mr. Chairman. What specific actions has the department

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taken to address this issue? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod, I'm assuming. Oh, Mr. Mansell, sorry.

Mr. Mansell: Thank you, Mr. Chairman. As mentioned earlier, we have taken some significant steps to increase our facilities' capacity for programming space, as well as beefing up our personnel in the programming and recreation areas. Those have been our focuses. As well, we have been working with Frontier College and with community stakeholders to increase our programming. Thank you, Mr. Chairman.

Chairman: Thank you. I'll go to the next name on my list. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Good morning, everyone.

I would just like to go back to the auditors on the methodology of the work done here. Taking into account that the main focus was the follow-up to the 2015 report, it's not clear to me whether employees and inmates were engaged in this audit process. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Brewster. Mr. Hayes, did you want to start out?

Mr. Hayes: Thank you, Mr. Chairman. I think Mr. McKenzie might be best positioned to answer this question. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. In terms of the methodology, we did speak with, obviously, management from corrections and also staff that were responsible, for example, with respect to

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specific programs or services. We didn't specifically speak to inmates. I think that if we had an opportunity to be there, it would have facilitated that, but we certainly looked at documentation that the department provided to us and spoke to staff at all facilities to get an understanding of the types of programs and services that they were providing and also challenges that they faced and initiatives that were being implemented to address some of the issues that we had raised. Thank you.

Chairman: Thank you, Mr. McKenzie. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for that response, Mr. McKenzie. I think I should have been a little bit clearer that it wasn't clear to me whether or not employees who work directly with inmates were consulted, so it's good to know that they were.

In paragraph 48, this is to the auditors as well, you make mention of assessment services to adult inmates with complex needs in Iqaluit facilities. I'm wondering if you can just expand a little bit about what those complex needs are, specifically for those adult inmates. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McKenzie might be best to start off with that. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. How best to characterize it, I guess, would be to say that there are a range of mental health issues that inmates face and some of them include a range from anxiety but also depression. There are issues regarding, as we discussed yesterday, suicide thoughts or suicide self-harm and they could range to incidents that have occurred prior during a person's life and some of the trauma, obviously, that they may have experienced.

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There is a wide range of issues that affect the individuals that are in facilities, and I guess that's how I would characterize it is that some of these are trauma related and can range up to things like addictions and substance-related challenges that individuals face. Thank you.

Chairman: Thank you, Mr. McKenzie. Ms. Brewster.

Ms. Brewster: Thank you, Mr. McKenzie for that response. To your knowledge, these complex needs that you mentioned, the trauma and different issues that you're indicating, are these formally medically diagnosed complex needs that you're referring to for part or the majority of the inmate population? Thank you, Mr. Chairman.

Chairman: Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. I'm not aware if these would mean medically diagnosed. It does, however, touch on or relate to those initial steps in the case management model that the department has implemented, particularly with respect to the screening that takes place, either at their initial entry into the facility or the mental health screening that takes place. We do note some of the tools that are used by the department in that regard, but I don't know if I could say that they are officially medically diagnosed. Thank you.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Just going back to the screening tools that you just mentioned, in paragraph 47 in the report it indicates that the broader mental health screening is using...so I'll quote. "At the other facilities, nurses did this broader mental health screening using a recognized

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screening tool." However, the other tool mentioned prior to that and this tool, neither of these tools has been tailored to Inuit inmates.

I suppose my question would be: if we're not using appropriate tools for any task, what's the efficacy of the findings when using a substandard tool? By no means am I saying that the tools are substandard; that was just the thought that came to me just now. I'm sorry about that. Thank you, Mr. Chairman.

Chairman: Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. I think that maybe the way I would approach it is the tool is recognized but the implementation of it would benefit in terms of the efficacy, in terms of training and supports to the individuals who are applying the tool, but also considering some of the Inuit values and the Inuit realities in terms of, for example, trauma that could make it more effective, I guess, and relevant to the situation of the individuals. I hope that answers your question. Thank you.

Chairman: Thank you. Mr. Hayes, you wanted to supplement.

Mr. Hayes: Yes. Thank you very much, Mr. Chairman. To work with that answer, I would also say that obviously, tools that are being used can sometimes be drawn from other accredited bodies and that sort of thing, but what really is important as well is the training and the understanding that the people who are applying the tools have.

What we found was that the nurses were not given a manual or training on the screening tool, which would have helped them to identify inmates' mental health challenges. This is obviously not a perfect science, but without training and without the support of

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manuals and experience, there is a chance that things could go wrong. We would encourage, again, once the recommendations are implemented, a focus on training for staff. Thank you, Mr. Chairman.

Chairman: Thank you, gentlemen. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for those responses. I'll ask the representatives from Justice about these screening tools. How are they developed? Do they use Inuit societal values in the development and, if not, why not? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. Mr. McLeod can elaborate, but specifically with respect to diagnoses of medical conditions, we draw from medical documentation examples from the Department of Health. It can be difficult to tailor those types of forms to tailor them very much. I think what the auditor's staff said is correct that perhaps it's not a tailoring of the documentation or the forms, but ensuring that the staff have cultural competency and an understanding of the environment in which they're working. Thank you, Mr. Chairman.

Mr. McLeod has something else to say.

Chairman: Thank you. Go ahead, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman, and to the Member for the question. Yes, as Mr. Mansell has stated, a lot of the forms for the actual diagnoses of clients are medical forms from the Department of Health.

Where we're talking about the screening tools that our nurses use initially on intake,

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The other piece is with our nurses that in the past it has been very difficult in the way that those positions have been managed. We've had medical professionals working in corrections that are reporting to a deputy warden that doesn't have a medical background. The oversight and supervision of that position really lacks. In our business case, we have submitted for a health care manager position that will oversee all of our medical positions or mental health positions and our counsellor positions to be able to provide the level of oversight that's required and to give them access to training and development ongoing.

We have worked with Health to try to and Health has been very supportive of offering us opportunities for training when available, but it's more of standards of practice in the medical field and not so much specific to our forms. It is an area that we are working on. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for those responses. Do your nurse employees have access to the MEDITECH system? Thank you, Mr. Chairman.

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Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. Corrections has been working actively with Health. We have meetings set. Again, we have been working for the past year and a half, almost two years now, on MEDITECH. There have been some barriers in trying to get MEDITECH for our nurses. I think that we have been able to address most of those barriers. I think that both sides, both Health and Justice, are very close to being able to make that available for our nurses in the facilities. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I'm just going to turn my attention back to the issue of segregation. This is to the auditors. In your report, you indicate in paragraph 55 that "spending time in segregation can jeopardize an inmate's mental and physical health. Having proper procedures, training, management, and oversight are important to ensure that segregation placements are justified and that inmates are managed safely and remain in segregation for the shortest time possible." Your office also audits the federal Correctional Services of Canada and the Yukon and NWT. What lessons can be learned from the experiences of these other jurisdictions when it comes to segregating inmates? Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Brewster. Mr. Hayes, did you want to start off on that one?

Mr. Hayes: Yes. Thank you, Mr. Chairman. I would say that to start off with, segregation can be difficult for any person, particularly when you spend a significant amount of time in segregation. We were pleased to see that the amount of time that people spent in

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segregation had been significantly reduced since our audit in 2015.

Other jurisdictions have also been reviewing and revising their practices in this area, and I think that if we are picking up lessons learned, it would all come back to the training, having proper procedures and accountabilities to make sure that segregation is monitored and appropriately documented, that the procedures are followed, for example, after a day in segregation, reviewing the segregation again to assess whether it should be continued and of course, making sure that that information is captured in a way that others can use it in the department.

Good data management, we will always come back to that because of the importance of data management for decision-making. It is critical and along the same lines, seeing trends for the use of segregation can be gleaned if there is good data management and good information in the system. I think that there is a definite opportunity for the department to improve its processes or its procedures by documenting them. The approach that it has taken to segregation has changed, but with documentation, it can be improved.

I might ask if Mr. McKenzie has anything to add to that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Hayes. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. I guess what I can maybe add to Mr. Hayes's response would be the question of oversight is important and that is something that we have highlighted. We have looked at segregation in at least of one of the other territories and at the federal level, and that question of oversight to ensure that, again, as

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Also, I know that in the report, and there was a discussion or a question earlier about an oversight position, and I would refer to the department's response as well that although that position hasn't been filled, as we had noted, there is an expectation that the corrections investigation officer would play that role. I think that that's, looking forward, an important factor to have in place.

Maybe lastly, lessons learned or maybe just very briefly, two other comments, one is, as Mr. Hayes has mentioned, other jurisdictions have been obviously looking at this issue and adjusting their policies and procedures. I think, as the deputy mentioned, Nunavut Corrections has made changes in that regard, going away from and no longer using disciplinary segregation. I think that that's one of lessons learned is the recognition of the significant impacts that it can have on an individual.

Lastly, and it touches on the earlier question about will the department be able to implement the recommendations, I had mentioned that we were encouraged, but I think at the same time there is work to be done in this area, so we're encouraged. It is not to say that it's going to be easy, but there are policies and procedures, as we note in the report, that need to be finalized and put in place to guide and essentially set out the expectations for both staff and management with respect to segregation. Thank you.

Chairman: Thank you, gentlemen. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for that response. This is a

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question, I guess, to the Department of Justice. We're hearing that we're no longer using disciplinary segregation. Is the result of that just that there are lower numbers of incidents where people are segregated, so people are less likely to be segregated? Is that why that decision was made? Was it made mainly to lower the number of incidents where people are segregated? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I think, as Mr. McLeod pointed out earlier, as the Auditor General points out, segregation is very difficult on a client. As well, we have learned in corrections now that disciplinary segregation does not have the desired effect and that's why it was screened out. We have implemented a number of other tools to try to change concerning behaviour, as we have learned that segregation does not have the desired effect and that's the primary reason why it was phased out. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. We're hearing a lot about the impacts on the individual of segregation. I'm wondering: is there evidence that the physiological and psychological responses to being segregated differ depending on the reason for segregation? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell. Sorry. Mr. McLeod. Thank you.

Mr. McLeod: Thank you, Mr. Chairman. Thank you, Member. Again, another very good question; very interesting. I don't believe we have ever really tried to look at the rate of decompensation of a client going into administrative segregation based on why

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they went in.

We have seen evidence over the years of clients going in for maybe very minor incidents when we were trying to preserve evidence or prevent them from tampering with an investigation or they were disruptive or the typical things we would see with them using it for a form of an outcome in an internal disciplinary hearing, we would see them maybe being resistant when they first went in and then become very self-harming or further traumatized when they're in segregation for any period of time. We have seen evidence that it has a very adverse impact on our clients. For that reason, we decided that we will not use disciplinary segregation as a form of discipline or an outcome of a hearing.

Sorry. Thank you. The only reason why we would use it and the main reasons are to ensure for the safety of others and, like we say, we only do it for the absolute minimum period of time necessary so that we don't see them becoming more self-harming or traumatized. That's why we engage them when they first go in. We have ongoing daily conversations throughout the day with them. We engage the psychiatric nurse with them to try to be able to return them to the population as soon as possible.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Are any forms of segregation used within the youth facilities? Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The youth facility does have two segregation cells. They are very rarely ever used, especially right now with the very low population that we have. In the same manner,

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Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. What knowledge do you have of the impact of segregation on a still-growing brain? Many of our youth are still in that phase of growing, not just physically and emotionally but they're making connections in there as their brain develops. Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I don't have formal education in psychiatry, but I do understand that especially a still-growing brain and that includes not just our youth but our young adults that would be in our adult facility that are still developing and growing as well. We do acknowledge that there is a real impact on them, adverse impact on them the longer they serve in isolation. For that reason, we try to make sure that they have regular contact with staff, regular contact with counsellors, and where possible, provided they don't present a risk, we try to provide ongoing visits.

With our new synergy system, which is our phone and tablet system, we still give them opportunities to contact family and be engaged with them on a daily basis. As well, they have the opportunity to do video visitations, even in segregation, with their family so that they don't lose that connection. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

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Ms. Brewster: Thank you, Mr. Chairman. I'm just noting the time and I'll save my additional questions for later. I appreciate everyone's responses. Thank you, Mr. Chairman.

Chairman: Thank you. I apologize, Mr. Mansell. Please, you had a supplement for the last question and then we will take a break.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member again for the question. I just wanted to reiterate that particularly in the case of a youth, segregation will be a last case option in order to prevent self-harm or harm of another client. It would be for the shortest period possible and would be in sort of a dire circumstance. As Mr. McLeod said, we would have to go back to look through the record to find the last case that we actually had to implement that. Thank you, Mr. Chairman.

Chairman: Thank you. I appreciate the Members and especially on the call from the Office of the Auditor General, the extension that we had this morning without a break. We will take a 15-minute recess and return. Thank you.

>> Committee recessed at 10:43 and resumed at 11:02

Chairman: Welcome back, everybody. The next name I have on my list is Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. My question will be for the Department of Justice. (interpretation ends) The Auditor General's report indicates in paragraph 37 that "a variety of programs and services were offered at the Isumaqsunngittukkuvik Youth Facility." As of today, what specific programs and services are being offered?

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. If you just give me one minute, I can have a quick look.

We have the Inuit Cultural Skills Program, education program where we have a partnership with the Department of Education and the teacher comes in on a regular basis, tool-making, therapeutic counselling, elder counselling, sewing program, cooking program, programs in the community, recycling program, social skills program. Youth also take a number of physical activities in the community, including at the aquatic centre, the high school gym, the hockey arena, the turf, and the skate park when they're available. Programming staff deliver also the life skills. anger management and substance abuse programming. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. Earlier this morning, a question was asked about elders who work at the facility. Is it a full-time position in the youth facility? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. There are no elders employed directly with the youth facility. Like other facilities right now, we're relying heavily on our local advisory committee and volunteers that are coming in and those that are working with us. Once we get the two positions filled within the Aaqqigiarvik Correctional Healing Facility, those positions will be providing services to all of our facilities as well as providing supports for our clients that are

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also on community supervision as well. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. McLeod. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for the response. (interpretation ends) The Auditor General's report indicates in paragraph 39 that the department did not have sufficient dedicated staff to plan and deliver rehabilitation programs. What specific actions did the department take to address these issues? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Mansell. Mr. McLeod, sorry.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. The Department of Justice has worked hard to try to improve those programs. We're also looking at trying to work with community stakeholders as well that provide programs in the community, the same types of programs like we talked about earlier this morning, to try to create that consistency.

In addition to those agreements with other stakeholders, we have asked for an additional four program officer positions in our business case. Those program officers will be able to provide all programs for our clients in the phase 2 of the Aaqqigiarvik Correctional Healing Facility. That space will also be available for our youth and for our female and male adult clients as well. Thank you, Mr. Speaker.

Chairman: I thought you lost that one after yesterday. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) How many positions does the department currently have that focus on rehabilitation programming?

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LΓ\'σ'J'? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Sorry, I don't have that number. I can be committed to providing that for you. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) I'll look forward to that. (interpretation) My next question is: how many positions are vacant at the moment for rehabilitation programs? Thank you, Mr. Chairman.

Chairman: Thank you. Maybe if the department officials can just include that with your response. Mr. Malliki, do you have another question?

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) The Auditor General's report indicates in paragraph 39 that the department did not have a dedicated budget for rehabilitation programming. Does the department currently have a dedicated budget for rehabilitation programs? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: What is spent on programming is part of the overall budget for the Corrections Division. We don't have set aside exactly how much we spend on programming. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) How much did the department spend on rehabilitation programs in the years 2019-2020, 2020-21,

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ἰ°/4° (Ͻʹ៶ληυς): Ċჼϭϭ ϭϽʹჼʹϹϷϟΔς ΔϲʹϹϧϷϘϛ ϷͼϷϧʹͼ·ϽͿϧʹϲ·ϲʹϹʹͼ ʹͺ«ϾʹͼϧͰϲϯͼʹͺϭʹͼϧͼϧͰϲͼʹϧϲϲϽͿϲʹʹϧϼͼ ϹΔϲͼ ϭϗϲϽʹͼϧͰϲϭʹϧϲϭͼ, ϭϧϧͼϲʹͼ,

and 2021-22 fiscal years? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. I see where the Member is going with the latest annual report that we had. Since then, on an annual basis, do you have any indication of how much you have spent on rehabilitation programming? Mr. Mansell.

Mr. Mansell: We would have to work to kind of pull that from the facility's budget to see how much they're spending on programming. That will take some time, but we can do it and get back to you. Thank you, Mr. Chairman.

Chairman: Thank you for that commitment, Mr. Mansell. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I'll be expecting that information. (interpretation ends) In response to the Auditor General's report, the department indicated that it "will commit to developing a programming strategy for the Corrections Division." As of today, what is the timeline for this work? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Malliki. Mr. McLeod.

Mr. McLeod: Sorry, Mr. Chairman, if I can get the Member to repeat the question, please.

Chairman: Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I'll read it again. (interpretation ends) In its response to the Auditor General's report, the department indicated that it "will commit to developing a programing strategy for the Corrections Division." As of today, what is the timeline for this work?

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(interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Just for those following along with the report, it is paragraph 40 on page 11 of the follow-up report. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The Corrections Division is committed to developing a programming strategy for our clients. The first part of that is to actually identify the needs of all of our clients and where the emphasis needs to be. We are currently doing a trends analysis of our clients and the rates of incarceration and what is happening. I have asked for our sentence management team to start taking a look at that. We are hoping to have a more complete program plan developed for our division by the spring or summer of 2023.

Chairman: Thank you, Mr. McLeod. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. This will be my last question. (interpretation ends) Will the programming strategy be developed by departmental employees or external consultants? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: It will be facilitated by departmental employees, but we may need to reach out to outside consultants for support as well. Thank you, Mr. Chairman.

Chairman: Thank you. Going to the next name on my list, Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. A lot of my concerns or questions were asked by my colleagues, so some of them will be just for clarification. One is that there was a lot of talk about an elder counsellor in the

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facility and that job action has been taken, but there is a business case for one more. For qualifications, what is it to be an elder? Is there an age limit? Can a 20-something year old be an elder or is there an actual age limit on people applying? Thank you.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I apologize for any confusion that may have been caused by this. The previous position was referred to as an elder counsellor. It was a counsellor that worked with the elders. It wasn't necessarily an elder that was in that position.

The new position that we are re-profiling is going to be two positions that will work four on, four off, so we will have someone there every day. That position is a cultural advisor and community liaison. It's a changing of the name, but it's providing more services to our facilities and our community clients, as well as reaching out and working closely with our elders in the community and those that are coming in and working with us in the facilities. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. All the talk earlier about elder counsellor was misleading; there will be no elder counsellors there. They are cultural counsellors now? Thank you.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you, Member. Yes, I apologize for any misleading statements that we made or a reference to the old terminology that we had called that position. That position does require a lot of cultural experience and knowledge and counselling experience, but

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the emphasis will be on working with elder advisory groups in the community and trying to bring that support in. It is also to provide that same level of oversight and care and coordination with other communities as well. I apologize for that. Thank you, Mr. Chairman.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. Thank you for apologizing to the Committee because, even up to the last Member asking questions, you were still referring to elder counsellors. It's not wise to mislead us, there's no reason to, but I accept your apology on Members' behalf that you were using incorrect terminology. Going back to that then, for the cultural counsellor, is it going to be limited to Inuit employees only then? Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. While the terminology for the position was incorrect, I can assure the Members that elders are available in our facilities for counselling, but there was a reference to an incorrect position and we do apologize for that. There was no intention to mislead. That position requires significant experience in Inuit culture and tradition and would be restricted to Inuit applicants. Thank you.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you. Going on to a different subject here, just going back to the assessment, one of my colleagues talked about it, but on page 13, paragraphs 45 to 47, in 45 it says, "We found that the initial screening upon admission for suicide risk and to assign a security rating was not always being done. Of the admission files we examined at the 5 secure custody facilities,

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Δ^cD'⁶CO. the completion rate ranged from 55% to 80%." The 55 is fairly low, meaning that only half of the inmates coming in to a facility were screened.

In the next paragraph, 46, it says, "We found that the broader mental health screening interviews were done when inmates entered the Baffin, Makigiarvik, youth, and women's facilities. However, they were done at the Rankin Inlet facility only during 2019 and early 2020."

Can we get an explanation on that? Earlier you said that currently there are only 23 patients in the Rankin Inlet facility and there are 120 in the BCC here. Why are they not being done in the Rankin Inlet facility? Thank you.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. The practice is that all new intakes are screened upon intake and we can assure you that that is being completed.

In the Rankin Inlet Healing Facility a lot of those intakes are coming from the Aaqqigiarvik Correctional Healing Facility, where the screening has already been completed. There are follow-up reviews with those clients and the classification reviews are ongoing. They are always happening when there is a classification change. When they are in the Bravo unit of the Rankin Inlet Healing Facility, they could qualify then to go to the Inuksuk Unit. If their classification changes, they may have to come back to the Aaqqigiarvik Correctional Healing Facility.

On all new intakes that screening is being done, we have had problems with documentation or where we are storing documentation and the ability to retrieve that, ለታሲኈር▷σ∿Ⴑσቴ ▷ዾኄσ∿Ⴑ ፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፟፟፟፟፟፟レጐኇኄቴር▷ቴኔ〉ቴ 55%Γ 80%⅃ና." 55 ጳብናጋᲥጏႋᡶር ጋዖኄቴቴጋቴ ፖίኌ ፈ‹<∆ቴሬቴቦና ጳኴኄ፫ኒፖል┖ቯ<ኄ፫ላፈና የዕ▷ጵኒቴር▷σժΓσ▷σቴቦና.

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Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. Then paragraph 46, according to the Auditor General's report, is incorrect then, because they said it was only being done during 2019-2020? Is that incorrect then? Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: It's important to point out that the report is a year old and we have made efforts since we received the report to address some of these issues, Also, as Mr. McLeod pointed out, a lot of the screenings were being done prior to the clients being transferred to the facility. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. In paragraph 47, my colleague talked about the assessments too. I'll just read that.

"At the youth facility, a mental health and wellness clinician screened inmates for mental health challenges using a screening tool (a questionnaire)...." It goes on to say and it was mentioned that the screening was not tailored to Inuit inmates. I think the most concerning part was, "In addition, the nurses were not given a manual nor did they receive any training on using the screening tool, which could have helped them identify inmates' mental health challenges. We also found that the department had not established guidelines on how to conduct the broader screening and how the screening results should inform inmate case management and mental health supports."

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Have there been any advancements or corrections done since that was done? This was, like you stated, a few years ago. Do the nurses at least have a manual to use the screening tool now? Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. Mr. McLeod may want to elaborate, but we have developed screening tools which have been shared with our staff. As well, we have put forward a business case for the medical supervisor to oversee all of our medical staff to ensure that they are receiving proper training and that policies are being carried out. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. It's good that there have been improvements because, if you want to correct someone that has just come into the correctional system, then you have to know what the problem is and how best to treat it, so I'm glad to hear that.

Going on to segregation, there's only administrative segregation now. I think it's probably, and I'm generalizing, but there are generally problem prisoners that have problems when they are issued this. I'm sure there are prisoners that are more high maintenance than others. How do you deal with them now then? Other than if they're not posing a risk to themselves or to others, how do you try to take corrective action on a problem prisoner? Thank you.

Chairman: Thank you, Mr. Savikataaq. You hit one of the questions I was thinking of. Mr. McLeod had mentioned other tools earlier, but he didn't elaborate, so Mr. Mansell, I believe, is going to elaborate a little bit.

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Mr. Mansell: I'll talk a bit about when we use it, and then Mr. McLeod can talk about what we do other than segregation to kind of de-escalate situations. Administrative segregation is used when a client is posing a danger to themselves or others. If there's a violent incident, it's used to de-escalate the situation, but we have implemented new initiatives to deal with, as you referred to, problem clients and situations like that. Mr. McLeod can talk about that.

Chairman: Please go ahead, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. The Corrections Division has made that shift, like I spoke about earlier, about moving into a restorative model; more of a community-based model. That involves the community members also having a voice in problems that are happening on the unit. We manage some of that through mediation on the unit.

A couple of years ago we created house leaders in the community, or community leaders. We refer to our units and where our clients live as communities. With that, to have a community leader, they help resolve issues, they help mediate issues, and they help work with a client that may be a little bit more difficult. In some cases, like Mr. Mansell said, we would only remove them from a unit if they are actively threatening. We don't move somebody off of a unit because they are maybe not agreeing with us or may be problematic in some way. We will try to manage them on the unit, we will try to talk to them, we bring in elders from the community, or our elder advisory group has come in a number of times to help mediate and even mediate between our clients and our staff.

Part of what we had put in, and you may have seen it in our statements prior, is that PPP L'5' 40J%/LC'LN° ᢣᢌ᠋ᡊᡥᢕ᠙᠘ᠸᢇ᠐᠙᠘ᢏᢥᢗᠵᢛ ᠋ᡏᡥᠲᢣᢛᢣᠮᢞᡗᡕ᠂ᡏ᠋᠌ᠫᡥᠵ᠋ᢗ᠌ᢙᡕ᠂ᢆᠣᡏ᠊ᡥᡗᡥᢅᠫᡕ عمروم بهروس فهورمنوم ونهادر Δ^{L}^{L} 4529a_467ab NJ>PYLYab. F5C Levab ውነት ነር Δው<u>ጋ</u>በረኪታውና የረላσ $\Delta \sigma \Gamma^{6} b D + ^{6} U \sigma^{6} \Lambda^{6} C^{6} D D^{6} D^{6} \Lambda^{$ ᡠ᠘᠙᠘ᢗᢛ᠘᠘᠙ᡧ᠘ᠾ᠙᠘᠙᠘᠙᠙᠘᠙᠘᠙ ゆらしょしょしょしょりょく シんこしょしょうしゅう $4^{\circ}\Gamma'b\Gamma'b'\sigma^{\circ}\Gamma'<\subset 4b\Delta'CPP\Gamma'L'-L''C'$ $bL\Gamma \d^{\c h} < ^bC >^c C \Delta b \dot\sigma \cap ^c \d^c$ P_{ρ} D<ρUς

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We've had it on a number of occasions where we were able to resolve those issues at a very lower level, a more restorative level, and being able to have those discussions with them and being able to share how their actions impact the community as a whole. Getting that understanding and working with the elders, we're trying to develop a more comprehensive IQ program that will be more of a foundation program.

We understand that there is an elder community in the south. I believe it's Arviat that has an elder committee that has developed a really comprehensive IO program that digs deep into each of the principles and why they are so important and why they are so important to Inuit, and the historical background behind it. We want to be able to provide that to our clients so that as we're working through all of these problems and we're working through complex issues or we're working through problem guys that are maybe being disruptive, they have a better understanding about what each value means and what respecting others means, like all of those different pieces.

Those are the pieces that we're trying to do and only if those don't work and we can't find ways to.... A client may have to do extra duties on a unit because they have been disruptive. Usually that is through discussions or it may go to an internal

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disciplinary hearing with what we call Warden's Court, which we haven't had to use very much. It has really significantly dropped ever since we have changed to this restorative model, but if the need is to do that, there are less punitive ways that we can address those issues or those disruptive behaviours. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. It all sounds good and I hope that it's working well, but was this system in place when the facility had their riots and they almost burned the place down? Was that exact same system in place? Thank you.

Chairman: Not great days. Mr. Mansell.

Mr. Mansell: It's important to differentiate between disruptive behaviour and criminal behaviour. There is always an option if there is a serious incident like that or a serious assault that the matter could escalate to charges and longer sentences and those types of things.

We have been trying to move to this restorative model for a number of years, including when that happened. It was difficult in the old facility to move to that model. There was a lot of tension in that facility and we feel confident that the new facility, with much more room, much more programming space, only two clients per bunk area, has de-escalated quite a bit. You are correct that we were moving to that model when that happened, but we have made a lot of gains since we have shut down the old facility. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. I know the goal of the corrections system is

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not have repeat clients. I know that is their goal. They want to help who is in there and they want to help them out so they don't come back.

This last one is just a comment. It's in paragraph 55 on page 15 which says, and it's about segregation, "This finding matters because spending time in segregation can jeopardize an inmate's mental and physical health. Having proper procedures, training, management, and oversight are important to ensure that segregation placements are justified and that inmates are managed safely and remain in segregation for the shortest time possible."

I would just like to add that everyone that is in the correctional system, generally there is a victim. The reason they are in there is because there was a victim. The victim also felt that their mental and physical health was taken away from them. I know that's not in the scope of the audit here, but I would just like to say it out that we should care for the victims too. The victims need to be helped out too, the victims of the crime. Thank you, Mr. Chairman.

Chairman: Thank you. I know that was just a comment, but I think Mr. Mansell should give a response to that. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the comment and I agree wholeheartedly that there are two sides to these issues. There is the offender and the victim.

This isn't related to the report, but our department has been working to increase victim services in Nunavut as well. We have a very dedicated victim services team in our Community Justice Division. We have worked with the Government of Canada to secure more funding for victims, victim

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I completely agree. It is two separate parts of our department, but we recognize that there is always a victim in these cases and we're trying to support victim services as well. Thank you, Mr. Chairman.

Chairman: Thank you. The next name I have on my list is the Member for Kugluktuk, Mr. Anavilok. Go ahead.

Mr. Anavilok: Thank you, Mr. Chairman. I just want to get back to elder positions. Under Kugluktuk Ilavut Centre, you have all these lists; making and repairing hunting equipment, cooking country food, sewing programs, traditional skills, elder counselling, carving program, land program. Now, when I see these, I think to myself that there must be a male and a female elder there, but from your responses before to some of the Members here, you had elder consultants going through there instead. Some of these would be more directed from an elder position, so I'm thinking that maybe there are positions filled there for an elder. Is there? Quana, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I thank the Member for the question. The programs taking place in Kugluktuk, specifically the ones that you mentioned, we have Inuit program officers that are out on the land with them. They are doing the programs with them. They do work very closely with the Kugluktuk elder facility and they work with those elders. Sometimes those elders do come out on the land with them on hunts or even just with some of the

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programming, in-house programming, tool building, sewing, and those types of programs. They work very closely. They're a very community-oriented facility and they're very engaged in that community.

I hope that answers the question. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Anavilok.

Mr. Anavilok: Thank you, Mr. Chairman. I just want to go to the land program now because those pretty much deal with traditional harvesting and camping grounds. I know that all the facilities in Nunavut now deal with.... If there are land programs, they're going to be dealing with traditional harvesting and camping grounds.

If I may, I just want to tell you a little story of my experience. One spring, that's when the ducks fly off in the middle of nesting time when we pick eggs, and I was travelling from Cambridge Bay to Kugluktuk and on the way there's a traditional harvesting island where we can harvest ducks and eggs, and I went through there. I usually stop there. That's why. I went there and Ilavut inmates were there and it was odd that the island was really quiet; no birds. They had shot all the nesting birds and I thought it was bad, but it's at that time.

The one thing about it was that there was no elder. I would think they would ask an elder to know where all the traditional harvesting areas are. That's why I'm bringing this up. It's probably better to deal with an elder instead of a consultant that deals with elders, like have a position there and be more direct with the answers. I just wanted to share that with you. *Quana*, Mr. Chairman.

Chairman: Mr. McLeod, would you like to respond to that?

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Mr. McLeod: Thank you, Mr. Chairman. One of the concerns that we face is that it's difficult to have elders on staff. A lot of the elders have reached the age where they don't want to work full time. They're very gracious in taking part in the programs where they can and we try to accommodate every way that we can and get them involved with the programs as much as possible.

The program officer that we had and only has just recently left Kugluktuk was a very well-respected elder, not an elder, but he was an elderly member of the community in good standing and has lived a lot of his life on the land. These types of situations, though very unfortunate, kind of surprise me as I hear that because I know that that person was very respectful of the land. I don't know what happened there, but it saddens me to hear that. We do try to work as much as we can to incorporate those elders where possible.

Without funded positions, it's hard to put people in or create additional positions, but we will include elders every which way we can and, if it's at all possible to have an elder on staff, we would welcome that. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Anavilok.

Mr. Anavilok: Thank you. Thank you, Mr. Chairman. When I speak to elders and they want to be in positions because they want to teach the younger generations like their grandkids, maybe, I know they want it. They never say that they're too old to work. I guess they go by knowledge and by speech. They don't have to go out there physically, but I know that they try for that part where they want to help the younger generations to carry on traditions.

This part brings me to the request for proposals for a chief investigation officer.

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Chairman: Thank you. That was covered a little bit yesterday, but Mr. Mansell, if you wanted to supplement.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the question. We agree that it's a vital position. In particular we need it to bring the *Corrections Act* into force. The position is not staffed. The RFP was unsuccessful. However, we have worked to revise the RFP in the hopes that we will be more successful and that we have sent all the necessary documentation to Community and Government Services to get that RFP published as soon as we can. Thank you, Mr. Chairman.

Chairman: Thank you. Just before I go back to Mr. Anavilok, maybe it might help the line of questioning on this if you explain what changes were made from the previous RFP to this one. Mr. Mansell.

Mr. Mansell: Without getting into the responses from somewhat unsuccessful bidders, we found that perhaps it wasn't clear what we were looking for and the fact that the position was as and when needed. This position is needed for investigations and complaints, but we found that the responses we got didn't match what either the department envisioned or the Act clearly stated was needed. We revised the documentation to be much clearer in our needs and the commitment we would need from the contractor, and hopefully now

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bidders will have a better idea of what is required and will have some compliant responses. Thank you.

Chairman: Thank you for that and sorry for interrupting your line of questioning. Mr. Anavilok, please proceed.

Mr. Anavilok: Thank you, Mr. Chairman. Well, this position.... This might just be a comment. I would say that in order for things to be handled, as you know, our mandate was to help the workforce in Nunavut, so with this position, it would be great for somebody from Nunavut who has knowledge of all the Inuit traditions and all that. I would think that it would be a good position for somebody from Nunavut that has all the knowledge of all the concerns that we might have, like dealing with the land program or even all the other programs that you have there. Thank you, Mr. Chairman.

Chairman: Thank you. I appreciate that comment. I hope that Nunavummiut who are listening keep their eyes open for this advertisement. Mr. Mansell, you wanted to comment?

Mr. Mansell: Yes, I thank the Member for the comment. We completely agree. We would very much like to have someone from Nunavut in that position. They would be given some preference under the weighting when they're looking at the RFP. Because they're going to be doing investigative work and making recommendations and that, it's a position that's going to require some formal administrative law knowledge as well, so it's a position where we're hoping to find just the right person with the right qualifications and experience for Nunavut, but I completely agree that someone from Nunavut with knowledge of the territory would be great. Thank you.

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Chairman: Thank you. Mr. Qavvik.

Mr. Qavvik: Thank you, Mr. Chairman. I'll follow up on my earlier line of questioning in regard to violent incidents in correctional facilities. The department confirmed that it does track the numbers of violent incidents in correctional facilities, but the department did not tell us how much of an issue it is.

My first question, and bear with me, is: how many violent incidents took place at territorial correctional facilities during the 2019-2020, 2020-21, and 2021-22 fiscal years? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Qavvik. I think it just goes to show how valued that earlier report from 2017-18; how valuable that information is and we do look forward to when those get resurrected. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for that question. I don't have those numbers with me right now. Actually we have just compiled that data, so I will get back to you on that. I believe just in the last year, I think we had like 213 violent incidents in this past year, but I will be able to provide further clarification for the Committee. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Qavvik, go ahead.

Mr. Qavvik: Thank you, Mr. Chairman. Thank you for that response, Mr. McLeod. The Members would appreciate the breakdown of those fiscal years in regard to the incidents.

My next question is: how many of these incidents involved inmates harming correctional staff or visitors? Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We don't have the exact number there. We have had incidents of assault on staff. It's part of what makes being a correctional officer a difficult, stressful job. We can do our best to separate that. With respect to assault on visitors, I don't recall ever hearing about that ever happening. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Qavvik, if there is other information that you're trying to glean out of the department on this topic, maybe you could summarize it and they could include it in their written response. Mr. Qavvik.

Mr. Qavvik: Thank you, Mr. Chairman. Maybe it would be a breakdown of each of the correctional facilities within Nunavut, whether it is young offenders, women, or adult male inmates. We would appreciate those breakdowns of whether it was harming physically in those categories. Thank you, Mr. Chairman.

Chairman: If I understood the Member correctly, inmate-on-inmate violence, inmate-on-staff violence, and breakdowns from those fiscal years that you had requested earlier. Thank you. Just by nodding your head, I appreciate that. Can I get that commitment from the department? Mr. Mansell.

Mr. Mansell: Yes, we will commit to do that. We have actually already started the process and we will get you as detailed as possible in our follow-up from this appearance. Thank you.

Chairman: Thank you. Mr. Qavvik.

Mr. Qavvik: I have one last question. What specific action is the department taking to

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reduce violence at territorial correctional facilities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Qavvik. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for that question. As we have spoken before, a big part of the work that we do to create a more respectful work environment is by creating a more restorative and healthy environment for our clients, one that's inclusive to those societal values and one that also includes them having a voice in their living environment.

We are trying to incorporate more of those restorative interventions along the way, rather than hard, punitive measures, and we're trying to have a more open dialogue and mediations with our elders' involvement to break down or to try to resolve those conflicts. Like I said before, there have been a number of occasions where we've had the elders come in to mediate between our clients and our staff to try to alleviate that tension. Where we see that there is a problem, we also try to intervene and help those discussions and help find out what the root problem is for our clients.

Another big piece of it is our trainer training. We provide our staff with a program called Nunavut Healing and Learning Together, which is NuHALT. It's a program that deals a lot with respectful communication and open dialogue and trying to help our clients understand their role versus our role and how we're going to come to a mutual and respectful resolution if we're having a conflict.

That program has also been expanded out to one-on-one sessions that our caseworkers can work with our clients individually if they don't want to work in groups as well as ᢤᠣᡥᡟᡅᠦᡥ ᡣ᠋ᠨᢣ᠌᠌᠌ᢣ᠘ᢐᢐ ᠮᡃᡊᡃᡃᢐᠳᡆᠴᠡ? ᡏᢐᢞᡆᡤᡃ,᠘ᡟ᠙ᡐᡤ᠅.

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group sessions, which we call PEP, which is the Pilimmaksarniq Education Program. That program really deals with each of the IQ principles and what that means and how they can work more respectfully and cohesively with the community that they're living in, whether it be in custody or when they return to a community.

I hope that answers the question. Thank you, Mr. Chairman.

Chairman: Mr. Mansell, do you want to supplement?

Mr. Mansell: Thank you, Mr. Chairman. Just to add as well that an initiative is just changing the facilities. The Baffin Correctional Centre, as many know, was overcrowded and this new facility is much more open. There are very little blind spots. It's much easier for active supervision of the entire facility.

As well, it's important to note that we also do take the safety of our staff very seriously and we take violent incidents against staff very seriously, and we have been working with the Public Prosecution Services of Canada to ensure that if a client assaults a staff, that that assault is met with charges and with the possibility of extended time because we want our staff to feel safe and there does need to be repercussions for incidents against staff. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Qavvik.

Mr. Qavvik: Thank you, Mr. Chairman. Yes, that kind of sparked.... The breakdown that we would like the department to get is the statistics of whether an inmate harmed another inmate. If you have those numbers, it would be great to have those in your response at a later time, and also, like you say, whether correctional staff harmed an

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inmate within the facilities, it would be much beneficial to the Members for your submission. That's being more of a comment.

Chairman: Thank you. The department is listening. The last name I have on my list under this section, and I would just remind Members that we do need to start the next section when we come back after lunch, Ms. Killiktee will finish off this section.

Ms. Killiktee: Yes, I have a very important question and concern to talk about. This time is too short and I need good attention on that with a very important matter that I need address to your department, to the justice department.

I'll just ask this simple question: how old is the recognized screening tool? Do you know? How old is the screening tool that your department has recognized? How old is it? Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: I'm advised that it's between seven and ten years old. We don't know the exact date, but it's less than ten years old. Thank you, Mr. Chairman.

Chairman: Thank you. (interpretation) Ms. Killiktee, are you done? (interpretation ends) Just so I understand fully, were you wanting us to stay on this section until you have an opportunity to ask a question after lunch before we move on to the next section of the report? Ms. Killiktee.

Ms. Killiktee: Okay, we will be carrying on to the next paragraphs, but I have a very important question. I don't know if I.... It will, for sure, take about 10 minutes or more or 15 minutes. I don't know. I don't know what your thoughts are if I should carry on

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Chairman: Thank you for that. We will stay on this section for now so that you can address those concerns as soon as we get back from lunch. I will ask you to try to condense it as much as possible. We do have the other second-half of the report to deal with before the end of the afternoon, so it will be the first to respond when we get back from lunch. Thank you. We will break for lunch, returning at 1:30. Thanks, everyone.

>>Committee recessed at 11:56 and resumed at 13:30

Chairman: Thank you. Welcome back, everybody. Thank you. Welcome back, everybody. Welcome to the witnesses that are returning to keep going over their little grilling here.

I think we made a lot of progress and I will undertake this moment just to thank the officials from both the Office of the Auditor General and the Department of Justice. There has been a lot of information shared and as a lot of us are still learning the process of how these things pull out and what type of information can get pulled out of reports like this and the benefit of it, I think, is worth noting.

I will take a moment to acknowledge Ms. Killiktee. We spoke over the lunch hour and she has decided to move along to the next section and we will discuss so that she will be bringing forward her concerns likely in the next upcoming sitting.

That being said, we're looking at operating correctional facilities, paragraphs 67 through 104, findings, recommendations, and responses. I will open the floor to questions and the first name I have on my list is Mr. Quqqiaq. Please proceed.

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Mr. Quqqiaq: Thank you, Mr. Chairman. My questions will be for the Office of the Auditor General. Progress was made in addressing a lack of capacity. Your report indicates in paragraph 72 that the new Aaqqigiarvik Correctional Healing Facility "will have space for up to 54 mediumsecurity inmates and 38 maximum-security inmates. The new facility will also have 15 cells for inmates with complex needs." Have your auditors visited the new facility since the completion of your report? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes, did you want me to go straight to Mr. McKenzie or did you want to respond to that initially?

Mr. Hayes: I think I can take a first stab at this.

Thank you for the question. Thank you, Mr. Chairman. The audit team did tour the facility while it was under construction in 2019 prior to the pandemic, but of course with the pandemic, travel restrictions and all that in early 2020 and until very recently, along with the public health measures, we haven't been able to travel up to the territory to have a look at that new facility. For these reasons, we haven't there since it opened. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Hayes. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My next questions will be for the Government of Nunavut witnesses. The Auditor General's report indicates in paragraph 72 that "Prior to the opening of [the Aaqqigiarvik Correctional Healing Facility], the department dealt with overcrowding at the Baffin Correctional Centre by transferring inmates to other jurisdictions." As of today, how many

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Nunavut inmates are currently incarcerated at the correctional facilities outside of the territory? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Quqqiaq. It's also worth noting that it's nice that the gymnasium is actually being used for recreation activities now. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. Currently we have been able to bring back all of our clients that are, I believe, back in the territory. We have a couple of clients that are still out, but they're out for specific needs, whether it be medical needs or where there's a conflict with them being in the territory. Currently I think we have one client in Ontario and we have one client in the Northwest Territories at this time. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. Does the department still have agreements in place with the Northwest Territories and Ontario Correctional Services respecting the placement of Nunavut inmates in emergency circumstances, such as a major fire at a territorial correctional facility? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Quqqiaq. I truly hope that we don't have any more fires. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the good question. While our intention is to have as many Nunavummiut in our Nunavut facilities as we can, we will keep those agreements in place for instances when a client needs to be in Ontario for some reason or for emergencies. *Qujannamiik*, Mr. Chairman.

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Chairman: Thank you, Mr. Mansell. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My last question will be the Auditor General's report indicates in paragraphs 75 and 76 [78] that the physical capacity of the Nunavut Women's Correctional Centre is insufficient. In its response to the Auditor General's report, the department indicates that it will "engage internal partners to undertake a needs assessment and develop options that would facilitate the necessary growth in this area. Anticipated completion date for this work is fall 2021." As of today, what is the status of this work and what specific options are being considered? That's my last question. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We are in the initial stages of determining solutions for the women's facility. One solution that we should be able to roll out in October is allowing our female clients to access the programming space in phase 2 of Aaqqigiarvik, which will provide a lot more space for programming and activities for them.

With respect to a long-term solution, we are looking at options with respect to our current facilities and maximizing the space that we have. We're in the initial stages of that. We got Aaqqigiarvik phase 1 online. We're working on phase 2. We're getting Kugluktuk renovated and staffed up, and then we will move on to addressing the issues at the women's facility, but we are looking at solutions right now. Thank you, Mr. Chairman.

Chairman: Thank you. Next name I have on my list: Ms. Killiktee.

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Ms. Killiktee (interpretation): Thank you, Mr. Chairman. I would like to go back to my colleague's question. When the new facility is complete, will we be given a tour of the facility? That is a possibility to ask before I ask my next question, I am returning to that for now. Thank you, Mr. Chairman.

Chairman: You're stealing my thunder. I was going to put that in my closing comments. I do look forward to an invitation, I think, for all MLAs, not just the Regular Members' Caucus or this Committee, and we will all be back in town in May and June and hopefully something like that could be accommodated. Maybe Mr. Mansell, if you just wanted to respond.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the question. We're very proud of our new facility and the new programming space and the new infrastructure that we built in corrections, and we would be very happy to have you there to show it off to you and to show you what we are providing to our clients in our care. We have been restricted for quite a while on outside access to the buildings due to COVID, but now that things are loosening, we can definitely work to get MLAs into the building. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mansell. I hope not just getting into the building but also getting out after as well too.

>>Laughter

Ms. Killiktee, do you have any follow-up?

Ms. Killiktee (interpretation): Our Chairman is stupendous.

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I seem to have a case of the giggles.

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Thank you, Mr. Chairman. Indeed, that suffices for now. We will have another meeting soon, with the many responsibilities inherent in our work in the spring session, obviously. Now, to make it short, perhaps it can be produced in the short term, and I hope a day will be set aside for that, and I thank you for your response, which is good. I will be greatly anticipating in seeing the facility.

Let me move to this item. I want to ask a question to the auditors. (interpretation ends) The department has continued to face the high staff-vacancy rates and could not determine whether its staff was provided with adequate training. (interpretation) To the auditors, (interpretation ends) your report indicates in paragraph 79 that the department continues to experience high staff-vacancy rates. Your office also audits the federal Correctional Services of Canada and the Yukon and Northwest Territories. What lessons can be learned from the experience of the jurisdictions? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Killiktee. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chairman. Thank you for the question. Our audits in the other territories and at the federal level have indicated that having sufficient and trained staff is critical to being successful in delivering rehabilitation programs and services to inmates for the effective operation of correctional facilities.

We found similar issues in the Northwest Territories to the ones that we reported here about addressing human resources issues. I would highlight that in the Yukon, however, we did find that they had been able to identify some lessons learned and successfully manage some of the issues that we have raised. Particularly they were 'd>°ai', Δ\/\&ρci. Δd.. b∩Lciruc Λαα'\'bbc? b'σdα' σα co ρΛ'°i' ασα°'ριι. ρ'υγσα' ρ'σ 'b'υρα' αβρά' ηςρκα' σ ρ'σ'βργαί' σα γαγαί' ρριηαςας σαρισής σαίνου.

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Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you. That's very good to hear. Also, to the (interpretation ends) Department of Justice, the government's most recent quarterly employment report indicates that approximately 35 percent of its positions are vacant. Approximately 80 percent of the vacant positions are located here in Iqaluit. As of today, how many job competitions to fill these vacant positions are underway? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. We have a number of positions at staffing to be filled, but I don't have the exact number, so I'll get back to that exact number; I don't want to guess. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mansell. In your response, can you also maybe break it down into what levels that they're at staffing? Are they at job evaluation or is it ready for competition and that type of thing? There are different levels of competition. Ms. Killiktee.

Ms. Killiktee (interpretation): I'm looking forward to getting that information. For the other one, (interpretation ends) the government's most recent quarterly employment report indicates that the department employed approximately 215 relief workers, approximately 40 percent of whom were Inuit. How many relief workers are currently employed in each territorial correctional facility?

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Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I don't have the exact number of how many relief workers are in each facility. We try to have enough relief staff employed at each of our facilities to cover those vacancies because we are a 24/7 operation that we have to maintain staffing levels around the clock, day and night, every day of the week, 365 days of the year. We have to have positions backfilled when people take leave or vacation. We can't fill those with casuals because it's not one piece of work for, let's say, a weeklong holiday or annual leave or something like that.

We try to maintain as many relief [workers] that we can to fill those vacancies when they occur. I can commit to providing a better breakdown for you as to how many relief [workers] we have per facility. It's one of the biggest struggles. We're looking to see if we can create a more centralized relief pool for our facilities, at least in Iqaluit, so that there is more ability to share those resources and provide better coverage for all of our facilities. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Yes, I certainly hope so. First, I thank you for that response. Nonetheless, in your position, more emphasis needs to be placed on this matter as it seems more focus is needed based on our experience and previous studies to conduct forensic audits by people in your positions. I would like to see more consideration by people in these positions, although your plates are quite full. However, you agreed to undertake the responsibilities inherent in the positions, as more preparation work is required, obviously. I further encourage you

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Let me turn to this other issue which I want to ask more questions on. (interpretation ends) In February 2022 the department issued a public service announcement "calling for all previously trained correctional officers and nurses who are still interested in working in this field to come forward." How many individuals were hired as a result of this callout? (interpretation) Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the question. Part of the motivation for that public call was when we were at the height of COVID exposure in our facilities and we had a number of staff that were off on quarantine and we were doing everything we could to maintain our contingent in our facilities to ensure safety for staff and clients.

We had a lot of good response, a lot of phone calls to the line provided, and a lot of employees who were in our facilities before who expressed interest and came back to work with us. I don't have the exact number, but I can tell you it was... . Actually we were overwhelmed in the first day with the response, so that was positive, but I can get back with the exact number. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman. I thank you as well. There is also this matter. (interpretation ends) The Auditor General's report indicates in paragraph 88 that the department partnered with.... (interpretation) How do I say this? (interpretation ends) ...Algonquin College in 2020 "to announce a new program called the

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Community and Justice Services Diploma: Inuit Correctional Caseworkers." As of today, how many participants have graduated from this program? (interpretation) Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. That program, we ran into difficulty as when we were starting the program, the Algonquin campus closed due to COVID-19 and weren't able to offer that remotely. Eventually the funding that we had secured from outside sources for that program, after it being inactive for some time, we returned it. Rather than proceed with the Algonquin program, we focused on the pre-deployment program here in Nunavut instead of sending potential staff to Ottawa to attend Algonquin. We have put all of our resources and efforts into the Nunavut-based pre-deployment program. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): I apologize. I have a hard time pronouncing some English terms. Though I can speak quite a bit of English, I had a hard time pronouncing that word.

My other question is: (interpretation ends) as of today, how many graduates are employed by the department? (interpretation) Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: For the pre-deployment training, all 37 would be then employed by the department. Thank you, Mr. Chairman. ...(inaudible)...we didn't complete a cohort; we don't have any employed. Thank you.

Chairman: Thank you. Ms. Killiktee.

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Ms. Killiktee (interpretation): Thank you. This will be my last question for now. (interpretation ends) As of today, how many participants are currently enrolled in this program? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We recently had our graduation of seven and I believe we have six more back in the program, so the classes are about seven or eight at each time and we graduate them every couple months and keep going on and on. We have six or seven in the program again. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Good afternoon. I would like to focus on the training part, like I asked yesterday with the training section or training database. Does the department have any statistics of how many staff are trained and, if there is such data, is the department actually keeping track of those accurate documents and their files of how many staff are trained? Did the department address this concern with the training database? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thanks again to the Member for the question. The department did take the recommendations very seriously about the training database.

Currently and prior to the audit, we found that a lot of our training documents were being maintained in different folders in the Y-drive or in our Corrections Offender Management. Our Corrections Offender Management has a section in there that deals with staff and it actually shows who our staff

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are and what training they have. It was very inconsistent and it wasn't very thorough and we've had a lot of people in and out of that position of the training coordinator.

The plan is, moving forward, part of our InTime software, which is our scheduling software, tracks all of the staff training. We have done a pretty good job of trying to collect and compile all of that information. We have gone back to the Justice Institute of British Columbia to get their records as well as to who has completed each module of the JIBC 1, 2 and 3 programs as well as our NuHALT, which is the Nunavut Healing and Learning Together program.

That information has been downloaded into that scheduling software and this software now allows us to track certification, expiry dates on certification, when they need to be recertified, or if there are things like driver's licences or anything that expires, it gives us a flag when they are up for renewal. We have a lot more comprehensive and thorough tracking of training and their status. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. To my understanding, are these case managements, are they guards, the camp instructors? Are they trained in one facility or are there separate training for this case management, floor supervisors, or guards, the camp instructors where they are taken to the camps? How is the training conducted when it comes to keeping a good database, to make it more accurate and up to date? How is the department handling this when it comes to training these three different staffs? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

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Mr. McLeod: Thank you, Mr. Chairman. There is a bit of a challenge when it comes to dealing with staff in different regions. For our Kugluktuk and our Rankin Inlet communities, as well as our Baker Lake camp, we try to provide that training in those communities.

With our Justice Institute of British Columbia contractor right now, we have been in the process of training our training staff. We've got two new training staff that will be able to travel to all the communities and train in all the different areas that they need to. That training, once it's completed, there is certification that they need to complete for the staff and then it is entered into our InTime software to be able to track their status of the training.

The contractors, like the camp managers or camp operators, are contracted with the Department of Justice. They don't have the same level to all of our programs, but we do offer them programming that would be appropriate for their settings. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. For these camp instructors and camp managers, who are the contract training providers at the department to train these camp instructors and camp managers, and how much is actually spent on this one subject with the camp directors rather than these other staff at the facility? How much does the department spend on the contract when it comes to training these camp instructors and camp managers? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I

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Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. It is surprising to hear that, but I'm sure other Members will have a question on that.

Moving on to my question here, with the overtime issues that were happening before this new *Corrections Act* came into force in June last year, in the Auditor General's report, in paragraph 89, there was an audit in 2015 and they found that "overtime rates were high. For the 2015-16 to 2019-20 fiscal years, the department spent between \$2 million and \$3 million annually on overtime across all facilities."

With this "all facilities," I'm assuming the Iqaluit jail, Rankin jail, and Kugluktuk jail. Has there been any improvement with overtime that had been put in? Is the department at least making some improvement with these million-dollar overtimes when it comes to managing or tracking staff? Why \$2 million to \$3 million on overtime? Is it due to staff shortages or hiring casuals? If I can be enlightened, what came to that part? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. Mr.

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McLeod might be able to assist as well with exactly why we have overtime, but overtime is a fact in a correctional setting. We have been working hard to track it and to reduce it, but when you have 24-hour operations and 12-hour shifts, there will be overtime. We agree with the Auditor General's report that we need to track better and we need to take steps to reduce it as much as we can.

Our new scheduling software is tracking overtime better so we are able to pull the statistics better, and Members will see that when we appeared before the Committee in last session, while we did have funds for Corrections that were necessary, it was far reduced from prior years. We are making some progress with respect to budgeting and overtime at Corrections.

Mr. McLeod maybe can speak a bit about why we're never going to do away with overtime and some of the reasons why we will have overtime in corrections, but what we're doing to better schedule and track it. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mansell. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. As Mr. Mansell stated, overtime unfortunately is a reality of the work that we do in corrections, being a 24/7 operation, working 365 days of the year. Unfortunately our budgets don't really allow for even covering our leave for 24/7 staff, so any time our staff even takes annual leave, it requires a backfill that is not a funded backfill. The normal, average, every day, Monday to Friday worker, when they take leave, their position is not necessarily backfilled. That is a factor of it.

The other piece of it is the delays in getting

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our positions out to competition. We've got a large number of positions that sit in the queue for a long period of time and we're unable to get it filled through a competitive process, which then ends up translating into us having to backfill with reliefs, which are unfunded as well.

Then we get into escorts or medical escorts. When we have to do a major transport because of a disturbance or moving clients into different areas, it requires additional staff being brought in that is not regularly scheduled. Our medical travel requires that we have staff escort those clients because they are not able to travel on their own without an escort. That translates into overtime. Those are unavoidable circumstances.

Where we have been able to minimize some of that overtime is with our training. Prior to our pre-deployment training, staff were hired at the facility. They did their shadow shifts and then we would have to backfill them on the floor to get them out to do their basic corrections career development training.

Now the staff are hired and put into training before they even go to the facility, so there is no more backfilling at the facility. They haven't even joined the facility yet until they have completed their training. That training was a big component of overtime as well. Overtime was required to cover those staff while they were involved with that training. Thank you, Mr. Chairman.

Hopefully that answered your question.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. When the department hires these casual staff, how many training hours does it require or, if there is no requirement, just hire casual staff

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and train them for 72 hours? What's the requirement in hiring casual staff? Thank you, Mr. Chairman.

Chairman: Thank you. I imagine it would also pertain to relief staff as well too. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Due to the nature of the work that we do and the requirement for training that our staff need to have, we will not have staff on the floor working with our clients that aren't trained. The staff members that are coming on as relief, when there is a need for a casual position, we are looking within to who has that training to be able to fill those casual vacancies, Mr. Chairman.

Chairman: Thank you. The Member is actually looking for more information on what kind of training and how long that training is. Maybe if you could expand a little bit on that, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The training that our staff take is the predeployment training. I think we went over that yesterday with everything that is involved in that training. The training involves everything from our basic case management, it involves report-writing and documenting, use of force options, it involves Mental Health First Aid, it has the History of Nunavut, Introduction to the Government of Nunavut programs, Nunavut Employees Union, pay and benefits, the ATIPP process, employee relations, risk management, we started introducing FASDinformed care to our new staff as well, and suicide intervention.

I think, for the most part, that the seven-week program that all of our staff have to take before they can work in our facility is the training that we expect to have before they ለር-L⁶\⁶CPታሊላ⁶b/⁶ህዎ⁶ Δb⁶S_D⁶ 72^D⁶ ለርሊበርPσ47በ⁶? P/⁶ LcΓላ⁶b/⁶ህ⁶⁶ Δ⁶baΔ⁶bΔ⁶a⁶6⁶⁶ ለ⁶²P⁶? ⁶d⁶⁶a⁶, Δ⁶L⁶C⁶.

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Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for the clarification, Mr. McLeod. When it comes to these training parts, it's a seven-week program for training. Does the department keep track of the training database [to keep it] up to date and accurate when it comes to training casual and staff? Is there a database in place to track them accurately nowadays? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you for the question. All training data is now being accurately documented and tracked. As I stated, in our InTime scheduling software, there is a full section on there for all of our staff training. All of that is entered now since the start of the predeployment, and we've gone back and entered information that we were able to retrieve from before. That's all now tracked for all of our employees. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you for the information. That is the answer I was seeking. Now, after the training database was created, has the department been keeping those staff and retaining them as staff members? After this training database was created, is the department actually retaining those staff more or does the department still hire casuals for the operations of those facilities? Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. McLeod. I jumped the gun. Mr. Mansell, please.

Mr. Mansell: Thank you, Mr. Chairman. Since we have implemented the predeployment training, I think we can say that the staff are more confident when they enter the facility and more ready to operate as full caseworkers, and I think that does improve our retention. We still do hire casuals for some of the reasons that we have discussed about filling shifts and ensuring that we are fully staffed up, but I can say I think that having staff fully trained prior to deployment is a benefit for retention. Thank you, Mr. Chairman.

Chairman: Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. That is nice to hear. Let me move on to my other question here. It's in regard to the information provided by the department to MLAs. During the recent review of the 2022-23 capital estimates, it indicated that approximately 87 new PYs would be required over the next two fiscal years as a result of the opening of the new jail here in Iqaluit. What is the status of developing a business case for the new positions? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. We put forward a business case last year that resulted in 17 new PYs for the new facility and we put forward a significant business case this year that you will be seeing in the upcoming sitting for another, I think, 23 staff. 30? Another 30 staff, and we have tried our best to support those business cases to ensure they were supported by MLAs and to provide as much information as we can about the need for those staff and how they will be deployed in our facilities.

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Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. Thank you, Mr. Mansell. When it comes to retaining these staff and you hire new staff, is there a requirement to have staff living in staff housing under the department? Is there a requirement or is there a policy in place from the department that once the staff is hired, is there staff housing for the staff? If not, why? Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: We know that housing is another way to retain and support our staff. We do the best we can to apply for housing units for indeterminate staff in the communities where we have facilities. We don't have housing for all of our staff. The contingent for staff housing wouldn't allow us to do that, but we do the best we can to advocate for allocations for staff housing for our correctional workers. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. The indeterminate positions have staff housing, which is good. How about indeterminate staff at the camp, let's say, camp director, camp manager, or camp supervisor? I believe they are indeterminate positions too. Do they require some kind of staff housing too for camp instructors or camp managers? Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. For our indeterminate staff, as I said, we try to advocate the best we can to get housing allocations. I wouldn't say all of our

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indeterminate staff are in staff housing. For the land camp program, those are independent contractors, so they would provide their own housing as they don't work for us. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Kaernerk.

Mr. Kaernerk: Thank you, Mr. Chairman. I believe I'm making my colleagues kind of sleepy, so I this will be my last question for the day. I'm sure they have plenty of other questions for you guys and the Auditor General.

In the Auditor General's report, with the follow-up in paragraph 105, they found that many of the issues that they identified in the "2015 audit remained unresolved. The lack of progress on these issues is concerning because the matters that we raised have a direct impact on the rehabilitation of inmates..." I have touched on that before this morning that once individuals are sent home to rehabilitate, and I have asked this morning that once they're home, sometimes they are sent back again.

This is still a problem today and as of 2015, this has remained unresolved. Why does it remain unresolved or at least have there been steps taken from the recommendations from the Auditor General's office that this rehabilitation of inmates and health and safety of the community...? Has there been improvement or at least some kind of amendment for these individuals to stay in the community, to help out the community, to help their family members, and so on? What steps have been taken after this 2015 audit? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for his question and I

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I think a lot of what we have talked about over the last day and a half is our response to 2015 and to now; improvements in staffing, improvements in tracking our overtime, tracking our training, vast improvements in our facilities and the infrastructure. I think we have worked quite hard to address the concerns.

It's important to note that the report you have in front of you, when it was completed, Aaqqigiarvik phase 1 was not completed and the *Corrections Act* was not completed, which I think are two very key pieces in addressing the Auditor General's report. As I said in my opening comments yesterday, we recognize that we have more to do, but I think we have made some significant improvements since the completion of this report, and we're working hard to continue to do better and address the valid concerns raised by the Auditor General. Thank you, Mr. Chairman.

Chairman: Thank you. Just before I go on to Ms. Brewster, with regard to the training and employment, if someone from Joe Blow Public were to respond to that call for corrections workers, a grade 12 grad calls the number, how long would it take before they can hit their first shift? Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. That would depend greatly on what qualifications they did have and whether or not the employee or the past employee had the adequate level of training, whether they only did partial training. If they had all the training that was required, we would go through putting together the relief staffing action, which typically we can have done in less than a month and sometimes quicker. If they didn't have all of the training required,

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we would schedule them for the next training and development, the pre-deployment training. We have taken anybody that meets the qualifications and if that passes the screening, we will put them in the seven-week training program. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I would just like to get a little bit more information about.... You had mentioned that there is FASD-informed care training available to your teams, and I wonder if you could just talk a little bit more about what that training entails. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Committee Member for the question. The FASD training, we are actually working through the local, and I'm sorry, I can't pronounce the name off of the top of my head, but a local organization in town that deals with FASD and with family supports for children with FASD.

That training really gets into some of the basic principles of how someone that has FASD processes information, routines, how to approach someone with FASD, understanding the need for structure and repetitive messaging, certain daily programs, routines, and activities that help a client that has FASD and helps them become more receptive to the direction that we're working on, and how to resolve conflict with those clients.

I'm sure that it's a whole lot more comprehensive than that. That's just the basics from my recollection of reviewing that program with its.... Jennifer Noah is the

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Chairman: Thank you, Mr. McLeod. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for that response. I'm slowly starting to build a picture, I guess, of what maybe an average inmate looks like and the issues they are dealing with. I wonder if you can tell us: approximately how many inmates are diagnosed as being impacted by FASD or fetal alcohol effects? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the good question. Diagnosis of FASD is actually a significant process that requires a lot of expertise. Our clients with a medical diagnosis of FASD are low. However, we train our staff on the assumption that they will be interacting with a number of clients who have some of the cognitive issues that come from FASD. However, the diagnoses are not just in corrections; it's broader. The numbers are quite low. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I believe there is more to be added to this. Thank you, Mr. Chairman.

Chairman: Thank you. Please proceed, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I agree 100 percent with what Mr. Mansell stated. One of the things we realize is that we do have potential for a lot of our clients that

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are undiagnosed with FASD.

The other piece of it is as we go through the FASD-informed program that Ms. Noah and her team have developed, we see that there are some really good practices being taken away for all of our clients, for anybody who is in a facility or in that structure, to be able to have that structured day and to have certain activities in place that help take away some of the anxiety or the pressures of being in custody.

As we start to train our staff in the FASD-informed care, they also develop best practices for just running a unit on a daily basis. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I think many are aware that diagnostic services specifically for FAE/FASD and the impacts are quite intense and involve a number of different disciplines. What I'm wondering is if there are any at all diagnostic services available to both youth and, as we know, it is more difficult to diagnose the impacts of fetal alcohol syndrome on adults, so if you could respond to that, I would appreciate it. Thank you.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I appreciate the question. We depend greatly on the services of our Department of Health's mental health services, as well as we have a psychiatric nurse on staff. We understand that it's very difficult in diagnosing FASD and quite often there could be a lot of misdiagnoses of that disorder. We rely heavily on our psychiatric nurse and mental health services from the Department of Health to properly diagnose FASD with our clients. Thank you, Mr. Chairman.

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Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Thank you for that response. I know that there are many departments that are responsible for caring for clients that are impacted by FASD. What I'm wondering specifically: are you working with other departments such as Health and Education in order to bring those diagnostic services into the territory because they are so needed and because we know that so many people are impacted by FASD? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. We have had some discussions with Health. We've had mostly some information sessions with them to this point. With regard to FASD and the challenges with FASD within populations, we haven't engaged in any formal discussions on bringing the diagnostics or the diagnostic services into the facilities. It's something that we can definitely look at. I think it's a great recommendation in moving forward. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I made that recommendation just for the record.

>>Laughter

I would like to go back to the human resources issues that are plaguing your department and many others. In its response to the Auditor General's report, the department indicates that it will "work with the Department of Human Resources and the Department of Finance to develop a human resources plan for the division." I know you

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have touched on plans and steps that you have taken in some of your answers, but I would just like a really clear answer about what the status is of that work as of today. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the question. As we have talked about, we have done quite a bit internally with respect to building our HR capacity, getting competitions out, revising or updating job descriptions, creating the junior caseworker job descriptions so we can bring more staff in who maybe need a bit more experience, and promoting from within.

One thing that we have been really trying to work on is to demonstrate to the public what it's like to be a correctional officer, producing videos and material, particularly now that the new facility is online to try to maybe get rid of some of the stigma about a career in corrections and to show that it can be a rewarding career.

With respect to a specific human resources strategy, we have a commitment from the Department of HR to work with us on that, but there is definitely more work to be done on that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mansell. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Can you tell us what specific actions are being considered to address the issue of the long staffing process? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Well, we have been working with our partners at the Department of

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Human Resources to try to get our staffing actions out faster. In some cases, staffing isn't something that we do internally as a department, but we do want to work with HR to get staffing out as quickly as possible and to advocate for our own staff, especially those who have been casual for a long time, to put their names forward for indeterminate competitions.

Staffing is something that I think, GN-wide, we are working on to hopefully improve turnaround, but I can't give you examples of how we as a department are working to speed up staffing other than to work with our partners in the Department of HR, advocate to get our positions out there as much as we can, and stay on top of the them and make sure that they go through each step of the process. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. Is there a human resources division within your department? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Our Corporate Services Division has human resources staff. They handle our internal human resources, so any HR matters that might come up; vacation, pay, and that sort of thing, they work with the Department of HR on staffing, but the Department of HR is responsible for staffing in itself. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chairman. I think you have answered my next question, which was specifically whether or not.... We know that some department do have delegated authority to hire team members directly and my question is whether or not

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you have any delegated authorities to do that for your own department. Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: We don't at this time. I think it's something that has been discussed in the past with respect to corrections, but we don't at this time. Thank you, Mr. Chairman.

Chairman: Thank you. (interpretation) Are you done? (interpretation ends) The next name I have on my list: Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. My question will be for the Office of the Auditor General. (interpretation ends) Your report indicates in paragraph 91 that "...because of concerns about the quality of the training data the department provided us, we could not put together an accurate picture of training completion rates in the department." What specific concerns did you identify with that data that the department provided? (interpretation) Thank you, Mr. Chairman.

Chairman: Sorry. Just to confirm, that's to the auditor? Thank you. Mr. Hayes.

Mr. Hayes: Thank you very much, Mr. Chairman. We noted issues surrounding incomplete data, duplications, the fact that there were multiple formats and systems used to document training. This information was not easily accessible and was housed in multiple locations, so ultimately we noted in some of our paragraphs that there was a new software system that was going to be brought in place and I believe that we have heard from the department that that has been introduced. At this point, all that I can tell you is that at the time of our audit, the departmental officials did tell us that not all staff had completed mandatory training that

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was required of them. Those are the issues that we had identified. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for the responses. My question will be for the GN's officials. (interpretation ends) The Auditor General's report indicates in paragraph 91 that "...because of concerns about the quality of the training data the department provided us, we could not put together an accurate picture of training completion rates in the department." What specific actions has the department taken to address these concerns? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. As we have discussed, I think the two primary actions are: one, the pre-deployment training to ensure that staff have the necessary training before they even enter the facility because previously we were training on the floor, which is more difficult and there can be gaps; second is the implementation of the InTime scheduling software that keeps track now of what training staff has and helps us to identify when training is expired or when training might be missing. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) In its response to the Auditor General's report, the department indicates that it "has opened a facility dedicated to training." Where is the facility located and how many positions work in the facility? (interpretation) Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: The facility is in what used to be Atii Fitness by the old airport. We have two full-time trainers as well as a PY now for a training coordinator that we intend to hire. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for that clarification. (interpretation ends) In January 2022 the department issued a request for proposals for a standing offer to develop and deliver corrections leadership and frontline officer training. What were the results of this request for proposals? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The results of the RFP for the standing offer agreement for the training and development for corrections officers, we had a number of successful proponents on that RFP. The Justice Institute of British Columbia was one of those proponents; the other one was the Nunavut Healing and Learning Together, which is offered by Circle North, which is a group out of Northwest Territories that have developed the training specifically for Nunavut based on the cultural values and IQ principles.

With that training, we have been able to deliver the train-the-trainer training to our training officers and to be less reliant on contracts for training. They would become more of an oversight body to ensure that they're facilitating the training materials to the acceptable standard required. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

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Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for clarifying that as well. I would also like to ask if it is targeted for Inuit employees or if it is based on Inuit culture. Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: For all of our staffing actions as well as the pre-deployment training program, we give first preference to Inuit applicants and any that would screen in would be given a spot in the training program. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for the response. (interpretation ends) The Auditor General's report indicates in paragraph 92 that the department conducted a survey of departmental staff in the year 2016. When will the next survey take place? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. We haven't discussed that internally as a department, so it's something that we can look at, but I don't have any commitments for you at this time. Thank you.

Chairman: Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) The Auditor General's report indicates in paragraph 93 that the department signed a contract in mid-2020 "with an external service provider to provide mental health services to staff." Which entity was awarded the contract to perform this work? (interpretation) Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: We signed the contract with a group called Northern Counselling and Therapeutic Services. They are out of Yellowknife, I believe. Sorry. They are out of Ontario and they are on call to provide mental health and therapeutic services to our staff if they have been involved in an incident or just are facing stress in their job. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I also thank you for that response. My next question is: do you have a culturally relevant person or do you just use a translator? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. Northern Counselling and Therapeutic Services have a great deal of experience in the north. They have been up in Nunavut especially and in Iqaluit for quite some time now. A lot of their counsellors are located here as well, not just in Ontario. They have staff that are actually working here in Iqaluit. If any of our staff want to have any sort of translation, we can provide that as well, and we have offered that to our staff as well and where needed, we will provide that to them. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. (interpretation ends) How much did the department spend under this contract during the 2020-21 and 2021-22 fiscal years? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

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Mr. Mansell: The total budget for the contract is \$250,000, but they charge us based on use and need. I don't have that number for you, but the full budget for the contract is up to \$250,000. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): This will be my last question. (interpretation ends) As of today, how many departmental employees have accessed this service? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: We will have to go back and look at whether or not we can share that. Our staff are assured confidentiality when they call that number to get support, so I don't have the number right now. We may have some concerns about sharing that, especially if it's a small number, but we will take it back and look at that question. Thank you, Mr. Chairman.

Chairman: Thank you. I do appreciate that. I'm just thinking that if the budget numbers do come out, it would give us a pretty good indication of numbers anyway, so I'm sure your ATIPP people will guide you appropriately.

The next name I have on my list: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My questions will be for the Government of Nunavut. In March 2021 the Department of Justice held a career fair to encourage Inuit to apply for positions in the justice sector, including corrections. How many employees were hired by the department as a result of this initiative? Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. That was our first attempt at a career fair. We held it on a Saturday in March and we didn't get the best turnout that we were hoping for. We are committed to doing it again. I can't say how many we hired directly out of the career fair, but we did learn as a department some lessons on how to attract people and we're going to try again and have another career fair, which hopefully will have some more success. As well, as we discussed here, we have facilities outside of Iqaluit, so we need to start looking at having similar events in the other communities too. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My last question will be Nunavut has a small population. How does the department address concerns from correctional service employees and prospective employees regarding situations where the employees may be responsible for supervising inmates to whom they may be related? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. Mr. McLeod can speak a bit more about what we do in the facility when there is a conflict like that, but I just want to point out that the Member has highlighted a challenge for us in our recruitment. It is difficult to serve as a correctional officer in a facility where you know the clients or you may even be related to them. That's a challenge for us in our Corrections Division, and we need to work to ensure that any staff who are put in that sort of situation have as much support as we can provide. Mr. McLeod can elaborate too.

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Chairman: Please proceed, Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. As Mr. Mansell stated, it is a challenge for us, especially in small communities. Like you said, there's always a very good likelihood or possibility that you're going to be working or supervising someone that you know or maybe someone that you're related to.

We have been able to overcome some of the challenges that we have faced because of the fact that we have more than one unit and that we have now assigned staff to work in specific units for duration of time. We have now given our staff annual post assignments. For a year at a time, they are working in an assigned post. If we have a conflict of interest in one unit, then we can move them to another unit so they're not directly supervising that client.

If there is a severe conflict of interest where we believe that there is a perception that could be put out that there is maybe impartiality or something of that nature, we also have the ability to look at other facilities. If a client is appropriately classified as a medium custody client in the Aaqqigiarvik Healing Facility, we can also look to have them transferred down to Rankin Inlet if that concern is big enough.

In most extreme cases, and we have had one case where the client was in on a very serious charge against the family member of one of our staff members, we've had to look at actually having the client do their time or at least their remand sentence in another jurisdiction so that can ensure that there is no conflict until they can at least go to their hearing. Thank you, Mr. Chairman.

Chairman: Mr. Quqqiaq.

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Mr. Quqqiaq: Thank you, Mr. Chairman. Those were my only two questions, so I'll leave the rest to my colleagues. Thank you, Mr. Chairman.

Chairman: Thank you. The next name I have on my list: Mr. Qavvik.

Mr. Qavvik: Thank you, Mr. Chairman. I think Mr. Hayes and Mr. McKenzie are a little too quiet right now.

>>Laughter

I'll give them a question. In recent years you have submitted a number of important audit reports to Parliament on topics of concern to Nunavut and the north, including civil aviation infrastructure in the north, the Nutrition North Canada Program, and oral health programs for Inuit and First Nations. To what extent do you plan to undertake follow-up work in relation to these three topics? Thank you, Mr. Chairman.

Chairman: Thank you. We're not quite there yet, but I will allow Mr. Hayes to respond. After we do our closing, we will go into what the next steps are in different audits, but I do appreciate the question from the Member, and Mr. Hayes, if you don't mind us jumping ahead in our agenda and responding to the Member.

Mr. Hayes: Absolutely. Thank you very much for the question. As I mentioned yesterday, we are exploring a number of ways to do follow-up work in addition to just a full-out follow-up audit report like the one that we are studying today.

The example that I gave yesterday is an update on results measures where we would be looking at particular selected recommendations and findings to see what improvements have been made. For the

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reports that you mentioned, I would note that for the Nutrition North program, we did include some information and some audit work in a recent audit that was submitted by the Auditor General on food security during the pandemic, and we made some findings and recommendations on that program.

We will have other audits coming forward in the near future dealing with issues that are of interest for the north and in addition, the Commissioner of the Environment and Sustainable Development does work particularly relating to climate change matters and biodiversity that may be of concern for residents of the north as well. Thank you very much, Mr. Chairman.

Chairman: Thank you. Mr. Qavvik, do you have any questions regarding the paragraphs in the report? Mr. Qavvik.

Mr. Qavvik: Yes, I will turn my questions over to the folks with the GN. The Auditor General's report indicated in paragraph 100 that "the results of cell searches were not documented consistently." What specific actions are being taken to address this issue? Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The Corrections Division has developed the SharePoint system. That SharePoint system has active tracking of cell searches; it actually will have a section for that. It provides analytics and it will be able to show different types of contraband found. We have the ability to create a dashboard type of a system that actually shows, perhaps, the different types of contraband, where it was found, locations, facilities, and all kinds of stuff.

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The system really allows us to better track the frequency, make sure that they're being done routinely, and our facility managers are responsible. Aside from our wardens, we have our deputy wardens and so we have increased the number of deputy wardens so that there is at least one deputy warden at each facility, even the smaller facilities, and then we have our assistant deputy wardens in the large facilities that oversee and make sure that these are happening on a regular basis.

With the proper location of these documents, I think we will see that these searches are happening on a frequent basis, on a regular basis. I think a lot of our struggles have been with the documentation and the filing of the documents when we did the audit. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Qavvik.

Mr. Qavvik: Thank you, Mr. Chairman. Thank you for the response, Mr. McLeod. One last question, in its response to the Auditor General's report, the department indicates that "The construction and completion of the Aaqqigiarvik Correctional Healing Facility will reduce contraband within the facility." What specific actions have been taken by the department to reduce the amount of contraband entering territorial correctional facilities? Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I think there are a few reasons why the new facility has helped to reduce contraband. First, the new facility has a body scanner, so any new clients coming into the facility or any clients that have gone out of the facility for some reason go through a scanner. It looks like the one you would see at the airport and it can identify contraband on the

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When we go visit, you will see that clients are on the top floors of the building. If you have seen it as you drove by, it's a tall building. The gymnasium, some of the program area and the offices are on the bottom floor and clients are on the upper floors, so it makes it much less easy to fish contraband, which was something that was happening at the BCC. As well, the cells themselves are much easier to inspect and have much less area to hide things and things like that. Thank you, Mr. Chairman.

Chairman: Thank you. Next name I have on my list: Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman. (interpretation ends) My question will be to the Office of the Auditor General witnesses. Your report indicates in paragraphs 108 to 110 that the Department of Justice implemented a pandemic response plan in respect to COVID-19. To what extent did your audit examine the effectiveness of this plan? Thank you, *Iksivautaaq*.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: I'll pass it over to Mr. McKenzie for some additional comments.

We did not audit directly the department's response to the pandemic, but we did monitor developments along the way and we spoke to management and staff about the department's response. At this point we recognize that the COVID-19 pandemic had a considerable impact on the operation of the facilities, the management of human resources, and the development of a response plan to prevent

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COVID-19 outbreaks. We know that there were some outbreaks and that they were challenging for everyone involved.

Ultimately the OAG, if I look at the federal work that we have done, we did an audit on pandemic preparedness and surveillance and we did an audit that had important observations regarding federal and provincial and territorial information sharing. The government's response to the pandemic is an area that, during the next session when we're talking about our future work, we would like to explore with the Committee to see if there's some work that we might be able to do that would be of value to the work that you do to oversee the government. Thank you very much.

I imagine Mr. McKenzie may have something to add. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Hayes. I'm sure he does. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chairman. Certainly we were in discussions or in contact, if you will, with officials from Corrections when the pandemic was announced. We understand that there were numerous discussions that took place, for example, between directors of corrections across the country, which would include correctional services in other jurisdictions, including Correctional Services Canada. My understanding is that certainly reflects efforts, I think, that many organizations took in terms of understanding what was being done in other jurisdictions and lessons learned.

In the report, in the paragraphs that were noted, in 108 and 110, we do point out some of the actions that were taken, for example, restrictions with respect to visitors, screening of individuals that were coming into the

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facilities, the provision of personal protective equipment, for example, to individuals, including staff that were in the facility. I believe, as we discussed yesterday, there were also efforts made to release inmates early. Well, I don't know about early release, but instead of.... I believe I have seen the term "decarceration"; so releasing inmates. There were a number of steps that were taken.

Throughout the audit, it was really at the end, in fact, that there was the first outbreak. If I recall correctly, in our report we note it was last March or mid-April. My apologies. We understand that there has been a more recent outbreak as a result of the Omicron, but certainly the number of incidents has been kept under control, and I think that's also reflective of the situation and reflects some of the actions that the Government of Nunavut as a whole has taken.

The one other thing that I would note as well is I had mentioned the discussion with the other correctional services, but there was also certainly consultation with the Department of Health on this issue, certainly given the role of the chief public health officer in the department and their role for Nunavut overall. Certainly, with more recent developments in this area, I would encourage the Committee to ask the department, probably, for some of the challenges that they have faced, but also some of the lessons learned in terms of dealing with COVID-19. Thank you.

Chairman: Thank you, Mr. McKenzie. Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman. Thank you for your responses. (interpretation ends) I have a similar question to the Government of Nunavut witnesses. The Auditor General's

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report indicates in paragraphs 108 to 110 that the Department of Justice implemented a pandemic response plan in respect to COVID-19. To what extent has the department evaluated the success of this plan? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. I thank the Member for the question. Mr. McLeod has been on the ground dealing with COVID in facilities for some time, so he can help elaborate.

The Member is correct that when the pandemic was first declared, we worked very hard to create a pandemic response plan that had different stages and different scenarios. They included how we would separate clients in facilities if we needed to quarantine in facilities, but also contingencies if we needed to actually have clients quarantined outside of facilities and to identify other options for quarantine.

As well as the auditor's office stated, we did put some restrictions on outside access, some restrictions on outside programing, anyone coming into the facility, including the Deputy Minister, who was asked a whole bunch of questions before they were allowed to go in, and their temperature was taken. We took the pandemic very seriously because we know that once a contagion gets into a correctional centre, just given the nature of a correctional centre, it's probably going to spread and it's hard to contain.

We had an outbreak at the Aaqqigiarvik in December that lasted a number of months. We were able to use the space within the facility to isolate infected clients and we implemented a rigorous testing of clients and staff. Our two nurses on staff would come in

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at 6 a.m. to do the testing and they would be there again to do the testing of the night shift, and a lot was done by some very dedicated staff to get over that outbreak.

We also had less but some cases in the Rankin Inlet facility as well and again, the Inuksuk Unit that's part of the facility that generally is used as a halfway house was used for isolation, and again, we implemented a testing regime for both clients and staff.

Prior to the outbreak, we had a very strong focus on encouraging both staff and clients to get vaccinated and we had a very high uptake in both staff and clients being vaccinated, which I think is part of the reason why we did have an outbreak, but we didn't have serious illness. It was a lot of work for a lot of dedicated people at Corrections. I'm happy to say that we have zero cases in any of our facilities at the moment.

We haven't evaluated the COVID plan because we're just getting out of implementing the COVID plan. There will be time, though, I think, for some reflection to see how we did and how we could have done better, but I'm very proud of the team at Justice for all the work that was put in to getting through that outbreak in our facilities.

Mr. McLeod can elaborate if he wants.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you, Mr. Mansell, for that very thorough response. Probably the only thing I would add to that is the fact that we still take it very seriously in our facilities and even though we have made a shift in our communities to living with COVID and lowering or limiting the restrictions that are in place for our community members, those

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restrictions have not been lifted for our facilities just because there is an absolute need to protect our vulnerable clients and our facilities. We still have very strict requirements and very strict screening processes in place to protect our clients and protect our staff from the possibility of being exposed to COVID. Thank you, Mr. Chairman.

Chairman: Thank you for that. Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman. Thank you for the response from the GN representatives. Thank you for the clarification. That's all.

Chairman: Thank you. With that, we will take a 15-minute recess. Thank you.

>>Committee recessed at 15:08 and resumed at 15:26

Chairman: Thanks, everyone, for returning. Sorry for our witnesses on the Zoom. They were a couple of minutes over the time limit. The next name I had on my list was Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. It has been a long day, so I have very few questions here. Going back to the Auditor General's report on page 24, and this has been talked about a bit; I just want to rehash it, in paragraph 94 it talks about in the 2015 audit it found deficiencies in cell searches, fire drills and evacuations, and then after this audit, they found some improvements, but they still weren't where they should be, and the analysis supports this finding.

In paragraph 97 it's clear. It says, "Cell searches are done to ensure that inmates are not storing in their cells contraband goods, such as knives or drugs, which can pose a security risk to staff and inmates." Going on

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to paragraph 100, "We also found that the results of cell searches were not documented consistently. This made it difficult to analyze trends related to the types of contraband" and where they were found during cell searches.

Can the GN officials with Justice just give an explanation of the difficulties of it, if there are difficulties? Obviously, after the audit, there were some improvements, but they still weren't there, so if I can just get an explanation. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for the question. Cell searches are being done routinely. Some of the struggles that we have.... I guess there are two parts that we can clarify. There are cell inspections, which are done every day by our staff when they come in the morning and they go through and they do cell inspections to make sure that the cell is clean and that there is no contraband or damage to the cell.

Cell searches are done less frequently, but we have to try to do it in a manner that is respectful towards our clients. It's their personal space as well and we understand that they have lost some of their rights and freedoms when they're in custody, but they have to be respected and their space has to be respected, so we have to do it in a manner which respects that as well. We try to do it not every day; it would be these cells on this day and then we will just do kind of a rotating schedule. That schedule was in place before and it was being done; however, not always best documented. We're doing a better job now at documenting that and having more thorough inspections that also help to alleviate the frequency that we're required to do searches.

Searches are also done where there are

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reasonable or probable grounds to believe that there's contraband. If there's any indication aside from the scheduled searches or inspections, if we believe that there is information that suggests that the client may have contraband or may have a weapon or may have drugs in the cell, we will do a search and if we can't find it, we will do a full unit search if need be to try to locate that contraband. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. Related to that is, for contraband to get in, I mean, they are contraband because they are not allowed in there, but obviously some do get in. Mr. Mansell talked about a body scanner. Can we confirm that since the body scanner has been in operation down there, every single person, whether they are an inmate, visitor, or staff, has to go through the scanner and that no one goes around it and it's in operation 24/7? Thank you.

Chairman: Mr. Mansell.

Mr. Mansell: Thank you, Mr. Chairman. The body scanner is used for clients only and not for staff and not for other people who come into the facility, like the RCMP, who drop off prisoners. Thank you, Mr. Chairman.

Chairman: Or MLAs visiting?

>>Laughter

Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I can elaborate a little bit further on that. Our practice is not to scan everybody that comes into the facility. If it's a staff member or a visitor, they don't necessarily have to go through the body scanner. If there are

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reasonable or probable grounds to believe that they may be bringing contraband in, we will deal with it at that time. We do reserve the right to search anybody that comes in the facility, staff or otherwise; staff, visitor, or client.

When our visitors come in, they don't have direct contact generally with our clients. There is a separated visit area. We are in the process of trying to open up contact visits again for our clients, but for those cases, there will be more frisking and pat-downs and there are certain rules that will keep them a certain distance apart during the visit so that there is no undue familiarity and undue contact, other than a very brief greeting in the parting rooms.

Chairman: Thank you. I'm sorry, Mr. Savikataaq, if I could just interject here for a moment. Wouldn't it be less invasive for visitors to go through the scanner than it would be doing a pat-down? Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. The visitors are not patted down. They will drop off their clothing or purses or whatever. There is a locker that we have for them to put those items in. We have a metal detector, a wand, and then there is the process of actually allowing them to go in to have that visit, but right now they are all barriered visits so that there is no actual contact.

We can take a look at it moving forward when we have the contact visits. One of the struggles that we have is the location of the body scanner. When you're trying to bring everyone in through our A&D department to go through the body scanner, it can be very disruptive to the operations of the facility. We try to reserve that for where there are reasonable or probable grounds to do those searches. Thank you, Mr. Chairman.

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Chairman: Thank you and my apologies, Mr. Savikataaq. Please continue.

Mr. Savikataaq: Thank you, Mr. Chairman. The body scanner is, in my opinion then, very underutilized then for very expensive equipment that you said was needed because it's used only for the prisoners. I imagine that other than when they go to court, prisoners don't go in and out of the facility that often. Is that correct? Thank you.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member for that question. There was a very heavy price tag for that equipment, I agree with you 100 percent. However, we believe that the price for that equipment, when you compare it to the dignity of our clients that maybe have suffered traumas of sexual abuse and all kinds of things when now we're doing full strip searches of those people, and then the potential for re-traumatization every time you're making them strip down to no clothes and searching them, there is a definite payoff for us. It's a win-win for everybody.

The other piece that I think that we consider is that there are a lot of areas that you can hide contraband that we are not able to see. The body scanner detects that level of contraband much better. I do understand that there is a potential to use it more. I think we have to take into consideration what we're asking and why we're asking the searches, and we have clients that are going out for court, but we also have clients going out on town crew or ICSP programming off site. We have a number of clients who go out every day, so we have to make sure that we are using it responsibly and with the best informed practices from other jurisdictions that are using the equipment as well.

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We take that under advisement. Maybe we can look at trying to see how we can use it better or more, if it makes more sense. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. You can rule me if I'm going a bit off track here, but just going back to the body scanner there, like you said, it's very important if someone has been sexually abused or stuff like that, that it's good to have it there, but I believe it's only here. Are there no sexual assault victims in Rankin Inlet? They would have to be patted down if they don't have the screener, so just an explanation on that. Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: No, the Member is correct, we don't have a body scanner in Rankin Inlet, partly due to what you discussed there; they're quite expensive and our client numbers in Rankin Inlet are quite a bit less. We have clients in all of our facilities that have suffered from past trauma. In Rankin Inlet we would continue with pat-downs and visual searches in the most appropriate way that we can, but you're right; we do not have a scanner in those other communities. Thank you.

Chairman: Mr. McLeod, you wanted to supplement.

Mr. McLeod: Thank you, Mr. Chairman. Yes, just to touch on that a little bit more, prior to getting the body scanner, we also adjusted our strip search policy as well. The policy was a lot broader and basically said anyone coming and going from the facility has to be strip-searched. Trying to be responsible with that and to preserve the dignity of our clients, we made those rules a

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lot stricter on what would justify a strip search.

We only conduct a strip search when we have lost contact with that client versus if they are off with, for instance, the RCMP. We don't have control over their surroundings, we don't know what contact they have had, and so in those cases, a new intake coming into, let's say, the Rankin Inlet Healing Facility that is a direct intake, not coming through Aaggigiarvik, would be subject to a strip search. Anytime they are going out with an escort to the hospital or to somewhere in the community, if they are under direct supervision of an officer and the officer has not lost visual contact of them and there are no reasonable or probable grounds to believe that they had come into contact with contraband, there is no strip search.

We have really tightened up the requirements and they have to justify their rationale for why there is going to be a strip search to help protect the dignity of our clients. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. You touched on this a bit, but the Auditor General's report indicates in paragraph 102 and 103 that, and we talked about the issues with fire drills and inspections, and you talked a bit about what has been done, but if you can tell me what specific actions are taken to address these concerns. I know you talked about documentation, but just more specific just so that we will get a picture on that. That's my final question. Thank you.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: With respect to fire inspections and fire drills, we have increased our communication and our partnership with

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Community and Government Services and the Office of the Fire Marshal to make sure that we're providing them the information they need and as well, they are providing us the information that we need on anything that we need to follow up on.

We have instilled in our wardens and deputy wardens that it's their responsibility to make sure that these are done, and they report to the director of corrections on when these important inspections and drills are being done. As well, the new SharePoint site that we have developed will track when these actions are taken for each facility and will flag for us when they are outstanding. Thank you, Mr. Chairman.

Chairman: Thank you. Just before I go to the last name on my list, it has been mentioned in the House that there used to be an amnesty box before clients would go through the scanner. Is that still in place, and how often do you get stuff in there and what kind of contraband do you find in there? Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Yes, so the amnesty box is still in place. We have an amnesty box in the new sally port for the Aaqqigiarvik Correctional Healing Facility, and also, when you first come in through the admissions and discharge area, there is another amnesty box. They are given two chances to discard any contraband they may have before they actually step onto the body scanner. They are advised that if they discard the contraband, they will not be charged with it. If they try to bring it any further and they're found in possession of it, they can be charged for possession of contraband.

As far as the results and how often we have found things or recovered contraband from those amnesty boxes, I don't have the ᢧᡆᠸᡥᠦ Ს᠙᠘ᡃᢨᠳᡃᡡ᠘ᠰᠻᠬᡥᡤ᠂᠘ᡰ᠘ ᡩ᠙ᡣᠬᡷ᠂᠘ᢥ᠘ᢣᡥᡠᡲᠾ᠂ᠪ᠌᠌᠌᠌ᠪᢣ᠘ᢉᡏᡠᢡᠸᡥᡥᠳ ᠘ᢣᡅ᠘ᡤᠵᠸ᠆᠘ᡃᠫ᠂ᠪᠣᢣ᠘ᢣᠬ᠘ᡏᡃᢐᢡᠸᡥᡥᠳ ᠘ᡰ᠘, ᠘ᢣᡅ᠘ᡩᢐᢛᢗᠻᠬᠳᠣ ᢧᡏᢧᡅᢣᠣ᠙ᡃ᠘ᢗ᠂ᠮᢧᢣᡳᡏᢓᡣᢉᡳᠲᢛᢆᢗᠻᠬᠳᡠ.

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Chairman: Just finally, with regard to the searches and the cell inspections, are you still finding a fair number of contraband? I remember doing a tour of the BCC a number of years back and there were a number of MLAs with the tour and we were amazed at some of the stuff that was being confiscated, like parts of bedframes and that turned into knives, and all kinds of illicit contraband. Some of the size of it and everything was quite surprising and obviously very dangerous. Are you still getting a fair bit of contraband through these searches or inspections? Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. Yes, we are still getting some contraband, not nearly to the level that we were encountering before we moved into the new facility and before we had the new contraband or addition kind of strategies in place. From time to time we find things that may be fashioned on the unit, but they are nowhere near what they were before.

We have still found some things that were made out of, let's say, kitchen utensils that were either tried to be smuggled in from the kitchen or off of a meal cart or something like that, where we have had to tighten up our protocols and our search procedures and accountability for utensils at the end of every meal delivery and also, our kitchen crew has to be able to account for every spoon, every spatula, every knife, and every fork at the end of every shift before they go and, if there's anything missing, then there is a search conducted to try to locate the missing

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items. Thank you, Mr. Chairman.

Chairman: Thank you. I appreciate that information. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I want to go back to (interpretation ends) staffing. In 2015 the department awarded a contract valued at \$172,144 to Aarluk Consulting to undertake an organizational review of staffing, overtime, and other issues at the Corrections Division. What specific actions were taken as a result of this review? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. I'm not getting any clear indication of which witness wants to take this. Mr. Mansell.

Mr. Mansell: It's because the review predates both me and Mr. McLeod. I know that document went into a lot of the business case work that was done and some of organizational design work that was done. We would have to go back and look to see if there was anything else that came out of that review. Thank you, Mr. Chairman.

Chairman: Thank you. I think it would be worthwhile doing so because too often we pay for these reviews and analysis and then it sits on a shelf somewhere and collects dust. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. While the review of these documents is ongoing, it would be incumbent upon us to see the results afterwards. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mansell.

Mr. Mansell: The Aarluk Consulting review? Yes, I know that they did identify a lot of staffing needs and we have used that

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 Δ 6740C6 (Δ 140J6): 6456 Δ 16. L1C Δ 6746.

Ĺºイイ (Ͻ≒ϒ⋂Ϳʹ): Ċºdイ ϤʹͿ· ʹϧϒͰϹΔʹ ႶΓʹͼͿʹʹ·ͺͿͺ ϧͰՐϲϘʹʹ·Ϲʹ ͼϽͼΔʹͼʹϒϲϘʹͼϽΔʹ ΔʹͼϧͼΔϧʹͼϽΔʹ ϤΓͿʹϭʹʹʹʹʹϼ·ͺϹʹ·ͼͺϤϽʹͼϒͰϧϘʹ document as well as others to justify our business cases and we have been somewhat successful in business cases in the last few years to really build our capacity with respect to caseworkers but also program staff and other staff. That review as well as other studies and review of on-the-ground staffing contingent have all gone into our business cases to help support them. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. Thank you for the response. (interpretation ends) In its response to the Auditor General's report, the department indicated that "The construction and completion of the Aaqqigiarvik Correctional Healing Facility will reduce contraband..." (interpretation) I know that question was already asked, but have you reviewed how to keep contraband out of the jail? Thank you, Mr. Chairman.

Chairman: Mr. Mansell.

Mr. Mansell: I think, in a correctional setting, it is almost impossible to reduce contraband to zero, but as Mr. McLeod said, we have seen a significant decrease in the contraband since we have moved into the new facility. In part that's because of some of the things that we have talked about; the body scanner, the openness of the cells, some of the work that we have done to ensure that there are more inspections and searches, as well, the facility itself is just far more secure. We will definitely monitor it going forward.

As well, in Rankin Inlet, I was there to visit the team there and I noticed that they have taken some action to put up new screening and things like that in Rankin Inlet, so we are looking at it in all of our facilities. The renovations that we would like to do in ፈ/ጐቦ⁻ኌ ĊၑϭϤ ῥͼϷϧʹͽ·Ͻሰና ϽͽϒϚϼΩσϷ
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Kugluktuk will also help with that. Kugluktuk is a more open facility in general, but a lot of the renovations will help for security. In Aaqqigiarvik, I think we can say that contraband has been reduced compared to the BCC, which we are very happy to see and we continue to monitor the situation.

Chairman: Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. Thank you for the response. This is my final question. (interpretation ends) In its response to the Auditor General's report, the department indicates that "All standing orders for the Aaqqigiarvik Correctional Healing Facility are currently in draft, pending final review at the warden and director levels for approval and implementation." As of today, what is the status of this work? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. I thank the Member for the question. The standing orders for the Aaqqigiarvik Correctional Healing Facility have been finalized and they have been approved. They were approved for the opening of the new facility in September 2021. Now the division, as we start to work through the rest of the policy, we will try to get all of the policy for all facilities updated.

Chairman: Mr. Malliki.

Mr. Malliki (interpretation): Thank you, Mr. Chairman. I realize that there is another question coming up. Are the facilities in Rankin Inlet and Kugluktuk included in this? Thank you, Mr. Chairman.

Chairman: Mr. McLeod.

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Mr. McLeod: Thank you, Mr. Chairman. Thank you to the Member. Rankin and Kugluktuk will be included in this as well. Thank you, Mr. Chairman.

Chairman: Thank you. That was the last name I had on my list. There is just one other question that kind of came about from some of the responses. I guess the question would be, and I know that there haven't been many visitors in the last couple of years, but have there been any staff or visitors disciplined or charged with passing contraband onto any of your clients? Mr. McLeod.

Mr. McLeod: Thank you, Mr. Chairman. To this point, not that I am aware of, any staff found of passing contraband; I am not aware of any visitors. Like I said, the visitors don't have direct contact with our clients at this time and they're still secure visits. With our contractors and professional visitors or elders that are coming in, we have never had an issue with them bringing contraband in for our clients that we are aware of. As we become aware of it, we tighten the restrictions up and address those issues as they come. Thank you, Mr. Chairman.

Chairman: Thank you for that and before we go on to our next item on the agenda of different audit topics and whatnot, I would like to give the department an opportunity to provide some closing remarks. Mr. Mansell.

Mr. Mansell (interpretation): Thank you, Mr. Chairman. (interpretation ends) Thank you very much to the Members for all the great questions.

I appreciate the work of the Auditor General, and I also want to sincerely thank Mickey McLeod, my Director of Corrections, and my entire corrections team for all the work that they are doing. Our department is committed to responding to the recommendations of the

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Auditor General. As I said in my opening statements, the department wants to ensure that we address the Auditor General's concerns and work to improve our correctional setting for both our staff and clients.

We are committed to a modern response of corrections regime which provides our clients with excellent programing and care. I think we have come a long way in the last few years on improving our facilities, our training, and the work that we're doing. We have more work to do and the entire department is committed to doing that, and I sincerely appreciate all the great questions we've had. (interpretation) Thank you.

Chairman: Thank you. Mr. Hayes, just regarding the report itself that's in front of us right now, unfortunately you're going to have to stick around for a little bit longer, you and Mr. McKenzie. We will have some other questions for you, but if you have any closing remarks regarding this follow-up audit, Mr. Hayes.

Mr. Hayes: Yes. Thank you very much, Mr. Chairman. I also wanted to acknowledge the department's efforts over the last few years, although they haven't been a part of our audit, but the efforts to improve and to bring in some new information systems, the completion of new facilities; those are positive developments and bode well with continued attention to the areas that we raised. I would just like to highlight a few of them just to put them right back on the radar.

The case management model that we have at Exhibit 2 has many important parts to it, and we have referred to it is as a continuum in some of the responses in this hearing. I can't emphasise enough how important it is to ensure that there is consistent and timely access to all of the rest of the needs

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assessments, and the rehabilitation programing are critical to the success and outcomes for both the individuals who are incarcerated and the communities.

Making sure that programs address the underlying factors that led to incarceration and reduce the likelihood of reoffending, those programs such as anger management programs, alcohol and substance abuse programs, recovery programs, sex offender rehabilitation, as well as programs that help prepare offenders for reintegration into the community after serving their time is important, so we strongly encourage investment in that. I have used that word "investment" before during the hearing because that is a good way to look at it.

Mental health supports for inmates and for staff were a particular focus area for us. Starting first with staff, being a correctional officer, supporting the work of the correction program and interacting with individuals in the correction system is a challenging job and one that hopefully the staff feel that they make a difference for people. Having that mental health support is a very important part for them. Likewise for inmates, I think it connects to the point I just made before about addressing the underlying factors that led to incarceration and preparing them for reintegration in the community.

One of the big messages that we brought forward is about training. I was really encouraged to hear the Deputy Minister say earlier today that fully trained staff is a benefit for retention, and that was one of the points that we had hoped to make in our final remarks and I think the word that has been used so far is he stole my thunder. I would really encourage training and tracking of training as the department moves forward.

The final point I'll make is about information

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and information is important for audit and we have heard the comments about maybe some actions had been taken, but there wasn't documentation proving that. That is only one part of the importance of information. Information is also important for decision-making, analyzing trends, and identifying what improvements can be made, as well as supporting these individuals as they are on their corrections and rehabilitation journey. Leaving aside the importance of having it ready for auditors, I would strongly encourage that information be looked at for the broader value that it brings to everyone.

I said earlier in the hearing that there can sometimes be optimal solutions, but those optimal solutions may not always be realistic. I think I encouraged the government at that time to look for the solution that offers the most impact and makes the biggest difference for the lives of both the individuals who have had an experience with the correctional system and the community as a whole.

I would like to thank the Committee for this hearing. I'll reiterate the fact that I really wanted to be in person with you and the engagement of the Committee throughout this hearing and the detail with which you studied the report that we have provided has only made it more exciting for me to come and visit you the next time. Thank you.

Chairman: Thank you very much, Mr. Hayes. Just before I excuse our Department of Justice officials, Mr. Mansell wanted to mention something.

Mr. Mansell: Thank you, Mr. Chairman. I just wanted to mention that we have committed in the last two days now to provide a follow-up with a lot more information. We will go back to the department and review everything that we

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have committed to bring back to the Committee. Some of it might take longer than others, but we will respond to you and provide further information as soon as we can. Thank you, Mr. Chairman.

Chairman: Thank you. I don't mind receiving things as it's available. It's easier if it's all in one, obviously, but I don't want to wait 'til the last portion is ready. If it can be done in a couple different stages, it would be fine.

Again, like I had mentioned earlier, I want to thank Mr. Mansell and Mr. McLeod for being here the last day and a half. I'm a strong supporter of these types of audits to help identify issues from both sides of it. I have been on both sides of this table with regard to providing an audit and receiving an audit. I think it's very instrumental in government operations moving forward so that we know where our issues are or where our problems are.

I can't thank [enough] Mr. McKenzie and his team and, obviously, Mr. Hayes and your leadership on providing the information and these audits and follow-up audits. Like I just said, it's very critical in moving some of our projects forward and some of our initiatives forward. It lends credence to departments to support business cases and it helps Members of the Committee understand some of the challenges that departments go through and some of the successes.

I would like to thank everyone's time so far in our agenda. I'll excuse the Department of Justice officials for now and I'll ask Mr. Hayes and Mr. McKenzie to stay on. We will just take a 60-second break while Mr. Mansell and Mr. McLeod vacate the premises.

>>Committee adjourned at 15:59

Δ৽৴《Þር৽ (ጋጎዶበJና): 'dታ°ഫ፫⁶. የታወል°°ቦናጋና 〈dourapodsa</ የচልናቴናርናጋላው, 〈dourapologe ለኦሁታናትጋሁጋላናት, Calaurarro የታልናረናርላሀ° ዉናታናΓታረ Lናንልርግሁጋቦናትዕል የታወልየታየትቦናጋናት,

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